

平成 24 年度課題別研修事後評価調査・現況調査

添付資料 I

(テーマ別実証調査)

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1. 好事例集

好事例（ベトナムーその1）

日本企業向け工業団地の優遇施策 にアドバイス

研修コース	投資環境法整備コース
研修期間	2008年
研修員名	Le Hoai Nam
所属先	Vietnam Investment Network Corporation
肩書	Director of Project Development



背景と活動の展開状況

Nam氏は2004年にMPI（計画投資省）に入省し、海外投資部門に配属。2008年に民間投資促進会社へ異動し、JICA課題別研修の機会を得ました。ベトナムでは、好況な経済活動のもとで各地での工業団地の創設が進んでいますが、国としての入植企業向け優遇施策のほか、各地域でも独自の特色を打ち出し、企業の獲得合戦が進められています。

Nam氏が参加した「投資環境法整備コース」では、海外投資FDI獲得に向けた諸要件、優遇施策、進出企業のニーズ、プロセス等を学び、帰国後ベトナム北部Hoa Binh州で建設が進むLuong Son工業団地の優遇施策創出にアドバイザーとして携わっています。

成功の秘訣

Nam氏は工業団地のマネジメント企業とHoa Binh州に対して企業のニーズ把握、支援手法、諸外国の工業団地の優遇施策事例についてのアドバイスを行ってきました。

現在、Hoa Binh州には8つの工業団地があります。そのうちLuong SonとDa River Left-Bankは特に日本の企業をターゲットとして質の高いインフラ整備が進められています。すでに作業服メーカー（埼玉県）

やアルミ製品加工（大阪府）などの日本企業が操業を始めており、現在、精密機器や工作機械（京都府）の企業が進出準備を始めています。

帰国後、Nam氏は研修での企業ニーズ把握実習を踏まえ、外資系企業のニーズ調査を行いました。結果として、ベトナムでの投資手続き簡素化を提案し、Hoa Binh州の工業団地進出支援室が進出準備段階から投資者会議を開催しながら各種手続きのサポートを行うこととなりました。また、立地が決定した企業には、準備室を無料で提供して、現場で工場建設の進捗を確認しながら現地準備を進めることができるよう配慮するなどの工夫が功を奏しています。

今後の抱負、JICA研修の印象

「JICA研修で日本企業を訪問し、企業がベトナムへの進出に際してどのようなニーズを持っているか把握できたことが一番の収穫」とNam氏は言います。「ベトナムには優れた技術を持った中小企業が多数あります。しかし、海外からのニーズをタイムリーに把握することができない。最新の企業ニーズを提供しながら、日本とベトナムの産業を「つなぐ」役割を担っていきたい」。今後もNam氏は、両国の架け橋となることを目指して活躍したいと語っています。

好事例（ベトナムーその2）

カイゼン導入で生産性向上に直結

研修コース	生産性向上のための実践的経営管理コース
研修期間	2010年
研修員名	Nguyen Minh Lam
所属先	PINACO Saigon Storage Battery
肩書	Director



背景と活動の展開状況

Lam氏が工場長を務めるPINACO-Saigonはベトナム国内に4ヶ所あるPINACOグループ（国資本50%）の主要工場の1つです。Saigon工場は従業員数220名でバッテリーの生産を行っています。PINACOは、JICAシニア・ボランティアが支援を行っているVCCI-Ho Chi Minh（ベトナム商工会議所ホーチミン支部）の登録企業であり、課題別研修に参加する以前より、VCCIとJICAシニア・ボランティアによる生産性向上のための巡回指導を受けてきました。概念としての5S、カイゼンは理解していたLam氏ですが、課題別研修で実際に日本の中小企業での取り組みを目の当たりにし、帰国後はカイゼンの“ベトナム化”に取り組んだと言います。

成功の秘訣

「JICA研修参加前には2%であった製品不良率が研修後には0.7%（2011年）に、在庫管理は80.5億ドン（2010年：資材在庫）から50.7億ドン（2012年：同）に激減しました」と語るLam氏。研修での視察先で中小企業の社長が自ら行動し、従業員も自然と社長を見習っていた姿に感銘を受けたと言います。「帰国後はまず5人の中間管理職に研修成果の普及を図り、部門ごとに5つのグループを作って自分たちなりのチェックリストやガイドラインを作りました。チェックリストは何度も議論を重ね、作成までに1年かかりました」

というLam氏。現在では、工場内の道具や資材置き場は清掃が行き届き、きれいに整備されています。休憩時間に清掃を行う従業員も増え、従業員の意識改善が図られている様子が見えます。「日本式カイゼンは項目が多すぎて適用が難しかったため、段階的に少しずつ取り組んだことが良かったと考えています」とのLam氏の言葉通り、チェックリストには写真が添付されて可視化されており、常に従業員の目につく場所に掲示されていました。

今後の抱負、JICA研修の印象

「カイゼンはようやく従業員に定着してきましたが、今後は形骸化させないことが重要と考えています」というLam氏。課題別研修の視察先で、過去の苦労話も含めて学ぶことができた点が大きな収穫だと言います。「ベトナムでは、先進事例はあくまで良い点しか見せません。日本では、問題が起こったときにどのように解決したかまで学ぶことができました」。今後も、Lam氏はベトナム化カイゼンを進めていきたいと抱負を語っています。



工場のチェックリストは毎日記載され、毎週報告される

好事例（インドネシアその1）

I ECEE/CB スキーム加盟で工業製品の輸出促進へ

研修コース	アセアン製品認証 IECEE/CB スキーム実践コース
研修期間	2011年
研修員名	Elis Sofianiti
所属先	Agency for Industrial Policy, Business Climate and Quality Assessment
肩書	Quality Coordinator



背景と活動の展開状況

テレビや洗濯機、冷蔵庫といった電気製品には製品の安全性の確保や効率のよい流通のため製品基準が定められています。国際的に流通する製品は電気・電子機器は国際電気標準会議（IEC）が定めた国際規格に適合していなければならない、輸出の際には国際規格に適合していることを証明する CB 証明が必要です。IECEE/CB スキームは CB 証明によって、多国間での製品認証の手続きを簡略化する国際的な枠組みです。IECEE/CB スキームに加盟するには、試験場の審査技術が IEC の要件を満たしている必要があります。

インドネシアは IECEE/CB スキームに加盟できておらず、インドネシア国内の電気製品のメーカーはこれまで輸出のためにシンガポールなど海外で認証試験を受けなければなりません。

2008年に発効した日・伊経済連携協定（JEPA）に関連して、インドネシア工業省（MOI）は産業基盤強化にむけて13分野26案件の達成目標のパッケージを策定しました。そのうちのひとつとして IECEE/CB スキーム加盟が目標として掲げられました。

成功の秘訣

MOI と国家標準局（BSN）は、IECEE/CB スキーム加盟にむけて、①試験設備の充実と②人材育成に取り組みました。試験設備の充実については、500億 Rp（≒5億円）かけて、試験所を新たに建設。試験所内に電気製品の試験を実施するための最新の検査機器をそろえました。人材の育成については、JICA の専門家派遣スキームを利用し、2009年から2012年は1年に1回、2名（多い年は年に2回）の日本の認証試験の専門家が B4T を訪れ、スタッフに試験技術の指導を行いました。

こうした、政府機関をあげての目標達成に向けた取り組みに、JICA 課題別研修「アセアン製品認証 IECEE/CB スキーム実践コース」が効果的に組み込まれました。2009年～2011年の実施においては、1年目の2009年に MOT と BSN のディレクターレベルの管理職（準高級）が研修に参加、この時訪日した MOI 産業基盤局の局長、Mr. Mugohofur は JICA 専門家としてインドネシアに招へいする予定の認証試験の専門家と面談したほか、IECEE/CB スキーム加盟に向けたロードマップを作成しました。試験所（B4T）マネージャー、Mr. Budi も2009年に JICA 研修に参加し、B4T の人材育成を効果的に進めていくうえで、翌年以

降の B4T スタッフをどのように研修に参加させ、研修効果を最大限に活かすかを検討しました。

2 年目以降は一般の技術者が研修を受けました。2011 年に研修に参加した B4T の技術スタッフの Ms. Elis は IECEE/CB スキームで使用される書類の作成方法について研修で学びました。上司の Mr. Budi の指示を受けて、帰国後、学習した内容を同僚スタッフに指導するなど、組織内での知識の波及が図られました。

JICA 課題別研修「アセアン製品認証 IECEE/CB スキーム実践コース」がインドネシアの IECEE/CB スキーム加盟に向けて有効に活用された要因には、次のようなインドネシア側の取り組みと日本側の支援双方の協調がうまくかみあったことがあげられます。

<インドネシア側>

- ①目標が明確であり、目標達成に向けた計画と実践が政府をあげて着実に行われたこと
- ②上級管理職からスタッフにいたるまでの組織の分業が的確に実践されたこと

<日本側>

- ①国家間の経済協力のフレームワークに基づいた体系だった支援が実施されたこと
- ②JICA による複合的な支援スキームを提供したこと
- ③受講者ニーズにあったハイレベルな研修内容だったこと

今後の抱負、JICA 研修の印象

B4T は 2012 年 3 月に IEC の審査を受ける予定です。「この 2 年間で IECEE/CB スキーム加盟に向けできる努力はすべてやってきた。あとは 3 月に審査を受けるのを待つだけ」と Ms. Elis は自信をもって語りました。

インドネシアが IECEE/CB スキームに加盟すればインドネシアの電気製品の製造業基盤強化につながり、インドネシア経済のさらなる発展への貢献が見込まれるだけでなく、インドネシアに製造拠点を置く日本のメーカーにとっても、インドネシア国内で製造した製品の第 3 国への輸出がより簡単におこなえるようになり、日・イ間の経済連携のよりいっそうの強化が期待されます。

	<目 標>	<計 画>	<実 践>
上級管理職	IJEPA に基づく経済関係の結びつき強化、インドネシア産業基盤の整備と国際競争力強化	予算の確保と、日本に対する必要な支援要請	目標達成にむけたロードマップ作成
一般管理職	IECEE/CB スキーム加盟に向けた組織構築	JICA 研修参加、JICA 専門家招へい、スタッフ育成計画の検討	JICA 専門家受け入れと JICA 課題別研修に対するスタッフの目標明確化と意識づけ、組織の実践的技術のレベルアップ
スタッフ	IECEE/CB スキーム加盟のための個々人の能力向上	必要とされる技術・知識の向上にむけた実践計画の策定・協力	JICA 専門家による指導と JICA 課題別研修による技術・知識の向上

好事例（フィリピンその1）

日本から学んだ知識・技術を活かした省エネルギーへの取り組み

所属先	エネルギー省エネルギー利用管理局省エネルギー部
研修コース①	省エネルギーコース
研修期間	2008年
研修員名	Rosalie Joan D.R. Sotelo
肩書	シニアサイエンスリサーチスペシャリスト
研修コース②	アジア地域省エネルギー技術と設備診断
研修期間	2009年度
研修員名	Marlon Romulo U. Domingo
肩書	シニアサイエンスリサーチスペシャリスト



【写真】省エネルギーに関する啓発活動の為に同僚とともに作成したパンフレットとドン・エミリオ賞のプログラムを手にする Ms. Sotelo

背景と活動の展開状況

エネルギー省エネルギー利用管理局省エネルギー部は技術移転課とエネルギー管理課からなり、フィリピンの省エネ活動推進を担う部署です。1990年代前半に JICA 課題別研修「Energy Conservation」に参加し、「研修は非常にインテンシブで総合的、週末も殆ど勉強に費やした。今でも研修監理員の顔を思い出すほど。」と語った省エネルギー部長は「Ms. Sotelo と Mr. Domingo を課題別研修の候補者として選定したのは、①技術者であったこと、②職務内容が研修内容と合っていたこと、③省エネルギー部の任務は住居、工業、商業施設などに対し幅広く省エネルギーを推進する中で、職員は能力向上を図る必要があったから。」と述べました。

Ms. Sotelo は「フィリピン政府は省エネルギーへの取り組みを政策課題として挙げており、環境への負担を軽減し、費用対効果の高い技術の促進を図っていたところ、研修目標・課題と自身のニーズが合致していたといえる」と研修参加当時の目的意識を語りました。「省エネルギーへの取り組みの先進国である日本から学ぶことは多く、課題別研修を通して、

特に、省エネルギー診断、分析に係る知識と技術を高めることができた。JICA の研修は実践的なので有益だった。」帰国後、課題別研修を通じて蓄積された知識と技術をフルに活用し、多岐にわたる業務に携わっています。省エネルギー部長は「彼女は元々の技術的な能力が高く、研修の成果としてのアクションプランも職場に適用できるものを作成した。帰国後は省エネモニタリングや評価、ドン・エミリオ賞¹の実施チームとして候補企業の審査等、幅広く研修の成果を活用している。」と課題別研修の効果を高く評価しています。

Mr. Domingo は同部で活躍する帰国研修員です。2010年の研修以前にも2002年にエネルギー管理、1997年に省エネルギー関連の課題別研修にも派遣されたおり、「日本の省エネルギーの取り組みの経験から学べるものは多く、同僚にも参加を勧めたい。」と語りました。同氏は、2010年の研修参加当時から、エネルギー審査と省エネルギー研修での講義を行っています。講義は NEECP²のコンポーネント

¹省エネルギーを推進している企業向けの表彰制度

² NEECP: National Energy Efficiency and Conservation Program 国家省エネルギープログラム (2005-2014) エネルギー利用の効率化、省エネ推進の

の一部である GEMP³、PEEP⁴を始め、小学校から大学、また企業に対して行い、小学校での講義などでは、例えば日本の住宅や街燈に関して、課題別研修で習得した知識を「電気の未来」として活用しています。更に、アセアンの PROMETEEC⁵の研修でも講師を務めています。省エネルギー部長は「Mr. Domingo は今ではエネルギー監理を単独で行えるまでになった。」と課題別研修を通じた技術レベルの向上を評価しています。

成功の秘訣

Ms. Sotelo は NEECP を踏まえたアクションプランを作成しました。具体的には省エネルギーに関するサービスを提供する ESCOs⁶の拡大を促進する ESCO の取り組みを計画し、現在 12 企業が認証されるに至っています。

更に、毎年、産業分野の企業の省エネルギー診断を行い、エネルギー省が主催し 10 機関の協賛企業とともに優秀な取り組みを選定し、ドン・エミリオ賞を授与しており、そのプロジェクトメンバーとして活動に従事しています。その他、エネルギー省内の CDM (Clean Development Mechanism)の技術ワーキンググループのメンバーとしての活動や、NEECP の省エネルギー部の業務として、4 つのグルー

ため 2004 年制定。

³ GEMP : Government Energy Management Program 各政府機関で使用された毎月の電気と公用車の熱量の消費量が DOE に報告される。DOE 診断チームは省エネ活動に伴う削減金額証明書を予算管理省に発行。各機関は証明書を同省に提示し削減金額の返金を受領できる。

⁴ PEEP: Philippine Industrial Energy Efficiency Project 工業製品製造施設での理想的な省エネシステムモデルを提示し、ISO5001に基づくフィリピンのエネルギー管理基準の確立を目指す UNIDO 支援プロジェクト。

⁵ PROMEEC: Promotion of Energy Efficiency and Conservation (2000 年～) アセアン 10 か国のエネルギー関係省大臣会合で認証された我が国経済産業省との協力プロジェクト。

⁶ESCO : Energy Service Companies 省エネ支援サービス会社。ESCO 事業者は、顧客の水道光熱費の使用状況の分析、改善、設備の導入といった初期投資から設備運用の指導や装置類の保守管理まで、顧客の水道光熱経費削減に必要な投資の全て、あるいは大部分を負担し顧客の経費削減を実施する。これにより実現した経費削減実績から一定額を報酬として受け取り、5～20 年の長期間をかけて投資を回収、利益を確保する。

プ (①商業、②工業、③交通、④世帯) を対象に省エネルギーの啓蒙キャンペーン活動を行っています。このキャンペーン活動は「EC Way of Life」⁷を指針として掲げており、人々の生活や環境へ資するもので、外部よりセミナーの要請があると、局長の承認を得て、Ms. Sotelo 自ら講師としてセミナーを年間 50 件程実施し、啓蒙用のパンフレット等も作成しています。

今後の抱負、JICA 研修の印象

省エネルギー部長は JICA 課題別研修を振り返り「1990 年代当時の研修もそうであったが、その後部下の研修、自身の研修をみても非常に総合的な内容である。他ドナーによる研修は期間が短く、内容もあるテーマに特化している。DOE 内研修や企業による研修も国内で実施されているが、どれも期間が短い。それに比して JICA 研修は最低でも 2 週間、長い研修だと数か月間かけ、グッドプラクティスの紹介や現地視察も含まれており、総合的にじっくりと省エネルギーについて学べる点が良いと思う。省エネルギーを扱う、省エネルギー部の業務は主に企業を相手にしていることから常に職員は知識や技術をアップデートし自信を持って対応する必要がある。日本の省エネルギー法は常にアップデートされており知見の蓄積があることから、JICA には省エネルギーにまつわる法律に関する研修を更に充実させて欲しい。フィリピンには省エネルギー法が存在せず、JICA から専門家が 10 名ほど派遣され法案策定支援を頂いた。JICA による研修は極めて価値が高く、今後とも継続的に職員を日本での研修に派遣したい」と JICA への期待を述べました。

【写真】Mr. Domingo が講師を務める診断研修のワークショップの様子。
(左から 3 番目)



⁷ EC: Energy Conservation

好事例（フィリピンその2）

再生可能エネルギー開発を担う 帰国研修員

所属先	エネルギー省再生可能エネルギー局
研修コース①	バイオマス利用システム
研修期間	2009年度
研修員名	Ms. Ruby B. de Guzman
肩書	再生可能エネルギー局バイオマスエネルギー管理部長
研修コース②	アジア地域太陽光発電導入のための基礎研修
研修期間	2009年度
研修員名	Mr. Ricardo Galcia. dela Cruz
肩書	再生可能エネルギー局太陽光・水力エネルギー管理部リサーチャー



【写真】バイオマス発電設備を備えるボホール州にあるサタケの精米工場で検査を行った。日本のサタケの施設は課題別研修時に訪れており、研修で得た知識が現在の業務とつながっている。「日本の機械に対しては皆信頼を寄せている」と語った Ms. De Guzman

背景と活動の展開状況

フィリピンでは 2009 年に再生可能エネルギー法が施行され、当時、エネルギー省のエネルギー利用局内に設置されていた再生可能エネルギー部は、再生可能エネルギー局として独立し、4 つの部（地熱エネルギー管理部、太陽光・水力エネルギー管理部、バイオマスエネルギー管理部、水力・海洋エネルギー管理部）と国家再生可能エネルギー委員会を設置しました。部長に就任した職員たち、その部下達は各分野の最新の知識と技術の習得が求められていました。

2003 年から所属していた代替燃料部から異動し、バイオマスエネルギー管理部長に任命された Ms. De Guzman は JICA 課題別研修の研修員として、日本へ派遣されることになりました。Ms. De Guzman が課題別研修に参加したのは、バイオマスエネルギー管理部長職についてまだ 3 ヶ月が経過した頃でした。異動前の代替燃料部に在籍していた時代は天然ガスや LPG、バイオ燃

料を取扱っていましたが、バイオマスエネルギー部長に任命され、部の組織強化が急務でした。その為、最新技術の技術と知識を習得し、部の同僚に指導する必要があることから、極めて時勢を得た機会、明確な目的意識をもったの課題別研修への参加となったのです。

自国に存在する利用可能なバイオマス資源に関し、科学的見地から最も効率的かつ経済的にバイオマスを活用するための計画が研修員によって策定されることを目標とした「バイオマス利用システム」コースでは、バイオマス有効利用分野に関する講義を受講した上で、関連産業や研究機関の現場視察を行うプログラムが組まれています。Ms. De Guzman は「サトウキビや穀殻を利用したバイオマス施設の制度整備とプロジェクトのモニタリング計画を策定した。フィリピンへ帰国後はまず同僚と部下に日本で習得した知識と技術を指導し、また、研修教材を配布してバイオマス設備の評価や F/S の際に活用するよう指導した。通常業

務として、部下達と共に民間バイオマス発電施設を視察し検査を行っている。」

再生可能エネルギー局設立と同時に設置された、太陽光・水力エネルギー管理部では帰国研修員 Mr. Dela Cruz が活躍しています。フィリピン全国にある 21 の提携大学における再生エネルギーセンターの事業管理を統括し、同時に 2017 年の世帯電化率 90% を目指した国家事業を担当しており、太陽光発電技術の導入推進活動を担っています。フィリピンにおける太陽光発電を利用した世帯レベルの電化の目標達成の為に、任務上、日本の政策や最先端技術を学ぶことで知見を深め、スキルを向上させる必要があったのです。

研修派遣中はフィリピン国エネルギー計画に沿ったアクションプランを作成し、フィリピンへ帰国後は習得した知識と技術を活用し、電化率向上のための太陽光発電の推進活動に従事しています。更に、プロポーザルを作成したメトロマニラでの太陽光発電を利用したクリーンエネルギー推進事業案が、日本政府の 6 億円の支援を受けることになり、現在はサイト候補地の選定準備を行っているところです。(2013 年 1 月現在)

成功の秘訣

再生可能エネルギー局長は当時のことを振り返り、「彼らの上司としての自分の業務負担が減り、JICA には感謝している。」と述べました。「2009 年に局が設立され、各部が設置された当時は局長である自分自身が、バイオマス分野の問題分析や業務計画の策定に際し、時間をかけて事細かに指導する必要があったが、Ms. De Guzman が研修から帰国後は、部長である彼女自身が考え、部下と協議し指導するという変化がみ

られた。また、バイオマスエネルギー管理部から局長である自分に提出される提案・報告内容の質と効率性が向上し、以前とは違い、業務を全て任せられるところまで部としての機能レベルが向上した。」と課題別研修事業を活用し人材育成を行い、組織強化を図った経緯を語りました。

今後の抱負、JICA 研修の印象

太陽光・水力エネルギー管理部長は「他国・機関と比較するとすれば JICA による研修事業は日本人の専門技術を学べ、実践的であり、時間管理が徹底していることが特徴的だと思う。また、昔から継続的にフィリピンのエネルギー省から職員が派遣されている研修は JICA 研修事業だけである。時代の技術の進歩に合わせた内容の長期的かつ継続的な人材育成は必要であると認識している。」と研修事業の意義と組織としてのニーズを語りました。

「人材への投資」を自身のマネジメント指針として掲げている局長は、部下への投資として研修への派遣、その後いかに活用するかというキャパシティディベロップメントを重要視しています。「研修員が帰国後に部の同僚たちに研修で習得した知識と技術を指導できるようになることを目的として、JICA 課題別研修を活用している。今後もエネルギー分野の問題点を解決する為に、不足している技術や知識を補える人材育成事業を JICA に期待したい。また、日本のエネルギー関連の機関からのフィリピンへの協力には感謝しており、今後も連携していくことを望む。」と語りました。



【写真】「再生可能エネルギーセンターでの講義や国際会議でのフィリピンを代表して太陽光発電の取り組みに関する発表等も行っており、研修で得た知識と技術はととても役立っている。」と語った Mr. Dela Cruz

2. 質問票

Questionnaire for Ex-trainee in JICA Training

This questionnaire is prepared to collect necessary information and data for the study of Ex-post Evaluation and Monitoring Survey of JICA Training and Dialog Program. Please provide the answers to the following questions and relevant data and documents available on the date of interview.

1. Impact of JICA Training Program on “Private Sector Development” in Vietnam

1-1. Benefit and Gain from JICA training program in Japan on “Private Sector Development”

- Please provide information on the benefit and gain from JICA Training Program to your professions.
- Is it effective enough to your current duties?
- Is there any superiority in the JICA training, compared to other training program operated in Vietnam?

1-2. Utilization of the skill

- Is there any scope you are able to utilize your skills and techniques you acquired by JICA Training Program? Was it practical to your professions?
- Are there any significant outcomes on producing new policy making, new government-law, new projects or reconstructing those by utilizing skills or techniques you acquired by JICA Training?
- Does there any trials to implement “action plan”?
- Does there any actions to disseminate your skills and techniques after JICA Training?

1-3. Impact on the outcomes in Vietnam

- Do the skills and techniques you acquired in JICA Training make any good impact on your country?
- In what extent does it effective to produce impacts?
- Is there any positive impact on budget, personnel etc. to implement Action Plan after JICA Training?

1-4. Constraints

Please provide information for the constraints and bottleneck to apply your skills and techniques you acquired by JICA Training to your professions, if any.

1-5. Impressions to Japan

- Is there any change of your impressions to Japan after JICA training?
- Is there any change of your level of satisfaction to JICA Training Program in Japan? (Contents, Lecturers, Duration, Selection Policy of JICA Training program, etc.)

2. Expectation for JICA’s training scheme

- Does your organization have clear vision for the utilization of personnel who had trained on JICA training scheme in Japan?
- In what extent do you find the merit/demerit on JICA Training compared to the training

operated by other donors?

- Is there any advice to improve JICA's training scheme in Japan on your relevant sector development?

3. Basic Data

Please inform the availability and place of the basic data listed below other than the ones produced by your organization in Vietnam, if any.

- Progress of Action Plan
- Assignment of personnel in your department
- Current training program operated by your organization/department
- Tendency of budget and partner-ship organization for the training
- Monitoring system on training

Thank you very much for your esteemed cooperation in advance.

Questionnaire for KOICA-Vietnam

This questionnaire is prepared to collect necessary information and data for the study of Ex-post Evaluation and Monitoring Survey of JICA Training and Dialog Program. Please provide the answers to the following questions and relevant data and documents available on the date of interview.

1. Current Training Program on “Private Sector Development” in Vietnam

1-1. Capacity Building Program on “Private Sector Development” in Vietnam

Please provide information on the latest situation of the activities and projects by KOICA relevant to Private Sector Development in Vietnam.

Please state the share of the “training in own-country” among the whole training course on relevant to.

Does the share of “training in own-country” be increasing?

1-2. Selected Policy on Training course in Vietnam

Does your organization have any idea and discussions on the selection of training course on private sector development in the aspects of determining subjects, criteria, procedures of the candidates and expected output?

1-3. Trend of implementing training course on “Private Sector” and status of evaluation scheme
Does the importance of training on private sector development be growing in your organization?

Are there any specific schemes for follow-up on training course? (budget, duration, monitoring system by experts etc.)

2. Constraints

Please provide information for the constraints and bottleneck on the capacity building or general training course in Vietnam, if any.

3. Utilization of personnel and the expectation for JICA’s training scheme

Does your organization have clear vision for the utilization of personnel who had trained on other donors?

In what extent do you expect to JICA’s training scheme in Japan on Private Sector Development?

4. Basic Data

Please inform the availability and place of the basic data listed below other than the ones produced by your organization in Vietnam, if any.

- Number of training course on “Private sector development”
- Tendency of budget and partner-ship organization for the training
- Monitoring system on training

Thank you very much for your esteemed cooperation in advance.

Questionnaire for GIZ-Vietnam

This questionnaire is prepared to collect necessary information and data for the study of Ex-post Evaluation and Monitoring Survey of JICA Training and Dialog Program. Please provide the answers to the following questions and relevant data and documents available on the date of interview.

1. Current Training Program on “Private Sector Development” in Vietnam

1-1. Capacity Building Program on “Private Sector Development” in Vietnam

Please provide information on the latest situation of the activities and projects by GIZ relevant to Private Sector Development in Vietnam.

Please state the share of the “training in own-country” among the whole training course on relevant to.

Does the share of “training in own-country” be increasing?

1-2. Selected Policy on Training course in Vietnam

Does your organization have any idea and discussions on the selection of training course on private sector development in the aspects of determining subjects, criteria, procedures of the candidates and expected output?

1-3. Trend of implementing training course on “Private Sector” and status of evaluation scheme
Does the importance of training on private sector development be growing in your organization?

Are there any specific schemes for follow-up on training course? (budget, duration, monitoring system by experts etc.)

2. Constraints

Please provide information for the constraints and bottleneck on the capacity building or general training course in Vietnam, if any.

3. Utilization of personnel and the expectation for JICA’s training scheme

Does your organization have clear vision for the utilization of personnel who had trained on other donors?

In what extent do you expect to JICA’s training scheme in Japan on Private Sector Development?

4. Basic Data

Please inform the availability and place of the basic data listed below other than the ones produced by your organization in Vietnam, if any.

- Number of training course on “Private sector development”
- Tendency of budget and partner-ship organization for the training
- Monitoring system on training

Thank you very much for your esteemed cooperation in advance.

Questionnaire for Ex-trainee in JICA Training

This questionnaire is prepared to collect necessary information and data for the study of Ex-post Evaluation and Monitoring Survey of JICA Training and Dialog Program. Please provide the answers to the following questions and relevant data and documents available on the data for interview.

0. Basic Information

- Current position in organization/ position at participating the training
- Experience of training course in abroad
- Please describe your objectives to participate to JICA training (before training)

1. Impact of JICA Training Program on “Private Sector Development” in Indonesia

1-1. Benefit and Gain from JICA training program in Japan on “Private Sector Development”

- Please provide information on the benefit and gain from JICA Training Program to your professions.
- Is it effective enough to your current duties? Did it attain your objectives?
- Is there any superiority in the JICA training, compared to other training program operated in Indonesia?

1-2. Utilization of the skill

- Is there any scope you are able to utilize your skills and techniques you acquired by JICA Training Program? Was it practical to your professions?
- Are there any significant outcomes on producing new policy making, new government-law, new projects or reconstructing those by utilizing skills or techniques you acquired by JICA Training?
- Does there any trials to implement “action plan”?
- Does there any actions to disseminate your skills and techniques after JICA Training?

1-3. Impact on the outcomes in Indonesia

- Do the skills and techniques you acquired in JICA Training make any good impact on your country/ organization?
- In what extent does it effective to produce impacts?
- Is there any positive impact on budget, personnel etc. to implement Action Plan after JICA Training?

1-4. Constraints

- Please provide information for the constraints and bottleneck to apply your skills and techniques you acquired by JICA Training to your professions, if any.

1-5. Impressions to Japan

- Is there any change of your impressions to Japan after JICA training?
- Is there any change of your level of satisfaction to JICA Training Program in Japan? (Contents, Lecturers, Duration, Selection Policy of JICA Training program, etc.)

2. Expectation for JICA's training scheme

- Does your organization have clear vision for the utilization of personnel who had trained on JICA training scheme in Japan?
- In what extent do you find the merit/demerit on JICA Training compared to the training operated by other donors?
- Is there any advice to improve JICA's training scheme in Japan on your relevant sector development?

3. Basic Data

Please inform the availability and place of the basic data listed below other than the ones produced by your organization in Indonesia, if any.

- Progress of Action Plan
- Assignment of personnel in your department
- Current training program operated by your organization/department
- Tendency of budget and partner-ship organization for the training
- Monitoring system on training

Ex-participants of the JICA Energy Sector thematic training
FY2007-FY2011

This questionnaire is prepared to collect necessary information and data for the study of Ex-post Evaluation and Monitoring Survey of JICA Training and Dialog Program. Please provide the answers to the following questions and relevant data and documents available on the data for interview.

【Basic Information】

1. Organization, position and duties (Current and the time of training in Japan)
2. Experience of training course in abroad

【Relevance】

Philippines Energy Sector

- 2.1 How did the JICA training contents match your needs in terms of the mandate/roles of your organization, and your duty at the time of your training?

Action Plan

- 2.2 How did the contents of the Action Plan that you prepared during JICA training match the contents of the Energy Sector policies & goals of your country?

JICA training

- 2.3 To what extent was JICA training course that you participated, adequate for you in terms of its curriculum, textbooks, lecturers, site visits, and the course period?

Training by other Development Partners (DPs)

- 2.4 If you participated in the training programs sponsored by other DPs, what types of trainings did you participate?

- 2.5 To what extent have you utilized trained skills & knowledge? How?

- 2.6 What did you like more/less about other DPs' training?

[In terms of technical elements]

[In terms of other elements that you experienced during your stay in Japan]

- 2.7 To what extent have you involved in programs/projects funded by other DPs? How?

【Effectiveness】

- 3.1 Did you find that you reached your objectives to participate in the training when you completed the course?

- 3.2 If Yes, what was/were contributing factors to your achievement?

- 3.3 If No, what was/were constrains?

【Efficiency】

- 4.1 What did you like more/less about the JICA training program?

[In terms of technical elements]

[In terms of timing and length of the program]

[In terms of other elements that you experienced during your stay in Japan]

- 4.2 Do you find that selection process of participants to the JICA training program was fair and reasonable?

- 4.3 To what extent was JICA training course that you participated, adequate for you compared to

other programs/projects funded by other DPs in terms of its curriculum, textbooks, lecturers, site visits, and the course period?

【Impact】

The respective Overall goal of the training was as follows:

- 1) The Action Plan prepared by the participants will be reflected to the medium/long term policy of participant's country. (Training: Energy Policy)
- 2) The draft policy recommendations prepared by the participants will be reflected to promotion of Energy Efficiency & Conservation (EE&C) in participant's country (Training: Energy Efficiency & Conservation)
- 3) EE&C and/or Machine Diagnosis techniques were improved in participant's organization (Training: Energy Conservation Technology and Machine Condition Techniques for Asian Countries)
- 4) Research plan for efficient and economic utilization of available biomass will be made in participant's country. (Training: Biomass Utilization System)

Action Plan

5.1 To what extent did you implement your 'Action Plan'? (Please describe contents, operation framework, financial sources, target number & sites, timeframe, outcomes, constraints, management of equipment & machinery etc.)

5.2 What activities are still continued if there is any?

Policy/regulations in the Energy Sector

5.3 How is the current situation of the policy making and preparations/implementation of regulations relating to the development of the Energy Sector?

5.4 To which current policy/regulations in the Energy Sector is the Action Plan/Policy Recommendations prepared by the participant reflected and how?

Budget support

5.5 In order to achieve the overall goal to what extent did you receive budget support from your organization?

Technical transfer

5.6 How is your organization managing human resources capacity development system/approaches for staff members?

5.7 How technical transfer is conducted within/by your organization? (Structure, Extension techniques & methods, Budget source, Facilities/machinery/equipment utilized)

5.8 What types of tools and opportunities are available for you to access in terms of sharing information of trained techniques & transferring technology among internal staff members and among external relevant personnel?

5.9 What have you tried to get organizational supports to utilize your trained techniques & knowledge to actual work as well as to implement action plan?

Environment/Society

5.10 Do you find any change in environment and/or people's life by utilizing your techniques and knowledge obtained through the training in Japan?

【Sustainability】

6.1 What kind of techniques/knowledge of that you gained in JICA Training has been taken root in your organization?

6.2 In what way do you think you will be able to keep/improve your techniques and knowledge gained in JICA Training in future? What is needed for that?

6.3 In what way do you think you will be able to disseminate your techniques and knowledge gained JICA Training in Japan to wider range of organizations/regions in the Philippine? What is needed for that?

Thank you very much for your cooperation.

Supervisors of ex-participants of the JICA Energy Sector thematic training
FY2007-FY2011

This questionnaire is prepared to collect necessary information and data for the study of Ex-post Evaluation and Monitoring Survey of JICA Training and Dialog Program. Please provide the answers to the following questions and relevant data and documents available on the data for interview.

【Basic Information】

1. Organization, position and responsibilities (Present and the time of training in Japan of ex-participant)
2. Please describe your objectives to send your staff to JICA training (before training)

【Relevancy】

Philippines Energy Sector

- 3-1. What have been the major issues of the energy sector in Philippines?
- 3-2. What have been the needs of the energy sector in Philippines?

JICA training

- 3-3. To what extent did the techniques & knowledge that ex-participants gained through JICA training match the needs of your organization? How?
- 3-4 How candidate for JICA trainees was/is selected in your organization?
Who are involved in the selection process?

【Effectiveness】

- 4-1 Do you think that ex-participants achieved their objectives of JICA training?
- 4.2 What do you think was contribution/constraint factors for their achievement?

【Efficiency】

- 5-1. Do you think that JICA training is cost effective?
Reasons:
- 5-2. What do you think advantages/disadvantages of JICA training compared to other training program operated by the Philippine Government / other Development Partners?

【Impacts】

- 6-1. Has the Action Plan prepared by the ex-participants been implemented in your organization?
- 6-2. If Yes, what is contributing factors for it?
- 6-3. If No, what is hindering factors for it?
- 6-4. What activities/cases do you rise as the good practices conducted by ex-participants of JICA training? (Please describe the cases with information of activities, multiplication, site, procurements of equipment & machinery)
- 6-5. Please describe other impacts of ex-participants in terms of:
 - 1) Policy/regulations in power sector
 - 2) Capacity and/or institutional development of your organization

【Sustainability】

- 7-1. What kind of techniques/knowledge of that the ex-participants gained has been taken root in your organization?
- 7-2. In future, in what way do you think the ex-participants will be able to keep/improve their techniques and knowledge gained through training in Japan? What is needed for that?
- 7-3. In what way do you think the ex-participants will be able to disseminate their techniques and knowledge gained through training in Japan to wider range of organizations/regions in the Philippines? What is needed for that?

Thank you very much for your cooperation.

Colleagues of ex-participants of the Energy Sector thematic training
FY2007-FY2011

This questionnaire is prepared to collect necessary information and data for the study of Ex-post Evaluation and Monitoring Survey of JICA Training and Dialog Program. Please provide the answers to the following questions and relevant data and documents available on the data for interview.

【Basic Information】

1. Organization, position and duties (Present and the time of training in Japan of ex-participant)

【Relevancy】

2.1 To what extent did the techniques & knowledge that ex-participants gained in JICA training match the needs of your organization? How?

【Impacts】

3.1 What activities/cases do you raise as the good practices conducted by ex-participants of JICA training? (Please describe the cases with information of activities, multiplication, site, procurements of equipment & machinery)

【Sustainability】

4-1. What kind of techniques/knowledge of that the ex-participants gained in JICA Training has been introduced to your section/organization?

4-2. In what way do you think the ex-participants will be able to disseminate their techniques and knowledge gained in JICA Training to wider range of sections/organizations/regions in the Philippines? What is needed for that?


Thank you very much for your cooperation.

Question List for JICA Philippines Office

This questionnaire is prepared to collect necessary information and data for the study of Ex-post Evaluation and Monitoring Survey of JICA Training and Dialog Program. Please provide the answers to the following questions and relevant data and documents available on the data for interview.

<General Information>

Please update the following organization structure of JICA Philippines Office for management of training in Japan.

- 1) Economic Growth and Governance Section
 - 2) Poverty Reduction Section
 - 3) Mindanao Support Section
 - 4) Training Program Section: To manage training course in Japan for three Sections
- 

2. Total No of participants, training course in energy sector, and participants from JICA Philippine Office

FY	2007	2008	2009	2010	2011
Total No. of Participants ⁸	3,314	2,978	2,745	1,318	
No. of Training course in Energy sector					
No. of participants in training in Energy sector					

3. Relations between JICA's directions (JICA Thematic Guidelines on Energy Supply in 2004, on Energy Conservation in 2005, and on Renewable Energy in 2006) and training in Japan in energy sector

4. Relations of training in Japan among the Electricity and Energy Improvement Program stated in the Rolling Plan of Aug.2010

5. Good practices of collaboration between training and other JICA projects (TA/GA/JOCV/etc.) and future direction, if any

6. Good practices of collaboration between ex-participants and private sector in Japan/Philippines, if any

7. Present situation and achievement of the review of training in Japan since 2010-

- 1) Reasons and results of classification of training into 4 categories and clarified it in the GI
- 2) Reasons and results of unification of format for preparation/implementation/monitoring/reporting

8. Implementation process of training in Japan in JICA Philippines Office

- 1) Training needs assessment and setup of training theme/objectives
- 2) Consultation from JICA Philippines Office for curriculum development
- 3) Dissemination of training information to candidates/organizations and process of participants selection (Major criteria for selection)
- 4) Logistics for preparation to dispatch participants
- 5) Follow-ups for ex-participants/organizations from JICA Philippines Office (Ex. Utilization of the funding scheme for Action Plan made by ex-participants)
- 6) Impacts of training in Japan to ex-participants/organizations/related organizations

9. Present issues and recommendations for future implementation of training in Japan

⁸ Database of Ministry of Foreign Affairs of the Japanese Government in 2011 for 2007 -2010

10. Reminders for the study in the Philippines (if any)

Thank you very much for your cooperation.

Department of Energy (DOE)

This questionnaire is prepared to collect necessary information and data for the study of Ex-post Evaluation and Monitoring Survey of JICA Training and Dialog Program. Please provide the answers to the following questions and relevant data and documents available on the data for interview.

【General Information】

1. Organization Structure

Please provide the latest organization chart of DOE

2. Laws, Policies and Programs

Please provide us with the current status of Laws and programs as follows:

Laws	<ul style="list-style-type: none"> ✚ Electric Power Industry Reform Act (EPICA, 2001) 	<ul style="list-style-type: none"> ✚ Renewable Energy Act (RET, 2008) ✚ Energy Efficiency and Conservation Law
Policies & Programs	<p>1. Philippine Energy Plan (PEP) (2009-2030) : - Aims to reach 60% of energy self-sufficiency rate till 2010. Priorities: ① Domestic fuels development ② Renewable energy development ③ Wider use of alternative fuels (Bio/ethanol, natural gas, LPG) ④ Promotion of energy efficiency and conservation</p> <p>2. 2012-2030 PEP - Highlights a largely de-carbonized economy by developing and utilizing RE such as Hydro, geo thermal, solar, wind, biomass and ocean energy - Targets 10% energy saving, increase in no. of CNG & bio-fuel blends including biodiesel/ethanol.</p> <p>3. National Energy Efficiency and Conservation Program (2005-2014) - Co2 reduction by promoting EE&C with 9 components</p>	<p>1) National Renewable Energy Program 2011-2030 (2011)</p> <p>2) Government Energy Management Program (GEMP)</p> <p>3) The Fueling Sustainable Transport Program</p> <p>4) AEMAS Training</p> <p>5) Philippine Energy Efficiency Project by ADB (Private Sector Operation Dept.)</p> <p>6) E&C Project by UNEP/SIDA</p> <p>7) Promotion of Energy Efficiency and Conservation (PROMEEC) by ASEAN</p> <p>★ Development Study on Energy Efficiency and Conservation for the Philippines (2011-2012) by JICA</p>

3. JICA's Training in Japan

How do you evaluate the following training in Japan by JICA for DOE staff as a whole?

3-1. Energy Policy (2008)

3-2. Energy Efficiency and Conservation (208, 2010)

3-3. Policy Planning for Energy Efficiency & Conservation (2011)

3-4. Area Focused Training Course in Energy Conservation Technology and Machine Condition Diagnosis Techniques for Asian Countries (2008, 2009)

3-5. Introduction to Solar Power Generation System for Asian Countries (2011)

3-6. Technology for Effective Use of Biomass (2010)

4. What do you expect ex-participants to utilize their new knowledge and skills gained through

training? And how do you support them?

5. What do you recommend for betterment of training in Japan?

【Information and documents requested】

- The 2012-2030 Philippine Energy Plan (PEP)
- Result of the 2011 Household Energy Consumption Survey (2011) by National Statistics Office (NSO)

Questions to Human Resource Management Division in DOE

【training for DOE staff】

1. Needs and training opportunities of JICA Group Training
2. Selection process of candidates for JICA Group training in DOE
 - Time frame between receiving GI from TESDA and determination of candidates
 - Roles and member composition of the Personnel Development Committee
 - Selection criteria
3. Kinds and frequency of DOE in-house training (position / status) and its relation to JICA Group training
4. Promotion system and its relation to training
5. Relation and comparison of JICA training with other training such as AEMAS training and Promotion of Energy Efficiency and Conservation(PROMEEC) training

【Salaries of DOE staff】

1. Wage structure of Philippines government officials
2. Major positions and salaries of DOE staff

Thank you very much for your cooperation.

Philippines Japan Fellow Association

This questionnaire is prepared to collect necessary information and data for the study of Ex-post Evaluation and Monitoring Survey of JICA Training and Dialog Program. Please provide the answers to the following questions and relevant data and documents available on the data for interview.

【Basic Information】

- 1-1. Organization structure, number of personnel at each division/section
- 1-2. Major activities of the Association especially in the Power Sector
- 1-3. Membership of the Association and number of its member who participated in the training in Japan from 2007 to 2011

【Relevancy】

- 2-1. Do you think that JICA training in Japan is meeting the needs of participants?
[In terms of technical elements]

[In terms of other elements that you experienced during your stay in Japan]
- 2-2. What types of trainings opportunities (by other donors) have the Philippines Japan Fellow Association Members participated?
- 2-3. What is the advantage and disadvantage of those training opportunities by other Development Partners compared to JICA training?

【Impacts】

- 3-1. In the Energy Sector, what activities/cases do you rise as the best practice conducted by ex-participants of JICA training?
- 3-2. What is other impacts than mentioned above in terms of:
 - 1) laws/regulations/policies of the Government of Philippines
 - 2) programs/project in the Power Sector at national/regional/community level
 - 3) Institutional development in/outside of ex-participants' organizations
 - 4) Impact to Environment/Society

【Sustainability】

- 4-1. In future, in what way do you think the ex-participants will be able to keep/improve their techniques and knowledge gained in JICA Training? What is needed for that?
- 4-2. In what way do you think the ex-participants will be able to disseminate their techniques and knowledge gained in JICA Training to wider range of organizations/regions in the Philippines? What is needed for that?

Information required

It will be appreciated if you could provide us with the following information for further survey.

- Member list (with name, organization, title and contact address) of participants of training in Japan from year 2007 to 2011.

Thank you very much for your cooperation.

Donor organizations

This questionnaire is prepared to collect necessary information and data for the study of Ex-post Evaluation and Monitoring Survey of JICA Training and Dialog Program. Please provide the answers to the following questions and relevant data and documents available on the data for interview.

【General Information】

- 1-1. What types of programs/projects have your organizations implemented for the Philippines Energy Sector? What is the current strategy?
- 1-2. What were the focus areas of your organization in the Energy Sector cooperation in Philippines in the past? What about now & future?
- 1-3. What types of training opportunities (topics, methods, period, targets etc.) have your organization offered for Philippines by dispatching them to donor countries?
- 1-4. To what extent ex-participants of those training programs utilize trained skills & knowledge? How?
- 1-5. How do you see the situation of the aid coordination in the Energy Sector?

【Issues of the Energy Sector in Philippines】

- 2-1. How do you observe the current situation of the policies/regulations and national programs/projects relating to the development of the Energy Sector in Philippines?
- 2-2. What are the cooperation issues and constraints in the Energy Sector in Philippines?
- 2-3. How is the situation of the private sector in the Energy Sector?

【Training effects in future】

- 2-5. In future, in what way do you think the trainees will be able to keep/improve their techniques and knowledge gained through training in abroad? What is needed for that?
- 2-6. In what way do you think the trainees will be able to disseminate their techniques and knowledge gained through training in abroad to wider range of organizations/regions in the Philippines? What is needed for that?

Thank you very much for your cooperation

3. その他（調査日程、面談者リスト）

3-1-1. 調査日程（ベトナム）

Month	Day	Time	Activities	Transport	Stay	
12	2	Sun		Flight to Hanoi (Kansai 10:30→Hanoi 14:20 (VN331))	Car	Hanoi
	3	AM	Courtesy call on JICA Vietnam Office Discussion of the schedule, personnel assigned etc.			
		PM	Courtesy call on VJCC-Hanoi, Collect detailed information of Ex-trainee	Car	Hanoi	
	4	AM	JICA Vietnam Office: preparation of interview			
		PM	Group Interview-1: MPI (investment)	Car	Hanoi	
	5	AM	Group Interview-2: MPI (statistics)			
		PM	Group Interview-3: MPI (other courses)	Car	Hanoi	
	6	AM	Group Interview-4: MOST			
		PM	Site Visit-1	Car	Hanoi	
	7	AM	Group Interview-5: MOIT			
		PM	Group Interview-6: VCCI-Hanoi	Car	Hanoi	
	8	Sat	all	Data Accumuration		Hanoi
	9	Sun	all	Data Accumuration Move to Ho Chi Minh (Hanoi 10:00→Ho Chi Minh 12:00 (VN1133))	Air	Ho Chi Minh
	10	AM	Group Interview-7: VCCI-Ho Chi Minh			
		PM	Site Visit-2	Car	Ho Chi Minh	
	11	AM	Data Collection on Site Data Accumuration			
		PM	Move to Hanoi (Ho Chi Minh 17:00→Hanoi 19:00)	Air	Hanoi	
	12	AM	Data collection on donors Optional day for Group Interview			
		PM	Courtesy call on GIZ-DEG, interview	Car	Hanoi	
	13	AM	Courtesy call on KOICA, interview			
		PM	Courtesy call on ADB, interview	Car	Hanoi	
	14	AM	Result analysis Documentation			
		PM	JICA Vietnam Office Reporting the results of survey	Car	Hanoi	
	15	Sat	all	Documentation		Hanoi
	16	Sun		Flight to Japan	Car	

3-1-2. 面談者リスト（ベトナム）

Date	Name	Organization	Title
3	Mr. Le Manh Hung	TAC- Hanoi	Director
4	Mr Le Hoai Nam	Vietnam Investment Network Corporation	Director of Project Development
	Mr Nguyen Khac Huy	MPI	Head of post registration/Division-agency for Business Registration
	Mr Vu Xuan Thuyen	MPI	Deputy General Director
5	Ms Duong Thi Thanh Hang	GSO	Deputy Chief of Industrial Statistics
	Mr Le Thuy Trung	GSO	Deputy Director General, Department for Industrial Economy
	Ms. Nguyen Thi Thu Huong	GSO	Expert/ Construction Statistics and Investment Department
6	Mr Nguyen Danh Van	MOST	Expert, It'l Cooperation Div., State Agency for Technology Innovation
	Mr Le Huy Long	OMT/Online Management Training JSC	Elearning Development manager, OMT
	Mr Trieu Viet Phuong	VMI/MOST	Technical manager of Time and Frequency laboratory, Vietnam Metrology Insitute, Directorate for Standards and Quality, Ministry of Science and Technology
	Ms Phung Kim Anh Mr. Takao FUJII Ms. Seiko TANIGAMI	VJCC	Director Chief Adviser Coordinator
7	Mr. Nguyen Bang	VMI/MOST	Head of Time&Frequency Labaratory
	Mr Le Thanh Tuan	TAC- Hanoi	Engineer Officer in Administration Department
	Ms Bui Thanh Hang	Viet An Joint-Stock Company	Vice Director
	Mr Le Thanh Hung	Ha Noi Mould Tech Co., Ltd.	Director
	Mr Chu Vu Viet	TAC- Hanoi	Chief of Administration
10	Mr Chu Van Dung	VCCI-Ho Chi Minh	Staff in Training Department
	Mr Nguyen Minh Lam	PINACO/Dry Cell & Storage Battery Joint Stock Company	Director
	Mr Nguyen Duc Minh	Vitronics and Mechanics Phu Tho Hoa Company	Deputy Director
	Mr Nguyen Hong Sam	Mida Precision Mold Co., Ltd	Mold Director
	Ms Tran Ngoc Dao	VCCI-Ho Chi Minh	Vice Director/International Relations Dept.
11	Mr Vu Quoc Thuan	Thien My Industrial Company Ltd	Deputy Director
	Mr Tran Che Linh	Dong Tho Pte Ltd	Deputy Director
	Mr. Nguyen Manh Khoi	Vitronics and Mechanics Phu Tho Hoa Company	Director/President
12	Mr. Duong Nhu Du Ms. Phan Thi Thu Hang	Hoa Binh Provincial Management Board of Industrial Parks	Vice Director Head of Investment Promotion Division
	Mr. Vinh Nguyen Tue Ms. Ngoc Vu	An Thinh Hoa Binh Land Joint Stock Company	Managing Director Manager/ Investment Promotion Dept.
	Mr. Fabian Scindler	GIZ	Technical Advisor
	13	Mr. Do Manh Khoi Ms. Nguyen Thi Han Van	MPI / Dept. of Personnel and Organization
Mr. Phan Duy Dong		MPI	Expert in Training
Mr. Yi Jong Su		KOICA	Deputy Resident Representative
Ms. Doan Thuy Nga		VCCI-Hanoi/Enterprise Development Foundation	Manager

3-2-2. 調査日程（インドネシア）

Month	Day		Time	Activities	Transport	Stay	Organization
1	13	Sun	All	Flight to Jakarta (Narita 09:55 → Jakarta 15:40 (NH937))	Air	Jakarta	
	14	Mon	AM	Courtesy call on JICA Indonesia Office Discussion of the Schedule, personal assignd etc.	Car	Jakarta	JICA
			PM	Courtesy call on HIDA Indonesia Office, Interview			HIDA
	15	Tue	AM	Group Interview - DGIPR	Car	Jakarta	DGIPR
			PM	Group Interview - DGIPR Interview - DGIPR JICA Expart			DGIPR
	16	Wed	AM	Group Interview - MOI, BSN	Car	Jakarta	MOI, BSN
			PM	Group Interview - MOI, BSN			MOI, BSN
	17	Thu	AM	Traveling	Car	Jakarta	
			PM	Group Interview - BPPT, LIPI			BPPT, LIPI
	18	Fri	AM	Group Interview - SMOC & SMEs Courtesy call on BAPPENAS, Interview	Car	Jakarta	SMOC & SMEs
			PM	Courtesy call on SetNeg, Interview			SetNeg
	19	Sat	All	Data Summarization		Jakarta	
	20	Sun	AM	Data Summarization	Car	Bandung	
			PM	Move to Bandung			
	21	Mon	AM	Site Visit - B4T Group Interview - ITB	Car	Bandung	B4T ITB
			PM	Group Interview - MOT (Directorate of Metrology)			Directorate of Metrology
	22	Tue	AM	Site Visit - MIDC	Car	Jakarta	MIDC
			PM	Move to Jakarta			
	23	Wed	AM	Courtesy call on KOICA indonesia Office, Interview			KOICA
			PM	Interview - MOT JICA Expart			MOT
	24	Thu	AM	Result Analysis	Car	Jakarta	
			PM	Documentation			
	25	Fri	AM	JICA Indonesia Office Reporting the result of survey	Car	Jakarta	JICA
			PM	Documentation			
	26	Sat	AM	Documentation	Car		
			PM	Fright to Japan (Jakarta 21:30 → Narita 06:50 (NH938))	Air		
	27	San	AM	Arrive at Narita			

3-2-2. 面談者リスト（インドネシア）

Date	Name	Organization	Title
14	Damar Swarno Dwipo	Dwipo, Lubis & Partners	Layer
	Dea Intau Wada	HIDA	Manager
	Furuhashi Miho	HIDA	General Manager
15	Dwi Rahayu Eka Setyowati	Ministry of Law and Human Rights (DGIPR)	Staff
	Anis Kesumahayati	Ministry of Law and Human Rights (DGIPR)	Staff
	Husein Syahroni	Ministry of Law and Human Rights (DGIPR)	Staff
	Rusdi Saleh	Ministry of Law and Human Rights (DGIPR)	Staff
	Aniah	Ministry of Law and Human Rights (DGIPR)	Staff
	Saswita Eka	Ministry of Law and Human Rights (DGIPR)	Patent Examiner
	Saeffulloh Aziz	Ministry of Law and Human Rights (DGIPR)	Patent Examiner
	Syarizal	Ministry of Law and Human Rights (DGIPR)	Patent Examiner
	Dampu Awang Mayorini	Ministry of Law and Human Rights (DGIPR)	Patent Examiner
	Nagahashi Yoshihiro	Ministry of Law and Human Rights (DGIPR)	JICA Expert - Chief Advisor
Kuroda Ryuji	Ministry of Law and Human Rights (DGIPR)	JICA Expert - Project coordinator	
16	Kurniati Anisa	MOT (Directorate of Metrology)	Staff
	Sitorus Hotma Rina Janita	BSN	Technical Officer Standard
	Susi Sugesty	MOI	Head of Research and Standardization Division
	Sutarwanto	BSN	Head of Sub Division for Infrastructure of Standard Application
	Saputro Purwanto Hadi	BSN	Technical Officer
	Budi Susanto	MOI (B4T)	Manager
	Mughofur	MOI	Deputy Director for Industry
	Teguh Prakosa	BSN	Head of Sub Division for Infrastructure of Standard Application
	Kosasih Abdurohim	MOI	Head of Testing Section
17	Parmiyatni Sih	BPPT	Researcher
	Artanti Nina	LIPI	Research Scientist
18	Dwi Andriani Sulistyowati	SMOC & SMEs	Head
	Hari Nasiri Mochtar	BAPPENAS	Head Division of Education and Training
	Wahyu Ris Indarko	BAPPENAS	Head of Sub Division, Management Education Planning & Training I
	Wiwit Kuswidianti	BAPPENAS	Staff
	Agus Anwar	SetNeg	Staff
21	Wieke Pratiwi	MOI (B4T)	Director
	Budi Susanto	MOI (B4T)	Manager
	Elis Sofianti	MOI (B4T)	Quality Coordinator of Laboratories
	Titi Rachmawati	MOI (B4T)	Staff
	Rhoito Frista	MOI (B4T)	Staff
	Partono Sigit Purwanto	SMOC & SMEs	Business Advisor
	Abdurrahim	ITB	Lecturer, Ass Professor
	Rumaksono	MOT (Directorate of Metrology)	Associate director
	Seswara Denny Tresna	MOT (Directorate of Metrology)	Staff on Sub-Dit. of Metrological Technique
	Priyo Syamsul Nugraha	MOT (Directorate of Metrology)	Technical Staff
Kurniati Anisa	MOT (Directorate of Metrology)	Head of Section	
Agun Pramudya	MOT (Directorate of Metrology)	Staff	
22	Mahaputra	MIDC	Testing Laboratory Staff
23	Mi park	KOICA	Deputy Resident Representative
	Utari Widura	KOICA	Coordinator
	Ando Hisao	MOT	JICA Expert

3-3-1. 調査日程（フィリピン）

Month	Date	Time	Activities	Transporting	Stay	
1	6	Sun	【Tokyo 09:30→Manila 13:05 (PR431)】 ・Internal meeting with the local consultant (15:00-)	Air	Manila	
	7	Mon	AM ・JICA Philippine Office courtesy call, interviews & discussion with relevant personnel PM Compiling interview results	Car	Manila	
	8	Tue	AM ・DOE courtesy call, Confirming interview scheduled following days① PM ・DOE Interviews, Collecting questionnaire/Site visit②	Car	Manila	
	9	Wed	AM 【Manila 07:55→Cebu 09:15 (PR847)】 PM ・DOE Visaya Field Office courtesy call ・Interviews, Collecting questionnaire 【Cebu 18:00→Manila 19:15 (PR862)】	DOE Interviews, Collecting questionnaire/Site visit③ ・DOE Manila Interviews, Collecting questionnaire④	Air (Manila-Cebu), Car (1. Manila, 2. Cebu)	Cebu, Manila
	10	Thu	AM ・DOE Manila Interviews, Collecting questionnaire⑤ PM ・DOE Interviews, Collecting questionnaire/Site visit⑥	Car	Manila	
	11	Fri	AM ・EDC Interviews, Collecting questionnaire PM ・DOE Interviews, Collecting questionnaire⑦	Car	Manila	
	12	Sat	Compiling interview results		Manila	
	13	Sun	Compiling interview results		Manila	
	14	Mon	AM ・PHILJafa Interviews PM ・UNDP Interviews	Car	Manila	
	15	Tue	AM ・DOST-MIRDC Interviews, Collecting questionnaire/Site visit PM ・PSALM Interviews, Collecting questionnaire	Car	Manila	
	16	Wed	AM ・TESDA Interviews PM ・DOST-PCAARRD Interviews, Collecting questionnaire	Car	Manila	
	17	Thu	AM ・KOICA Interview PM ・UNIDO Interview ・DOE Interviews, Collecting questionnaire⑧	Car	Manila	
	18	Fri	AM ・Result analysis PM ・JICA Philippine Office reporting & discussing results of the survey	Car	Manila	
	19	Sat	・Result analysis ・Writing report		Manila	
	20	Sun	【Manila 14:55 → Tokyo 20:10 (PR432)】	Air		

DOE: Department of Energy

EDC: Energy Development Corporation (Privatized since 2007, previously under Philippine National Oil Company)

PSALM: Power Sector Assets and Liabilities Management Corporation

DOST: Department of Science and Technology

TESDA: Technical Education & Skills Development Authority

PHILJafa: Philippines Japan Fellow Association

KOICA: Korea International Cooperation Agency

UNIDO: United Nations Industrial Development Organization

3-3-2. 面談者リスト (フィリピン)

Date	Name	Organization	Title	
7	Mr. Hiroyuki MATSUDA	JICA Philippine Office	Representative, Economic Growth Section	
	Mr. Juan Paulo M. Fajardo	JICA Philippine Office	Program Officer, Economic Growth Section	
	Ms. Salina B. Macahilig	JICA Philippine Office	Senior Program Officer/Chief, Training Program Section and Procurement Section	
	Ms. Mary Ann G. Bakisan	JICA Philippine Office	Program Officer, Training Program Section and Procurement Section	
8	Ms. Angelina V. Manga	DOE	Director III, Administrative service	
	Ms. Rozalina T. Rapi	DOE	Supervising Administrative Officer, Human Resource Management Division, Administrative service	
	Ms. Rosalie Joan Del Rosario SOTELO	DOE	Senior Science Research Specialist, Energy Efficiency and Conservation Division, Energy Utilization Management Bureau	
	Mr. Marlon Romulo Unipig DOMINGO	DOE	Senior Science Research Specialist, Energy Efficiency and Conservation Division, Energy Utilization Management Bureau	
	Mr. Michael O.SINOCRUZ	DOE	Division Chief, Planning Division, Energy Policy and planning Bureau	
	Ms. Rowena Tuiza VILLANUEVA	DOE	Senior Science Research Specialist, Planning Division, Energy Policy and planning Bureau	
	Ms. Jane M. PERALTA	DOE	Senior Science Research Specialist, Planning Division, Energy Policy and planning Bureau	
	Mr. Francis Richard Rabulan	DOE	Planning Division, Energy Policy and planning Bureau	
	Ms. Desiree Joy Solis	DOE	Planning Division, Energy Policy and planning Bureau	
	Mr. Artemio Habitan	DOE	Officer in Charge, Chief, Energy Efficiency and Conservation Division, Energy Utilization Management Bureau	
	Eng. Antonio E. Labios	DOE	Director, Visayas Field Office	
	Mr. Edurardo Amante	DOE	Division Chief, Visayas Field Office	
	Mr. Felix Tadena TIMBAL	DOE	Senior Science & Research Specialist Energy Resource Dev & Utilization Division, Visayas Field Office	
	Mr. Isidro Villeta ALMENTEROS	DOE	Division Chief, Legal Counselling Division, Legal Services	
9	Atty. Maria Rhea Mallillin	DOE	Legal Services, Counselling Division	
	Ms. Jeannie DY	DOE	Senior Science Reference Science Specialist, Alternative Fuel & Energy Technology Division, Energy Utilization Management Bureau	
	Atty. Arthuz T. Tenazas	DOE	Director, Legal Counselling Division, Legal Services	
	Mr. Lourdes Maria A. CAPRICO	DOE	Division Chief (Supervisors Science Research Specialist), Alternative Fuel & Energy Technology Division, Energy Utilization Management Bureau	
	Dir. Mario C. Marasigan	DOE	Director, Biomass Energy Management Division, Renewable Energy Management Bureau	
	Mr. Amel Garcia	DOE	Supervising Science Specialist, Alternative Fuel & Energy Technology Division, Energy Utilization Management Bureau	
	Mr. Loreto Moncada	DOE	Alternative Fuel & Energy Technology Division, Energy Utilization Management Bureau	
	Ms. Magdaleno Jr. Manano BACLAY	UNIDO	Industrial Liaison Officer, Philippine Industrial Energy Efficiency Project	
	10	Mr. Ruby Bugagao DE GUZMAN	DOE	Officer in Charge, Division Chief, Biomass Energy Management Division, Renewable Energy Management Bureau
		Mr. Andresito F. Ulgado	DOE	Supervising Science Research Specialist, Biomass Energy Management Division, Renewable Energy Management Bureau
Mr. Ricardo Galicia DELA CRUZ		DOE	Senior Science Research Specialist, Solar and Wind energy Management Division, Renewable Energy Management Bureau	
Mr. Ronaldo T. Angeles		DOE	Senior Science Research Specialist, Solar and Wind Energy Management Division	
Mr. Fortunato S Sibayan		DOE	Division chief, Solar and Wind energy Management Division, Renewable Energy Management Bureau	
Ms. Ma. Pamela Grace Calixto MUHI		DOE	Senior Science Research Specialist, Policy Formulation and Research Division	
Ms. Ma. Victoria Cabito		DOE	Supervising client specialist, OIC, Policy formulation and research Division	
11	Mr. Pio Diomedes Bischocho MANALO	EDC	Manager, Steam Field Operation Sector	
	Mr. Michael Borlaza COLIGADO	DOE	Science Research Specialist 2, Policy Formulation and Research Division	
14	Mr. Amel Julia ANTONIO	DOE	Senior Science Research Specialist, Policy Formulation and Research Division	
	Atty. Ernesto P. Martinez	PHILJAFA	Chairman of the Board, Former Deputy Executive Secretary, Office of the President, Malacanang	
	Prof. Enrico R. Hilario	PHILJAFA	Dean, College of Industrial Technology, Technological University of the Philippines, Manila	
	Ms. Lourdes V. Homecillo	PHILJAFA	OIC-President, Regional Director, National Statistics Office, NCR	
	Dr. Gisela V. Rolluqui	PHILJAFA	Chair, Education and Training Committee, Professor, Information Technology, College of Industrial Technology, Technological University of the Philippines	
	Leticia C. Uyaco	PHILJAFA	Professor I, Head, Print Media Technology Department, Integrated Research & Training Center, Technological University of the Philippines	
	Ms. Imee F. Manal	UNDP	Programme Manager, Energy and Environment	
15	Ms. Charmion Grace Reyes	UNDP	Programme Associate, Energy and Environment	
	Dr. Agustin M. Fudolig	DOST	Officer in Charge, Office of the Executive Director, Metals Industry Research & Development Center (MIRDC)	
	Eng. Fred P. Liza	DOST	Officer in Charge, Prototyping Division, Metals Industry Research & Development Center (MIRDC)	
	Mr. Ronel O. Tamayo	DOST	Officer in Charge, Materials & Process Research Division, MIRDC	
	Mr. Pablo Quimbo ACUIN	DOST	Senior Science Research Specialist, Materials & Process Research Division, MIRDC	
	Mr. Emerito Velasco BANAL	DOST	Senior Science Research Specialist, Prototyping Division, MIRDC	
	Mr. Rolando J Medina	PSALEM	Manager, Fuel Management Division	
	Mr. Peterjo Comple ALDAY	PSALEM	Power Management Specialist A, Fuel Management Division	
	Ms. Maria Paz T. Urcia	TESDA	Director in charge, Foreign Scholarship Training Program Unit	
	Ms. Jean I. Alvero	TESDA	JICA Desk Officer, Foreign Scholarship Training Program Unit	
16	Ms. Elaine F. Lasting	DOST	Director, Institution Development Division, Philippine Council for Agriculture, Aquatic Natural Resources Research and Development (PCAARRD)	
	Mr. Wilmar Jose LASTIMOSA	DOST	Senior Science Research Specialist, Institution Development Division, Philippine Council for Agriculture, Aquatic Natural Resources Research and Development (PCAARRD)	
17	Ms. Maria Christine	KOICA	Program officer	
	Mr. Rihcard Sigh	UNIDO	Project manager, Philippine Industrial Energy Efficiency Project	
	Ms. Rosanna Yabut TEJUCO	DOE	Senior Science Research Specialist, Policy Formulation and Research Division	

Ex-participants for FY2007-FY2011

NPC: National Power Corporation

平成 24 年度課題別研修事後評価調査・現況調査

添付資料Ⅱ

(アンケート調査)

添付資料Ⅱ 目次

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1. アンケート様式

December 27, 2012

Dear Ex-Participants in JICA training,

JICA is conducting the survey, as described in the attached letter. We ask you to cooperate in the questionnaire survey.

We send you the excel file questionnaire and also the questionnaire is on the website below. The excel type and the website type are the same in content.

Spanish:

<https://docs.google.com/spreadsheets/viewform?formkey=dHVWdGpmUW9ISmZiaFB2dnc1d2FpUmc6MA>

English

<https://docs.google.com/spreadsheets/viewform?formkey=dGN4dlhNRVZhY2R0NExVendoVVA0cUE6MQ>

Please send the answer by the excel questionnaire or the website one by **January 10, 2013**.

If you have any questions, please do not hesitate to contact our Survey Administrator by email (jicasurvey@jice.org).

We appreciate your time and cooperation.

Sincerely yours,

JICA Training Program 2012 Survey team

jicasurvey@jice.org



Share knowledge and experience. For our world. For the future.

JAPAN INTERNATIONAL COOPERATION CENTER

Nittochi Nishishinjuku Bldg., 20-21 Floor, 6-10-1, Nishi-shinjuku, Shinjuku-ku, Tokyo, 160-0023 Japan
TEL +81-3-5322-2500 FAX +81-3-5322-2520 URL: <http://sv2.jice.org/>

Request for Your Cooperation

December 17, 2012

To Alumnus/Alumna of JICA training programs,

Japan International Cooperation Agency (JICA) has been providing the Training Program in Japan since 1954, when Japan commenced its official development assistance program. The Training Program is offered every year.

This survey is intended to gather information in order to conduct an assessment of the impact of the training, including at the personal level.

JICA will analyze, on a statistical basis, individual responses and obtained information with a view to attaining the above mentioned purposes. The statistical data will be aggregated and processed in such a manner that individual response will not be identifiable nor be disclosed. JICA hopes that the results of the survey will contribute to the improvement of existing training programs and development of new programs in the future.

This survey is being conducted by a survey team from the Japan International Cooperation Center (JICE) at the request of JICA. If you have any questions, please do not hesitate to contact our Survey Administrator by email (jicasurvey@jice.org).

We greatly appreciate your time and cooperation.

JICA Training Program 2012 Survey team
Japan International Cooperation Center
jicasurvey@jice.org

アンケート調査 (A)

JICA Questionnaire Survey 2012: Evaluation of JICA Training Program (Participants)

When the scale is shown as part of question, please select the number from the scale shown that best describes your opinion with respect to each of the statements and write it in the appropriate box. Please follow the instructions carefully for each question and answer as many questions as possible.

1 Preparation for JICA training

1.1 To what degree were the following factors in your decision to participate in JICA training (Training)?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- 1) I was interested in the contents of the Training.
- 2) I required new knowledge and skills in performing my job.
- 3) I participated in the Training because the Training had a specific relationship a project implemented in my country by JICA.
- 4) I participated in the Training because the Training had a specific relationship to a project implemented in my country by another donor or international organization.
- 5) I was interested in coming to Japan.

1.2 Prior to your participation in the Training, did you have concrete assignments and/or missions from your organization that were implemented after returning to your country?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- 1) I had clear assignments and/or missions from my organization.
- 2) I did not have any assignment and/or mission from my organization, but I was conscious of assignment and/or mission of my own.

2 Evaluation of Training

2.1 How would you evaluate the process for the implementation of Training?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- 1) The application and selection process was simple.
- 2) The pre-departure support was strong.
- 3) The follow-up support was strong.
- 4) The contents of the Training matched my needs.
- 5) The contents of the Training matched my country's needs.
- 6) The contents of the Training covered new knowledge and skills.
- 7) The contents of the Training were practical.
- 8) The contents of the Training were difficult to master.
- 9) The training method used by lecturers was effective.
- 10) The instructors and/or trainers confirmed that we understood the training contents.
- 11) The training curriculum was appropriately designed.
- 12) The training period was too long.
- 13) The training period was too short.

2.2 Level of the Training

Was the level of knowledge and skills that you acquired from the Training high or low as compared with the following points in time?

1	----	2	----	3	----	4	----	5
Low er		Somew hat low er		About the same		Somew hat higher		Higher

- 1) Compared with the knowledge and skills required for my work immediately after Training.
- 2) Compared with the knowledge and skills required for my work at present.

2.3 Overall evaluation

To what degree were you satisfied with the Training?

Please write the number "999" in the appropriate box, if an item is not relevant to the Training in which you participated.

0	---	1	---	2	---	3	---	4	---	5	---	6	---	7	---	8	---	9	---	10 point
		Poor				Weak				Satisfactory				Good						Excellent

- 1) General orientation on culture of Japan
- 2) Social welfare
- 3) Lectures
- 4) Workshops
- 5) Practical training and/or field visits
- 6) Facilitation
- 7) Discussions among participants
- 8) Training as a whole

2.4 Would you recommend participation in the JICA Training Programs to your colleagues or subordinates?

1	----	2	----	3	----	4	----	5
Not at all		Slightly recommend		Somew hat recommend		Considerably recommend		Greatly recommend

--

3 Impact of the Training

3.1 Change of attitude after participating in Training

How has your attitude changed as a result of participation in the Training and how have people's assessments of you within the organization changed?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- 1) I plan my work better.
- 2) I have a stronger sense of responsibility for my work.
- 3) I have become more conscious of working with my colleagues in a collaborative manner.
- 4) I work harder to find solutions to problems before giving up.
- 5) I am more motivated to undertake activities that contribute to my country's development.
- 6) I consider my country's situation from a more international perspective.
- 7) I am assigned more important work.
- 8) I am assigned to supervise more subordinates.
- 9) My opinion is accepted/endorsed by my colleagues more often.

3.2 Change in your position/work in the workplace

1) How many rank(s), did your position in your workplace become higher compared with the time of Training-participation? Please select the answer the best describes your rise and write the number in the box. If you are at the same rank, write "0".

- 0. Same
- 1. 1
- 2. 2
- 3. 3
- 4. 4
- 5. 5
- 6. 6
- 7. Other (Please specify:)

--

2) To what degree (as a percentage) do you believe that your participation in the Training contributed to the change in your position in the workplace? Please answer in terms of a percentage, where 0% means "not at all" and 100% means "completely". Please write the number (%) in the box. (%)

--

3) Did your work change after participating in the Training?

1	----	2	----	3	----	4	----	5
Not at all		Slightly		Somew hat		Considerably		Totally

--

a. **If there was any change, does the new work involve the application of knowledge and skills acquired through the Training?**

1	----	2	----	3	----	4	----	5
Not at all		Slightly		Somew hat		Considerably		Totally

--

3.3 Knowledge and skills acquired through the Training

For question 1) and 2), please answer in terms of a *percentage*, where 0% means "not at all" and 100% means "completely". Please write the number (%) in the box.

- 1) How much of the Training contents did you acquire as a whole? (%)
- 2) How much of the knowledge and skills acquired through the Training are you currently utilizing in your work? (%)

3) In which areas do you think the knowledge and skills acquired through the Training contributed to your organization or country ?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- a. establishment or improvement of policies and systems by national or local government
 - b. establishment of new structures or a new system in my organization
 - c. establishment or improvement of methods and techniques used in my work
 - d. project formulation in my organization
 - e. development or improvement of action plans in my organization
- If the knowledge and skills acquired through the Training are not utilized in your work, what is the reason?*
- f. Support from my organization is insufficient.
 - g. The workplace environment is too different from that on which the training was premised.
 - h. My work load is too heavy.

3.4 Transfer of the knowledge and skills acquired through the Training.

We believe that the participants engage in various activities, such as lectures, seminars and etc., in order to transfer the knowledge and skills acquired through the Training. Please answer the following questions about your activities and write the appropriate numbers in the box. A rough estimate is sufficient.

- 1) a. How many times so far have you organized lectures, seminars, or workshops in total since you finished your training? Please write the total number.
- b. In each time of the above activities, to how many persons did you transfer the knowledge and skills? Please write the number of persons per lecture/seminar/workshop.
- 2) a. How many times so far have you transferred the knowledge and skills through on-the-job training (OJT) since you finished your training? Please write the total number.
- b. In each time of the above activities, to how many persons did you transfer the knowledge and skills? Please write the number of persons per OJT.

3.5 Action plan and new project

1) Did you make an action plan during the training?

1	----	2	----	3	----	4	----	5
Not at all.		Slightly insufficient		Somew hat sufficient		Substantially sufficient		Sufficient

2) How did you implement your action plan after returning to your country?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- a. I implemented the training of trainers.
- b. I shared the contents of the training in my organization.
- c. I shared the contents of the training with others outside of my organization.
- d. I proposed my action plan to my superior.

3.6 Have you proposed projects (including an action plan) to your organization based on the knowledge and skills acquired through the Training? If not, please write thenumber in the box.

- 1) How many projects have you proposed? Please write the number in the box.
- 2) How many projects that you proposed have been implemented? Please write the number in the box.

4 Total Benefit of the Training

We believe that you have acquired knowledge, skills, and personal benefits, such as more recognition in the workplace and increased salary, from the Training. We also think that you have contributed to your country knowledge by applying the and skills and/or transferring them to colleagues and others.

Considering these benefits of the Training in total, how do you evaluate the benefits of the Training in monetary terms?

Please select the answer that best describes the amount (US\$) you would be willing to pay for participation in another JICA training including airfare/accommodation. Please select the number.

- 1. less than \$5,000 2. \$5,000 3. \$10,000 4. \$15,000 5. \$20,000 6. \$25,000
- 7. \$30,000 8. \$35,000 9. \$40,000 10. Other (Please specify)

5 Comparison of training programs

How do you compare your experience of participation in JICA training with other training programs sponsored by other donor/international organizations that you have participated in ?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- 5.1 My learning experience from JICA training was more important than from other training programs.
- 5.2 The impact of JICA training-participation has been more sustainable than the impact of other training programs.

6 Friendship

6.1 How did the following help you understand the culture of Japan?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- 1) General orientation helped me understand culture of Japan.
- 2) Interaction with the implementing organization and training managers helped me understand culture of Japan.
- 3) Cultural events and social welfare programs provided by the Center helped me understand culture of Japan.
- 4) Self-study using books and CD-ROMs helped me understand culture of Japan.

6.2 Have you changed your perception of Japan since the training?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- 1) My trust in Japan and the Japanese people has increased.
- 2) My interest in working with Japanese people has increased.
- 3) I have gained a deeper understanding of Japanese society and culture.

7 Contact with Japanese people

7.1 Do you maintain contact with Japanese people whom you met during the training?

1	----	2	----	3	----	4	----	5
Not at all		Occasionally		Sometimes		Frequently		All the time

- 1) I maintain contact mainly to exchange personal updates.
- 2) I maintain contact mainly to exchange or gather new information on Japan.
- 3) I maintain contact mainly to seek advice about my work.
- 4) I maintain contact mainly to develop joint projects.

7.2 Since the training, do you have any connection with JICA?

1	----	2	----	3	----	4	----	5
Not at all		Occasionally		Sometimes		Frequently		All the time

- 1) I work as a counterpart for projects or JICA experts.
- 2) I work as a volunteer counterpart.
- 3) I consult or contact the JICA office about projects.
- 4) I participate in an alumni network for JICA former-trainees.
- 5) I participate in events or training organized by JICA.

8 Follow-up Support

What do you expect from JICA after returning to your country as follow-up support for your activities in order to ensure sustainability of learning?

Please choose the three items you think are the most important from your perspective among the options provided, rank them in order of importance and write the number (click on the corresponding number). Please be careful not to rank the same option twice.

- 1) Support for organizing lectures and training sessions
- 2) Support for training materials 1st
- 3) Dispatch of Japanese technical specialists 2nd
- 4) Dispatch of Japanese volunteers 3rd
- 5) Support of implementation of projects
- 6) Provision of equipment and materials

9 We would like to publicize the inspiring experiences of former-participants as good examples of our programs, including through JICA's official website.

Are you interested in publicizing your experience?

1	----	2	----	3	----	4	----	5
Not at all		Slightly		Somewhat		Considerably		Greatly

10 Your Personal Information

1) E-mail address for future communication			
2) Country			
3) Name	Last name(Surname)	Middle name	First (Given) name
4) Age at time of participation			
5) Gender (Male=0 Female=1)			
6) Title of training program			
7) The start and finish dates (month & year) of the training program you participated in.	start	~	finish
8) Name of Company/Organization			
9) Job title at time of participation			
at present			
10) Highest level of education completed		
Please select the appropriate number and write it in the box.	1. Doctoral program or equivalent		
	2. Master's program or equivalent		
	3. Undergraduate program of university/college or equivalent		
	4. Other (Please specify: _____)		

Thank you very much for your cooperation.

JICA Questionnaire Survey 2012: Evaluation of JICA Training Program (Participants)

You will be instructed to respond to most of the questions in the form of a 5-point scale. When the scale is shown as part of question, please select the number (from 1-5) from the scale shown that best describes your opinion with respect to each of the statements and write it in the appropriate box.

Please follow the instructions carefully for each question and answer as many questions as possible.

1 Preparation for JICA training

1.1 To what degree were the following factors in your decision to participate in JICA training (Training)?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- 1) I was interested in the contents of the Training.
- 2) I required new knowledge and skills in performing my job.
- 3) I participated in the Training because the Training had a specific relationship a project implemented in my country by JICA.
- 4) I participated in the Training because the Training had a specific relationship to a project implemented in my country by another donor or international organization.
- 5) I was interested in coming to Japan.

1.2 Prior to your participation in the Training, did you have concrete assignments and/or missions from your organization that were implemented after returning to your country?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- 1) I had clear assignments and/or missions from my organization.
- 2) I did not have any assignment and/or mission from my organization, but I was conscious of assignment and/or mission of my own.

2 Evaluation of Training

2.1 How would you evaluate the process for the implementation of Training?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- 1) The application and selection process was simple.
- 2) The pre-departure support was strong.
- 3) The follow-up support was strong.
- 4) The contents of the Training matched my needs.
- 5) The contents of the Training matched my country's needs.
- 6) The contents of the Training covered new knowledge and skills.
- 7) The contents of the Training were practical.
- 8) The contents of the Training were difficult to master.
- 9) The training method used by lecturers was effective.
- 10) The instructors and/or trainers confirmed that we understood the training contents.
- 11) The training curriculum was appropriately designed.
- 12) The training period was too long.
- 13) The training period was too short.

2.2 Level of the Training

Was the level of knowledge/skills that you acquired from the Training high or low as compared with the following points in time?

1	----	2	----	3	----	4	----	5
Low er		Somew hat low er		About the same		Somew hat higher		Higher

- 1) Compared with the knowledge and skills required for my work immediately after Training.
- 2) Compared with the knowledge and skills required for my work at present.

2.3 Overall evaluation

To what degree were you satisfied with the Training?
Please write the number "999" in the appropriate box, if an item is not relevant to the Training in which you participated.

0	--- 1	--- 2	--- 3	--- 4	--- 5	--- 6	--- 7	--- 8	--- 9	--- 10 point
	Poor		Weak		Satisfactory		Good		Excellent	

- 1) General orientation on culture of Japan
- 2) Social welfare
- 3) Lectures
- 4) Workshops
- 5) Practical training and/or field visits
- 6) Facilitation
- 7) Discussions among participants
- 8) Training as a whole

2.4 Would you recommend participation in the JICA Training Programs to your colleagues or subordinates?

1	----	2	----	3	----	4	----	5
Not at all		Slightly recommend		Somewhat recommend		Considerably recommend		Greatly recommend

3 Impact of the Training

3.1 Change of attitude after participating in Training

1) How has your attitude changed as a result of participation in the Training and how have people's assessments of you within the organization changed?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree

- a. I plan my work better.
- b. I have a stronger sense of responsibility for my work.
- c. I have become more conscious of working with my colleagues in a collaborative manner.
- d. I work harder to find solutions to problems before giving up.
- e. I am more motivated to undertake activities that contribute to my country's development.
- f. I consider my country's situation from a more international perspective.
- g. I am assigned more important work.
- h. I am assigned to supervise more subordinates.
- i. My opinion is accepted/endorsed by my colleagues more often.

3.2 Change in your position/work in the workplace

1) How many rank(s), did your position in your workplace become higher compared with the time of Training-participation? Please select the answer that best describes your rise and write the number in the box. If you are at the same rank, write "0".

0. Same	1. 1	2. 2	3. 3	4. 4	5. 5
6. 6	7. Other (Please specify:)				

2) To what degree (as a percentage) do you believe that your participation in the Training contributed to the change in your position in the workplace? Please write the number(%) in the box. (%)

3) Did your work change after participating in the Training?

1	----	2	----	3	----	4	----	5
Not at all		Slightly		Somewhat		Considerably		Totally

a. If there was any change, does the new work involve the application of knowledge and skills acquired through the Training?

3.3 Increase in annual income

1) If your annual income at the time of training-participation is set at 1, how much is your annual income at present? Please select the answer that best describes your income and write the number in the box.

1. 1.0	2. 1.5	3. 2.0	4. 2.5	5. 3.0	6. 3.5
7. Other (Please specify:)					

2) To what degree (as a percentage) do you believe that your participation in the training contributed to any rise in income? Please write the number(%) in the box. (%)

3.4 Knowledge and skills acquired through the Training

For question 1) and 2), please answer in terms of a *percentage*, where 0% means "not at all" and 100% means "completely".

- 1) How much of the Training contents did you acquire as a whole? (%)
- 2) How much of the knowledge and skills acquired through the Training are you currently utilizing in your work? (%)
- 3) In which areas do you think the knowledge and skills you acquired through the Training contributed to your organization or country ?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- a. establishment or improvement of policies and systems by national or local government
 - b. establishment or improvement of system in my organization
 - c. establishment or improvement of methods and techniques used in my work
 - d. project formulation in my organization
 - e. development or improvement of action plans in my organization
- If the knowledge and skills acquired through the Training are not utilized in your work, what is the reason?*
- f. Support from my organization is insufficient.
 - g. The workplace environment is too different from that on which the training was premised.
 - h. My work load is too heavy.

3.5 Transfer of the knowledge and skills acquired through the Training.

We believe that the participants engage in various activities in order to transfer the knowledge and skills acquired through the Training.

Please read the following questions about your activities and write the appropriate numbers in each of the columns in the table below. *A rough estimate is sufficient.*

- 1) a. How many times so far have you organized lectures, seminars, or workshops in total since you finished your training? Please write the total number.
 - a'. How many hours on average did you give lectures /seminars/workshops listed above?
 - b. How many times so far have you transferred the knowledge and skills through on-the-job training (OJT) since you finished your training? Please write the total number.
 - b'. How many hours on average did you give an on-the job training?
- 2) In each instance of the above activities, to how many persons (recipients) did you transfer the knowledge and skills acquired through the Training?
- 3) What percentage of the contents of your activities included the knowledge and skills acquired through the Training?
- 4) What percentage of the knowledge and skills you used in your activities did the recipients acquire?

Activity	(1) Times	Hour/ time	(2) Number of recipients / time	(3) % included in content of your activities	(4) % knowledge and skills recipients acquired
a. Lectures / seminars / workshops	times		people	%	
b. On-the-job training	times		people	%	

3.6 Action plan

- 1) Did you make an action plan during the training?

1	----	2	----	3	----	4	----	5
Not at all.		Slightly insufficient		Somew hat sufficient		Substantially sufficient		Sufficient

. . .

- 2) How did you implement your action plan after returning to your country?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- a. I implemented the training of trainers.
- b. I shared the contents of the training in my organization.
- c. I shared the contents of the training with others outside of my organization.
- d. I proposed my action plan to my superior.

3.7 Have you proposed projects (including an action plan) to your organization based on the knowledge and skills acquired through the Training? If not, please skip the following questions.

- 1) How many projects have you proposed? Please write the number in the box.
- 2) How many projects that you proposed have been approved? Please write the number in the box.
- 3) Please write the answers regarding the approved projects for each question in the table .
 - a. The contents of the projects
 - b. The period of project implementation: Start and finish dates of implemented projects
 - c. The scale of projects: If possible, please write the amount of the budget/expense involved in the implementation of the projects.
 - d. The number that best describes the result of the project.

1	----	2	----	3	----	4	----	5	----	6
Not at all successful		Not really successful		Somew hat successful		Considerably successful		Highly successful		Not yet clear

	a. Project contents	b. Period		c. Amount of expense (US\$)	d. Result
		start	finish		
1					
2					
3					

4 Total Benefit of the Training

We believe that you have acquired knowledge, skills, and personal benefits, such as more recognition in the workplace and increased salary, from the Training. We also think that you have contributed to your country by applying the knowledge and skills and/or transferring them to colleagues and others. Considering these benefits of the Training in total,

how do you evaluate the benefits of the Training in monetary terms?

Please select the answer that best describes the amount (US\$) you would be willing to pay for participation in another JICA training including airfare/accommodation. Please write the number in the box.

- | | | | | | |
|----------------------|-------------|-------------|---------------------------|-------------|-------------|
| 1. less than \$5,000 | 2. \$5,000 | 3. \$10,000 | 4. \$15,000 | 5. \$20,000 | 6. \$25,000 |
| 7. \$30,000 | 8. \$35,000 | 9. \$40,000 | 10. Other (Please specify | |) |

5 Comparison of training programs

How do you compare your experience of participation in JICA training with other training programs sponsored by other donor/international organizations that you have participated in ?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- 1) My learning experience from JICA training was more important than from other training programs.
- 2) The impact of JICA training participation has been more sustainable than the impact of other training programs.

6 Friendship

6.1 How did the following help you understand the culture of Japan?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- 1) General orientation helped me understand culture of Japan.
- 2) Interaction with the implementing organization and training managers helped me understand culture of Japan.
- 3) Cultural events and social welfare programs provided by the Center helped me understand culture of Japan.
- 4) Self-study using books and CD-ROMs helped me understand culture of Japan.

6.2 Have you changed your perception of Japan since the training?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- 1) My trust in Japan and the Japanese people has increased.
- 2) My interest in working with Japanese people has increased.
- 3) I have gained a deeper understanding of Japanese society and culture.
- 4) I have a developed negative image of Japan or the Japanese people.

7 Contact with Japanese people

7.1 Do you maintain contact with Japanese people whom you met during the training?

1	----	2	----	3	----	4	----	5
Not at all		Occasionally		Sometimes		Frequently		All the time

- 1) I maintain contact mainly to exchange personal updates.
- 2) I maintain contact mainly to exchange or gather new information on Japan.
- 3) I maintain contact mainly to seek advice about my work.
- 4) I maintain contact mainly to develop joint projects.

7.2 Since the training, do you have any connection with JICA?

1	----	2	----	3	----	4	----	5
Not at all		Occasionally		Sometimes		Frequently		All the time

- 1) I work as a counterpart for projects or JICA experts.
- 2) I work as a volunteer counterpart.
- 3) I consult or contact the JICA office about projects.
- 4) I participate in an alumni network for JICA former-trainees.
- 5) I participate in events or training organized by JICA.

8 Follow-up Support

What do you expect from JICA after returning to your country as follow-up support for your activities in order to ensure sustainability of learning?

Please choose the three items you think are the most important from your perspective among the options provided, rank them in order of importance and write the number in the appropriate box (click on the corresponding number). Please be careful not to rank the same option twice.

- 1) Support for organizing lectures and training sessions 1st
- 2) Support for training materials 2nd
- 3) Dispatch of Japanese technical specialists 3rd
- 4) Dispatch of Japanese volunteers
- 5) Support of implementation of projects
- 6) Provision of equipment and materials

9 We would like to publicize the inspiring experiences of former-participants as good examples of our programs, including through JICA's official website.

Are you interested in publicizing your experience?

1	----	2	----	3	----	4	----	5	. . .	
Not at all		Slightly		Somewhat		Considerably		Greatly		

10. Your Personal Information

1)	E-mail address for future communication			
2)	Country			
3)	Name	Last name(Surname)	Middle name	First (Given) name
4)	Age at time of participation			
5)	Gender (Male=0 Female=1)			
6)	Title of training program			
7)	The start and finish dates of the training program you participated in		year	month
8)	Name of Company/Organization			
9)	Job title at time of participation			
	at present			
10)	Highest level of education completed			
			
	Please select the appropriate number and write it in the box.			
	1. Doctoral program or equivalent			
	2. Master's program or equivalent			
	3. Undergraduate program of university/college or equivalent			
	4. Other (Please specify: _____)			

Thank you very much for your cooperation.

JICA Questionnaire Survey 2012: Evaluation of JICA Training Program (Superior)

Title of the program:	
The start and finish dates of the training program you participated in	year month ~ year month
Name of dispatching organization:	
Name of participant:	
Person completing the questionnaire:	
Current job title of person completing questionnaire:	

You will be instructed to respond to most of the questions in the form of a 5-point scale.
 When the scale is shown as part of the question, please select the number (from 1-5) from the scale shown that best describes your opinion for each of the statements and write it in the appropriate box.
 Please follow the instructions carefully for each question and answer as many questions as possible.

1 Participant as object of this survey

1 Is the participant still in your department?
 1) He/She is still in my department at present. No=0 Yes=1

2 Purpose of dispatching participant

2 What was the purpose of dispatching the participant?

1 Strongly disagree	----	2 Somew hat disagree	----	3 Neither agree nor disagree	----	4 Somew hat agree	----	5 Strongly agree
---------------------------	------	----------------------------	------	------------------------------------	------	-------------------------	------	------------------------

1) To improve policy and planning.

2) To secure allocation of funds.

3) To improve organizational structure.

4) To improve facilities and equipment

5) To improve the technology and methods employed in operations.

6) To develop individual capability and a change in attitude.

7) To reward good work performance

8) Please add your own comments.

2 Did you allocate any assignments and/or missions to the participant before his/her participating in JICA training?

1 Not at all	----	2 Not specifically	----	3 Somew hat	----	4 Considerably	----	5 Assigned specifically
-----------------	------	-----------------------	------	----------------	------	-------------------	------	----------------------------

. .

3 Impact of JICA training

3.1 How were the purposes in "2.1" above effected by the utilization of the training outcome?

1 Strongly disagree	----	2 Somew hat disagree	----	3 Neither agree nor disagree	----	4 Somew hat agree	----	5 Strongly agree
---------------------------	------	----------------------------	------	------------------------------------	------	-------------------------	------	------------------------

1) Policy and planning were improved.

2) Allocation of funds was easily secured.

3) Organizational structure was improved.

4) Facilities and equipment were improved.

5) The technology and methods employed in operation were developed.

6) The participant's capacity and attitude were improved.

7) Performance of the participant's department improved.

3 Change of the participant's attitude after participating in the training

1) How has the participants' attitude changed as a result of participation in the training?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- a. He/She plans his/her work better.
- b. He/She has a stronger sense of responsibility for his/her work.
- c. He/She has become more conscious of working with his/her colleagues in a collaborative manner.
- d. He/She works harder to find solutions to problems before giving up.
- e. He/She is more motivated to undertake activities that contribute to his/her country's development.
- f. He/She considers his/her country's situation from a more international perspective.
- g. He/She is assigned more important work as compared with prior to training-participation.
- h. He/She is assigned to supervise subordinates.
- i. His/Her opinion is accepted/endorsed by his/her colleagues more often.

3.3 Transfer of the knowledge and skills acquired through the Training

Did the participant transfer the knowledge and skills acquired through the training to others and are they utilized?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- 1) The participant transfers the knowledge and skills acquired through the training to others.
- 2) The knowledge and skills acquired through the training are utilized in the department the participant belongs to.
- 3) The knowledge and skills acquired through the training are utilized in the entire organization.

If the knowledge and skills acquired through the training are not utilized, what is the reason?

- 4) Support from the organization is insufficient.
- 5) Support from the department is insufficient.
- 6) The budget for implementation is insufficient.
- 7) Facilities or equipment are not appropriate.
- 8) The workplace environment is too different from that on which the training was premised.
- 9) Ability of parties to utilize the knowledge and skills is insufficient.
- 10) Workload of the participant is too heavy.

4 Position of participant.

1) How many rank(s), if any, was the participant promoted from the rank where he/she held prior to the training?

Please write the number of ranks for promotion in the box. If the participant is at the same rank, write "0".

- 0. Same 1. 1 2. 2 3. 3 4. 4 5. 5
- 6. 6 7. Other (Please specify:)

For the following questions 2) and 3), please select the number from the scale below that best describes your opinion and write it in the box.

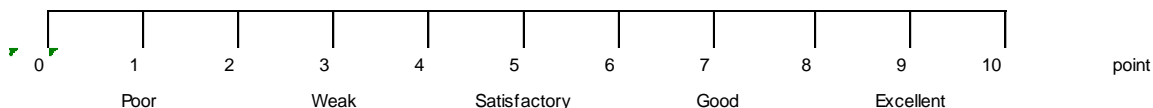
1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- 2) Participation in the training was one of the reasons for promotion.
- 3) The participant was promoted faster than other employees without the training in the equivalent position with similar career histories.

5 Your organization's satisfaction with the participant

To what degree was your organization satisfied by our training?

Please evaluate the Training on a scale of 0 to 10 and write the number in the box



- 1) Performance of the participant improved.
- 2) Performance of the department in which the participant is placed improved.
- 3) The overall performance of the organization improved through the utilization of the training results.
- 4) The training results had an impact inside and outside of the organization, leading to social changes.
- 5) Training as a whole

6 Total Benefit of the Training

We believe that you have acquired knowledge, skills, and personal benefits, such as more recognition in the workplace and increased salary, from the Training. We also think that you have contributed to your country by applying the knowledge and skills and/or transferring them to colleagues and others.

Considering these benefits of the Training in total,

how do you evaluate the benefits of the JICA training in monetary terms?

Please select the answer that best describes the amount (US\$) your organization would be willing to pay for your subordinates to participate in the JICA training including airfare/accommodation .

Please write the number in the box.

- 1. less than \$5,000 2. \$5,000 3. \$10,000 4. \$15,000 5. \$20,000 6. \$25,000
- 7. \$30,000 8. \$35,000 9. \$40,000 10. Other (Please specify)

7 Wage

If you can, please write the average amount(US\$) of worker's wage of your company/organization.

US\$/year
 age

8 Please add any remarks such as changes brought by participating in our training.

Thank you very much for your time and cooperation.

JICA Questionnaire Survey 2012: Evaluation of training in Japan

When the scale is shown as part of question, please select the number from the scale shown that best describes your opinion with respect to each of the statements. Please follow the instructions carefully for each question and answer as many questions as possible.

***必須**

1.1 To what degree were the following factors in your decision to participate in JICA training (Training)?

1 ---- 2 ---- 3 ---- 4 ---- 5
 Strongly Somewhat Neither Somewhat Strongly
 disagree disagree nor disagree agree agree

1.1.1 I was interested in the contents of the Training.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

1.1.2 I required new knowledge and skills in performing my job.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

1.1.3 I participated in the Training because the Training had a specific relationship a project implemented in my country by JICA.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

1.1.4 I participated in the Training because the Training had a specific relationship to a project implemented in my country by another donor or international organization.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

1.1.5 I was interested in coming to Japan.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

1.2 Prior to your participation in the Training, did you have concrete assignments and/or missions from your organization that were implemented after returning to your country?

1.2.1 I had clear assignments and/or missions from my organization.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

1.2.2 I did not have any assignment and/or mission from my organization, but I was conscious of assignment and/or mission of my own.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

2.1 How would you evaluate the process for the implementation of Training?

2.1.1 The application and selection process was simple.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

2.1.2 The pre-departure support was strong.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

2.1.3 The follow-up support was strong.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

2.1.4 The contents of the Training matched my needs.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

2.1.5 The contents of the Training matched my country's needs.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

2.1.6 The contents of the Training covered new knowledge and skills.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

2.1.7 The contents of the Training were practical.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

2.1.8 The contents of the Training were difficult to master.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

2.1.9 The training method used by lecturers was effective.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

2.1.10 The instructors and/or trainers confirmed that we understood the training contents.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

2.1.11 The training curriculum was appropriately designed.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

2.1.12 The training period was too long.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

2.1.13 The training period was too short.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

2.2 Was the level of knowledge and skills that you acquired from the Training high or low as compared with the following points in time?

1 --- 2 --- 3 --- 4 --- 5
 Lower Somewhat About the same Somewhat Higher lower higher

2.2.1 Compared with the knowledge and skills required for my work immediately after Training.

1 2 3 4 5

Lower	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Higher
-------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	--------

2.2.2 Compared with the knowledge and skills required for my work at present.

1 2 3 4 5

Lower	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Higher
-------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	--------

2.3 To what degree were you satisfied with the Training?

0 --- 1 --- 2 --- 3 --- 4 --- 5 --- 6 --- 7 --- 8 --- 9 --- 10 point

Poor Weak Satisfactory Good Excellent

If an item is not relevant to the Training in which you participated, please skip it.

2.3.1 General orientation on culture of Japan

0 1 2 3 4 5 6 7 8 9 10

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
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2.3.2 Social welfare

0 1 2 3 4 5 6 7 8 9 10

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	--

2.3.3 Lectures

0 1 2 3 4 5 6 7 8 9 10

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	--

2.3.4 Workshops

0 1 2 3 4 5 6 7 8 9 10

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	--

2.3.5 Practical training and/or field visits

0 1 2 3 4 5 6 7 8 9 10

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	--

2.3.6 Facilitation

0	1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.3.7 Discussions among participants

0	1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.3.8 TRAINING as a WHOLE

0	1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.4 Recommendation of the JICA Training Programs to others

1	----	2	----	3	----	4	----	5
Not at all		lightly		Somewhat		Considerably		Greatly
		recommend		recommend		recommend		recommend

2.4 Would you recommend participation in the JICA Training Programs to your colleagues or subordinates?

	1	2	3	4	5	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Greatly recommend

3.1 How has your attitude changed as a result of participation in the Training and how have people's assessments of you within the organization changed?

3.1.1 I plan my work better.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

3.1.2 I have a stronger sense of responsibility for my work.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

3.1.3 I have become more conscious of working with my colleagues in a collaborative manner.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

3.1.4 I work harder to find solutions to problems before giving up.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

3.1.5 I am more motivated to undertake activities that contribute to my country's development.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

3.1.6 I consider my country's situation from a more international perspective.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

3.1.7 I am assigned more important work.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

3.1.8 I am assigned to supervise more subordinates.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

3.1.9 My opinion is accepted/endorsed by my colleagues more often.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

3.2 Change in your position/work in the workplace

3.2.1 How many rank(s), did your position in your workplace become higher compared with the time of Training-participation? Please select the answer the best describes your rise. If you are at the same

rank, select "0".

3.2.2 To what degree (as a percentage) do you believe that your participation in the Training contributed to the change in your position in the workplace? Please answer in terms of a percentage, where 0% means "not at all" and 100% means "completely". Please write the number (%) in the box.

3.2.3 Did your work change after participating in the Training?

	1	2	3	4	5	
Did not change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally changed

3.2.3a. If there was any change, does the new work involve the application of knowledge and skills acquired

	1	2	3	4	5	
Does not involve	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally involve

3.3 Knowledge and skills acquired through the Training

For question 3.3.1 and 3.3.2, please answer in terms of a percentage, where 0% means "not at all" and 100% means "completely".

3.3.1 How much of the Training contents did you acquire as a whole? Please write the number (%) in the box.

3.3.2 How much of the knowledge and skills acquired through the Training are you currently utilizing in your work? Please write the number (%) in the box.

3.3.3 In which areas do you think the knowledge and skills acquired through the Training contributed to your organization or country ?

3.3.3a. establishment or improvement of policies and systems by national or local government

	1	2	3	4	5
--	---	---	---	---	---

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

3.3.3b.establishment of new structures or a new system in my organization

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

3.3.3c. establishment or improvement of methods and techniques used in my work

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

3.3.3d. project formulation in my organization

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

3.3.3e. development or improvement of action plans in my organization

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

3.3.3f. Support from my organization is insufficient.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

3.3.3g. The workplace environment is too different from that on which the training was premised..

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

3.3.3h My work load is too heavy.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

3.4 Transfer of the knowledge and skills acquired through the Training.

We believe that the participants engage in various activities, such as lectures, seminars and etc., in order to transfer the knowledge and skills acquired through the Training. Please answer the following questions about your activities and write the appropriate numbers in the box. A rough estimate is sufficient.

3.4.1a. How many times so far have you organized lectures, seminars, or workshops in total since you finished your training? Please write the total number.

3.4.1b. In each time of the above activities, to how many persons did you transfer the knowledge and skills? Please write the number of persons per lecture/seminar/workshop.

3.4.2 a. How many times so far have you transferred the knowledge and skills through on-the-job training (OJT) since you finished your training? Please write the total number. Please write the total number.

3.4.2 b. In each time of the above activities, to how many persons did you transfer the knowledge and skills? Please write the number of persons per OJT.

3.5 Action plan and new project

3.5.1 Did you make an action plan during the training?

1 2 3 4 5

I did not make an action plan at all.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I made a sufficient action plan.
---------------------------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------------------------

3.5.2 How did you implement your action plan after returning to your country?

3.5.2a. I implemented the training of trainers.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

3.5.2b. I shared the contents of the training in my organization.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

3.5.2c. I shared the contents of the training with others outside of my organization.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

3.5.2d. I proposed my action plan to my superior.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

3.6 Have you proposed projects (including an action plan) to your organization based on the knowledge and skills acquired through the Training? If not, please write the number "0" in the box.

3.6.1 How many projects have you proposed? Please write the number in the box.

3.6.2 How many projects that you proposed have been implemented? Please write the number in the box.

4 Total Benefit of the Training

We believe that you have acquired knowledge, skills, and personal benefits, such as more recognition in the workplace and increased salary, from the Training. We also think that you have contributed to your country knowledge by applying the and skills and/or transferring them to colleagues and others.

4 Considering these benefits of the Training in total, how do you evaluate the benefits of the Training in monetary terms? Please select the answer that best describes the amount (US\$) you would be willing to pay for participation in another JICA training including airfare/accommodation. Please select the number.

- 1. less than \$5,000
- 2. \$5,000
- 3. \$10,000
- 4. \$15,000
- 5. \$20,000
- 6. \$25,000
- 7. \$30,000
- 8. \$35,000
- 9. \$40,000

5 How do you compare your experience of participation in JICA training with other training programs sponsored by other donor/international organizations that you have participated in ?

5.1 My learning experience from JICA training was more important than from other training programs.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

5.2 The impact of JICA training-participation has been more sustainable than the impact of other training programs.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

6.1 How did the following help you understand the culture of Japan?

6.1.1 General orientation helped me understand culture of Japan.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

6.1.2 Interaction with the implementing organization and training managers helped me understand culture of Japan.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

6.1.3 Cultural events and social welfare programs provided by the Center helped me understand culture of Japan.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

6.1.4 Self-study using books and CD-ROMs helped me understand culture of Japan.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

6.2 Have you changed your perception of Japan since the training?

6.2.1 My trust in Japan and the Japanese people has increased.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

6.2.2 My interest in working with Japanese people has increased.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

6.2.3 I have gained a deeper understanding of Japanese society and culture.

1 2 3 4 5

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
-------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

7.1 Do you maintain contact with Japanese people whom you met during the training?

1 2 3 4 5
 Not at all Occasionally Sometimes Frequently All the time

7.1.1 I maintain contact mainly to exchange personal updates.

1 2 3 4 5

Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	All the time
------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	--------------

7.1.2 I maintain contact mainly to exchange or gather new information on Japan.

1 2 3 4 5

Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	All the time
------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	--------------

7.1.3 I maintain contact mainly to seek advice about my work.

1 2 3 4 5

Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	All the time
------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	--------------

7.1.4 I maintain contact mainly to develop joint projects.

1 2 3 4 5

Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	All the time
------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	--------------

7.2 Since the training, do you have any connection with JICA?

7.2.1 I work as a counterpart for projects or JICA experts.

1 2 3 4 5

Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	All the time
------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	--------------

7.2.2 I work as a volunteer counterpart.

1 2 3 4 5

Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	All the time
------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	--------------

7.2.3 I consult or contact the JICA office about projects.

1 2 3 4 5

Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	All the time
------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	--------------

7.2.4 I participate in an alumni network for JICA former-trainees.

1 2 3 4 5

Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	All the time
------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	--------------

7.2.5 I participate in events or training organized by JICA.

1 2 3 4 5

Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	All the time
------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	--------------

8 Follow-up Support

8 What do you expect from JICA after returning to your country as follow-up support for your activities in order to ensure sustainability of learning? Please choose the three items you think are the most important from your perspective among the options provided, rank them in order of importance and click on the corresponding number. Please be careful not to rank the same option twice.

1 - 6. 質問票 Web 版

	1st	2nd	3rd
1. Support for organizing lectures and training sessions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Support for training materials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Dispatch of Japanese technical specialists	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Dispatch of Japanese volunteers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Support of implementation of projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Provision of equipment and materials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9 We would like to publicize the inspiring experiences of former-participants as good examples of our programs, including through JICA's official website.

9 Are you interested in publicizing your experience?

1 2 3 4 5

I am not interested at all.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I am greatly interested.
-----------------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	--------------------------

10 Your Personal Information

10.1 E-mail address for future communication

10.2*Country

10.3 Name: Last name, Middle name, Given name*

10.4 Age: 1) at time of participation 2) at present*

10.5 Gender: Male=0 Female=1

10.6 Title of training program

10.7 The start and finish dates (month & year) of the training program you participated in.1) start

(month, year) f2)inish (month, year)

10.8 Name of company/organization*

10.9 Job title: 1)at time of participation, 2) at present

10.10 Highest level of education completed*

- 1. Doctoral program or equivalent
- 2. Master's program or equivalent
- 3. Undergraduate program of university/college or equivalent

Thank you very much for your time and cooperation!

Please click the [送信] button, when you send the response. *=essential item

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2. 集計分析データ

2-1. 質問票 A

JICA Questionnaire Survey 2012: Evaluation of JICA Training Program (Participants)

When the scale is shown as part of question, please select the number from the scale shown that best describes your opinion with respect to each of the statements and write it in the appropriate box. Please follow the instructions carefully for each question and answer as many questions as possible.

1 Preparation for JICA training

1.1 To what degree were the following factors in your decision to participate in JICA training (Training)?

1	2	3	4	5
Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree

	1	2	3	4	5	N
1) I was interested in the contents of the Training.	2	0	1	24	121	148
2) I required new knowledge and skills in performing my job.	2	0	6	33	105	146
3) I participated in the Training because the Training had a specific relationship a project implemented in my country by JICA.	24	12	40	29	41	146
4) I participated in the Training because the Training had a specific relationship to a project implemented in my country by another donor or international organization.	32	19	37	28	29	145
5) I was interested in coming to Japan.	6	7	15	24	95	147

1.2 Prior to your participation in the Training, did you have concrete assignments and/or missions from your organization that were implemented after returning to your country?

1	2	3	4	5
Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree

1) I had clear assignments and/or missions from my organization.	14	13	30	47	43	147
2) I did not have any assignment and/or mission from my organization, but I was conscious of assignment and/or mission of my own.	26	12	17	35	51	141

2 Evaluation of Training

2.1 How would you evaluate the process for the implementation of Training?

1	2	3	4	5
Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree

1) The application and selection process was simple.	9	4	23	42	68	146
2) The pre-departure support was strong.	2	2	18	30	96	148
3) The follow-up support was strong.	8	6	24	38	72	148
4) The contents of the Training matched my needs.	1	1	6	48	90	146
5) The contents of the Training matched my country's needs.	1	1	12	48	84	146
6) The contents of the Training covered new knowledge and skills.	3	1	8	38	98	148
7) The contents of the Training were practical.	2	1	10	48	87	148
8) The contents of the Training were difficult to master.	57	34	24	25	7	147
9) The training method used by lecturers was effective.	1	1	10	52	84	148
10) The instructors and/or trainers confirmed that we understood the training contents.	1	3	14	56	73	147
11) The training curriculum was appropriately designed.	1	0	11	54	81	147
12) The training period was too long.	72	40	16	11	7	146
13) The training period was too short.	38	14	28	35	31	146

2.2 Level of the Training

Was the level of knowledge and skills that you acquired from the Training high or low as compared with the following points in time?

1	2	3	4	5
Lower	Somewhat lower	About the same	Somewhat higher	Higher

1) Compared with the knowledge and skills required for my work immediately after Training.	0	1	28	76	42	147
2) Compared with the knowledge and skills required for my work at present.	0	5	32	71	40	148

2.3 Overall evaluation

To what degree were you satisfied with the Training?

a Please write the number "999" in the appropriate box, if an item is not relevant to the Training in which you participated.

2 - 1. 質問票 A

3.3 Knowledge and skills acquired through the Training

For question 1) and 2), please answer in terms of a *percentage*, where 0% means "not at all" and 100% means "completely". Please write the number (%) in the box.

- 1) How much of the Training contents did you acquire as a whole?
- 2) How much of the knowledge and skills acquired through the Training are you currently utilizing in your work?
- 3) In which areas do you think the knowledge and skills acquired through the Training contributed to your organization or country ?

平均	SD	N
80.8	17.6	146
65.2	25.2	146

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- a. establishment or improvement of policies and systems by national or local government

13	6	38	59	28	144
17	16	39	47	27	146

- b. establishment of new structures or a new system in my organization

- c. establishment or improvement of methods and techniques used in my work

4	8	19	64	52	147
5	9	34	57	41	146
3	6	26	67	45	147

- d. project formulation in my organization

- e. development or improvement of action plans in my organization

If the knowledge and skills acquired through the Training are not utilized in your work, what is the reason?

- f. Support from my organization is insufficient.

16	26	37	32	20	131
----	----	----	----	----	-----

- g. The workplace environment is too different from that on which the training was premised.

7	21	37	35	32	132
19	21	43	27	21	131

- h. My work load is too heavy.

3.4 Transfer of the knowledge and skills acquired through the Training.

We believe that the participants engage in various activities, such as lectures, seminars and etc., in order to transfer the knowledge and skills acquired through the Training. Please answer the following questions about your activities and write the appropriate numbers in the box. A rough estimate is sufficient.

- 1) a. How many times so far have you organized lectures, seminars, or workshops in total since you finished your training? Please write the total number.

平均	SD	N
9.8	17.0	135

- b. In each time of the above activities, to how many persons did you transfer the knowledge and skills?

Please write the number of persons per lecture/seminar/workshop.

38.5	70.7	127
------	------	-----

- 2) a. How many times so far have you transferred the knowledge and skills through on-the-job training (OJT) since you finished your training? Please write the total number.

7.1	11.4	134
-----	------	-----

- b. In each time of the above activities, to how many persons did you transfer the knowledge and skills?

Please write the number of persons per OJT.

22.7	44.3	126
------	------	-----

3.5 Action plan and new project

- 1) Did you make an action plan during the training?

1	----	2	----	3	----	4	----	5
Not at all.		Slightly insufficient		Somew hat sufficient		Substantially sufficient		Sufficient

6	2	16	38	84	146
---	---	----	----	----	-----

- 2) How did you implement your action plan after returning to your country?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- a. I implemented the training of trainers.

20	17	38	38	28	141
----	----	----	----	----	-----

- b. I shared the contents of the training in my organization.

2	4	14	45	78	143
---	---	----	----	----	-----

- c. I shared the contents of the training with others outside of my organization.

19	17	24	35	50	145
----	----	----	----	----	-----

- d. I proposed my action plan to my superior.

5	6	14	41	77	143
---	---	----	----	----	-----

3.6 Have you proposed projects (including an action plan) to your organization based on the knowledge and skills acquired through the Training? If not, please write the number in the box.

- 1) How many projects have you proposed? Please write the number in the box.

平均	SD	N
2.18	2.73	145

- 2) How many projects that you proposed have been implemented? Please write the number in the box.

1.61	2.27	121
------	------	-----

4 Total Benefit of the Training

We believe that you have acquired knowledge, skills, and personal benefits, such as more recognition in the workplace and increased salary, from the Training. We also think that you have contributed to your country knowledge by applying the and skills and/or transferring them to colleagues and others.

Considering these benefits of the Training in total, how do you evaluate the benefits of the Training in monetary terms?

Please select the answer that best describes the amount (US\$) you would be willing to pay for participation in another JICA training including airfare/accommodation. Please select the number.

1. less than \$5,000 2. \$5,000 3. \$10,000 4. \$15,000 5. \$20,000 6. \$25,000
7. \$30,000 8. \$35,000 9. \$40,000 10. Other (Please specify)

平均	SD	N
4.41	2.77	127

5 Comparison of training programs

How do you compare your experience of participation in JICA training with other training programs sponsored by other donor/international organizations that you have participated in ?

1	2	3	4	5
Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree

5.1 My learning experience from JICA training was more important than from other training programs.

3	4	24	44	64	139
---	---	----	----	----	-----

5.2 The impact of JICA training-participation has been more sustainable than the impact of other training programs.

5	4	23	46	61	139
---	---	----	----	----	-----

6 Friendship

6.1 How did the following help you understand the culture of Japan?

1	2	3	4	5
Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree

1) General orientation helped me understand culture of Japan.

1	2	14	44	86	147
---	---	----	----	----	-----

2) Interaction with the implementing organization and training managers helped me understand culture of Japan.

0	1	14	40	90	145
---	---	----	----	----	-----

3) Cultural events and social welfare programs provided by the Center helped me understand culture of Japan.

0	2	12	39	94	147
---	---	----	----	----	-----

4) Self-study using books and CD-ROMs helped me understand culture of Japan.

5	13	30	55	42	145
---	----	----	----	----	-----

6.2 Have you changed your perception of Japan since the training?

1	2	3	4	5
Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree

1) My trust in Japan and the Japanese people has increased.

1	2	4	20	118	145
---	---	---	----	-----	-----

2) My interest in working with Japanese people has increased.

2	2	6	20	117	147
---	---	---	----	-----	-----

3) I have gained a deeper understanding of Japanese society and culture.

2	1	5	39	98	145
---	---	---	----	----	-----

7 Contact with Japanese people

7.1 Do you maintain contact with Japanese people whom you met during the training?

1	2	3	4	5
Not at all	Occasionally	Sometimes	Frequently	All the time

1) I maintain contact mainly to exchange personal updates.

14	27	40	37	27	145
----	----	----	----	----	-----

2) I maintain contact mainly to exchange or gather new information on Japan.

16	30	42	34	24	146
----	----	----	----	----	-----

3) I maintain contact mainly to seek advice about my work.

36	31	43	21	15	146
----	----	----	----	----	-----

4) I maintain contact mainly to develop joint projects.

57	26	29	22	11	145
----	----	----	----	----	-----

7.2 Since the training, do you have any connection with JICA?

1	2	3	4	5
Not at all	Occasionally	Sometimes	Frequently	All the time

1) I work as a counterpart for projects or JICA experts.

92	16	22	7	9	146
----	----	----	---	---	-----

2) I work as a volunteer counterpart.

109	13	10	9	4	145
-----	----	----	---	---	-----

3) I consult or contact the JICA office about projects.

82	27	19	8	7	143
----	----	----	---	---	-----

4) I participate in an alumni network for JICA former-trainees.

54	16	24	21	30	145
----	----	----	----	----	-----

5) I participate in events or training organized by JICA.

64	15	19	23	25	146
----	----	----	----	----	-----

8 Follow-up Support

What do you expect from JICA after returning to your country as follow-up support for your activities in order to ensure sustainability of learning?

Please choose the three items you think are the most important from your perspective among the options provided, rank them in order of importance and write the number (click on the corresponding number). Please be careful not to rank the same option twice.

- 1) Support for organizing lectures and training sessions
- 2) Support for training materials
- 3) Dispatch of Japanese technical specialists
- 4) Dispatch of Japanese volunteers
- 5) Support of implementation of projects
- 6) Provision of equipment and materials

	1st	2nd	3rd
1) Support for organizing lectures and training sessions	18	9	22
2) Support for training materials	8	19	13
3) Dispatch of Japanese technical specialists	17	15	17
4) Dispatch of Japanese volunteers	5	2	12
5) Support of implementation of projects	36	28	14
6) Provision of equipment and materials	15	23	19
N	99	96	97

9 We would like to publicize the inspiring experiences of former-participants as good examples of our programs, including through JICA's official website.

Are you interested in publicizing your experience?

1	2	3	4	5						
Not at all	Slightly	Somewhat	Considerably	Greatly						
					13	10	27	33	60	143

10 Your Personal Information

1) E-mail address for future communication			
2) Country			
3) Name	Last name(Surname)	Middle name	First (Given) name
4) Age at time of participation			
5) Gender (Male=0 Female=1)			
6) Title of training program			
7) The start and finish dates (month & year) of the training program you participated in.	start	~	finish
8) Name of Company/Organization			
9) Job title	at time of participation		
	at present		
10) Highest level of education completed		
Please select the appropriate number and write it in the box.	1. Doctoral program or equivalent		
	2. Master's program or equivalent		
	3. Undergraduate program of university/college or equivalent		
	4. Other (Please specify: _____)		

Thank you very much for your cooperation.

JICA Questionnaire Survey 2012: Evaluation of JICA Training Program (Participants)

You will be instructed to respond to most of the questions in the form of a 5-point scale. When the scale is shown as part of question, please select the number (from 1-5) from the scale shown that best describes your opinion with respect to **each** of the statements and write it in the appropriate box.

Please follow the instructions carefully for each question and answer as many questions as possible.

1 Preparation for JICA training

1.1 To what degree were the following factors in your decision to participate in JICA training (Training)?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- 1) I was interested in the contents of the Training.
- 2) I required new knowledge and skills in performing my job.
- 3) I participated in the Training because the Training had a specific relationship a project implemented in my country by JICA.
- 4) I participated in the Training because the Training had a specific relationship to a project implemented in my country by another donor or international organization.
- 5) I was interested in coming to Japan.

1.2 Prior to your participation in the Training, did you have concrete assignments and/or missions from your organization that were implemented after returning to your country?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- 1) I had clear assignments and/or missions from my organization.
- 2) I did not have any assignment and/or mission from my organization, but I was conscious of assignment and/or mission of my own.

2 Evaluation of Training

2.1 How would you evaluate the process for the implementation of Training?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

- 1) The application and selection process was simple.
- 2) The pre-departure support was strong.
- 3) The follow-up support was strong.
- 4) The contents of the Training matched my needs.
- 5) The contents of the Training matched my country's needs.
- 6) The contents of the Training covered new knowledge and skills.
- 7) The contents of the Training were practical.
- 8) The contents of the Training were difficult to master.
- 9) The training method used by lecturers was effective.
- 10) The instructors and/or trainers confirmed that we understood the training contents.
- 11) The training curriculum was appropriately designed.
- 12) The training period was too long.
- 13) The training period was too short.

2.2 Level of the Training

Was the level of knowledge/skills that you acquired from the Training high or low as compared with the following points in time?

1	----	2	----	3	----	4	----	5
Low er		Somew hat low er		About the same		Somew hat higher		Higher

- 1) Compared with the knowledge and skills required for my work immediately after Training.
- 2) Compared with the knowledge and skills required for my work at present.

2.3 Overall evaluation

To what degree were you satisfied with the Training?
Please write the number "999" in the appropriate box, if an item is not relevant to the Training in which you participated.

0	---	1	---	2	---	3	---	4	---	5	---	6	---	7	---	8	---	9	---	10 point
		Poor				Weak				Satisfactory				Good				Excellent		

2 - 2. 質問票 B (研修員用)

- 1) General orientation on culture of Japan
- 2) Social welfare
- 3) Lectures
- 4) Workshops
- 5) Practical training and/or field visits
- 6) Facilitation
- 7) Discussions among participants
- 8) Training as a whole

2.4 Would you recommend participation in the JICA Training Programs to your colleagues or subordinates?

1	----	2	----	3	----	4	----	5	. . .	
Not at all		Slightly recommend		Somew hat recommend		Considerably recommend		Greatly recommend		

3 Impact of the Training

3.1 Change of attitude after participating in Training

1) How has your attitude changed as a result of participation in the Training and how have people's assessments of you within the organization changed?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somew hat disagree		Neither agree nor disagree		Somew hat agree		Strongly agree

	評価点					N
	1	2	3	4	5	
a. I plan my work better.	0	0	4	38	24	66
b. I have a stronger sense of responsibility for my work.	0	0	5	29	32	66
c. I have become more conscious of working with my colleagues in a collaborative manner.	0	0	6	28	32	66
d. I work harder to find solutions to problems before giving up.	0	0	12	24	29	65
e. I am more motivated to undertake activities that contribute to my country's development.	0	0	14	25	27	66
f. I consider my country's situation from a more international perspective.	0	0	14	22	29	65
g. I am assigned more important work.	1	5	14	33	12	65
h. I am assigned to supervise more subordinates.	11	4	24	15	11	65
i. My opinion is accepted/endorsed by my colleagues more often.	0	3	14	30	18	65

3.2 Change in your position/work in the workplace

1) How many rank(s), did your position in your workplace become higher compared with the time of Training-participation? Please select the answer that best describes your rise and write the number in the box. If you are at the same rank, write "0".

0. Same 1. 1 2. 2 3. 3 4. 4 5. 5
 6. 6 7. Other (Please specify:)

2) To what degree (as a percentage) do you believe that your participation in the Training contributed to the change in your position in the workplace? Please write the number(%) in the box. (%)

3) Did your work change after participating in the Training?

1	----	2	----	3	----	4	----	5	. . .	
Not at all		Slightly		Somew hat		Considerably		Totally		

a. If there was any change, does the new work involve the application of knowledge and skills acquired through the Training?

3.3 Increase in annual income

1) If your annual income at the time of training-participation is set at 1, how much is your annual income at present? Please select the answer that best describes your income and write the number in the box.

1. 1.0 2. 1.5 3. 2.0 4. 2.5 5. 3.0 6. 3.5
 7. Other (Please specify:)

2) To what degree (as a percentage) do you believe that your participation in the training contributed to any rise in income? Please write the number(%) in the box. (%)

3.4 Knowledge and skills acquired through the Training

For question 1) and 2), please answer in terms of a *percentage*, where 0% means "not at all" and 100% means "completely".

2-2. 質問票 B (研修員用)

1) How much of the Training contents did you acquire as a whole? (%)

	平均	SD	N
ベトナム	68.42	17.72	19
フィリピン	81.31	15.06	16
シンガポール	80.65	23.41	31
計	77.29	20.60	66

2) How much of the knowledge and skills acquired through the Training are you currently utilizing in your work? (%)

3) In which areas do you think the knowledge and skills you acquired through the Training contributed to your organization or country ?

1	2	3	4	5
Strongly disagree	Somew hat disagree	Neither agree nor disagree	Somew hat agree	Strongly agree

- a. establishment or improvement of policies and systems by national or local government
 - b. establishment or improvement of system in my organization
 - c. establishment or improvement of methods and techniques used in my work
 - d. project formulation in my organization
 - e. development or improvement of action plans in my organization
- If the knowledge and skills acquired through the Training are not utilized in your work, what is the reason?*
- f. Support from my organization is insufficient.
 - g. The workplace environment is too different from that on which the training was premised.
 - h. My work load is too heavy.

3.5 Transfer of the knowledge and skills acquired through the Training.

We believe that the participants engage in various activities in order to transfer the knowledge and skills acquired through the Training.

Please read the following questions about your activities and write the appropriate numbers in each of the columns in the table below. *A rough estimate is sufficient.*

- 1) a. How many times so far have you organized lectures, seminars, or workshops in total since you finished your training? Please write the total number.
 - a'. How many hours on average did you give lectures /seminars/workshops listed above?
 - b. How many times so far have you transferred the knowledge and skills through on-the-job training (OJT) since you finished your training? Please write the total number.
 - b'. How many hours on average did you give an on-the job training?
- 2) In each instance of the above activities, to how many persons (recipients) did you transfer the knowledge and skills acquired through the Training?
- 3) What percentage of the contents of your activities included the knowledge and skills acquired through the Training?
- 4) What percentage of the knowledge and skills you used in your activities did the recipients acquire?

Activity	(1) Times	Hour/ time	(2) Number of recipients / time	(3) % included in content of your activities	(4) % knowledge and skills recipients acquired
a. Lectures / seminars / workshops	times		people	%	
b. On-the-job training	times		people	%	

	講演等の回数			時間/1回			人数/1回		
	平均	SD	N	平均	SD	N	平均	SD	N
ベトナム	17.36	17.53	11	1.29	0.49	7	34.25	67.14	8
フィリピン	7.25	4.56	8	2.67	2.73	6	39.50	34.95	6
シンガポール	5.82	11.90	17	2.58	2.69	6	30.67	14.46	12
計	9.67	13.56	36	2.13	2.15	19	33.81	40.14	26

	講演中しめる割合			講演対象者の習得率		
	平均	SD	N	平均	SD	N
ベトナム	45.00	31.62	8	41.25	31.71	8
フィリピン	52.14	35.10	7	59.29	19.24	7
シンガポール	57.08	31.94	12	62.73	28.84	11
計	52.22	31.81	27	55.19	28.20	26

2-2. 質問票 B (研修員用)

OJTの回数	時間/1回			人数/1回					
	平均	SD	N	平均	SD	N	平均	SD	N
ベトナム	18.33	19.32	12	1.25	0.83	8	13.00	14.33	10
フィリピン	3.80	4.15	5	6.40	9.91	5	5.75	1.50	4
シンガポール	4.50	6.19	16	4.38	3.25	8	25.00	19.24	11
計	9.42	13.97	33	3.67	5.29	21	17.12	16.99	25

OJT中占める割合	対象者の習得率					
	平均	SD	N	平均	SD	N
ベトナム	40.00	31.96	8	44.38	32.23	8
フィリピン	68.00	35.64	5	63.00	22.25	5
シンガポール	56.25	26.72	12	61.50	25.50	10
計	53.40	30.74	25	55.87	27.58	23

3.6 Action plan

1) Did you make an action plan during the training?

1	----	2	----	3	----	4	----	5
Not at all.		Slightly insufficient		Somewhat sufficient		Substantially sufficient		Sufficient

2) How did you implement your action plan after returning to your country?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree

- a. I implemented the training of trainers.
- b. I shared the contents of the training in my organization.
- c. I shared the contents of the training with others outside of my organization.
- d. I proposed my action plan to my superior.

3.7 Have you proposed projects (including an **action plan**) to your organization based on the knowledge and skills acquired through the Training? If not, please skip the following questions.

- 1) How many projects have you proposed? Please write the number in the box.
- 2) How many projects that you proposed have been approved? Please write the number in the box.
- 3) Please write the answers regarding the approved projects for each question in the table .

- a. The contents of the projects
- b. The period of project implementation: Start and finish dates of implemented projects
- c. The scale of projects: If possible, please write the amount of the budget/expense involved in the implementation of the projects.
- d. The number that best describes the result of the project.

1	----	2	----	3	----	4	----	5	----	6
Not at all successful		Not really successful		Somewhat successful		Considerably successful		Highly successful		Not yet clear

	a. Project contents	b. Period		c. Amount of expense (US\$)	d. Result
		start	finish		
1					
2					
3					

4 Total Benefit of the Training

We believe that you have acquired knowledge, skills, and personal benefits, such as more recognition in the workplace and increased salary, from the Training. We also think that you have contributed to your country by applying the knowledge and skills and/or transferring them to colleagues and others. Considering these benefits of the Training in total, **how do you evaluate the benefits of the Training in monetary terms?**

Please select the answer that best describes the amount (US\$) you would be willing to pay for participation in another JICA training including airfare/accommodation. Please write the number in the box.

- 1. less than \$5,000 2. \$5,000 3. \$10,000 4. \$15,000 5. \$20,000 6. \$25,000
- 7. \$30,000 8. \$35,000 9. \$40,000 10. Other (Please specify)

	平均	SD	N
ベトナム	2.33	1.11	15
フィリピン	3.64	3.14	11
シンガポール	4.47	2.17	19
計	3.56	2.33	45

5 Comparison of training programs

How do you compare your experience of participation in JICA training with other training programs sponsored by other donor/international organizations that you have participated in ?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree

- 1) My learning experience from JICA training was more important than from other training programs. □
- 2) The impact of JICA training participation has been more sustainable than the impact of other training programs. □

6 Friendship

6.1 How did the following help you understand the culture of Japan?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree

- 1) General orientation helped me understand culture of Japan. □
- 2) Interaction with the implementing organization and training managers helped me understand culture of Japan. □
- 3) Cultural events and social welfare programs provided by the Center helped me understand culture of Japan. □
- 4) Self-study using books and CD-ROMs helped me understand culture of Japan. □

6.2 Have you changed your perception of Japan since the training?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree

- 1) My trust in Japan and the Japanese people has increased. □
- 2) My interest in working with Japanese people has increased. □
- 3) I have gained a deeper understanding of Japanese society and culture. □
- 4) I have a developed negative image of Japan or the Japanese people. □

7 Contact with Japanese people

7.1 Do you maintain contact with Japanese people whom you met during the training?

1	----	2	----	3	----	4	----	5
Not at all		Occasionally		Sometimes		Frequently		All the time

- 1) I maintain contact mainly to exchange personal updates. □
- 2) I maintain contact mainly to exchange or gather new information on Japan. □
- 3) I maintain contact mainly to seek advice about my work. □
- 4) I maintain contact mainly to develop joint projects. □

7.2 Since the training, do you have any connection with JICA?

1	----	2	----	3	----	4	----	5
Not at all		Occasionally		Sometimes		Frequently		All the time

- 1) I work as a counterpart for projects or JICA experts. □
- 2) I work as a volunteer counterpart. □
- 3) I consult or contact the JICA office about projects. □
- 4) I participate in an alumni network for JICA former-trainees. □
- 5) I participate in events or training organized by JICA. □

8 Follow-up Support

What do you expect from JICA after returning to your country as follow-up support for your activities in order to ensure sustainability of learning?

Please choose the three items you think are the most important from your perspective among the options provided, rank them in order of importance and write the number in the appropriate box (click on the corresponding number).

Please be careful not to rank the same option twice.

- 1) Support for organizing lectures and training sessions □
- 2) Support for training materials 1st □
- 3) Dispatch of Japanese technical specialists 2nd □
- 4) Dispatch of Japanese volunteers 3rd □
- 5) Support of implementation of projects
- 6) Provision of equipment and materials

2 - 2. 質問票 B (研修員用)

9 We would like to publicize the inspiring experiences of former-participants as good examples of our programs, including through JICA's official website.

Are you interested in publicizing your experience?

1	----	2	----	3	----	4	----	5	
Not at all		Slightly		Somewhat		Considerably		Greatly	. . .

10. Your Personal Information

1)	E-mail address for future communication			
2)	Country			
3)	Name	Last name(Surname)	Middle name	First (Given) name
4)	Age	at time of participation		
5)	Gender (Male=0 Female=1)			
6)	Title of training program			
7)	The start and finish dates of the training program you participated in		year	month ~ year month
8)	Name of Company/Organization			
9)	Job title at time of participation			
	at present			
10)	Highest level of education completed			
	Please select the appropriate number and write it in the box.			
	1. Doctoral program or equivalent			
	2. Master's program or equivalent			
	3. Undergraduate program of university/college or equivalent			
	4. Other (Please specify: _____)			

Thank you very much for your cooperation.

JICA Questionnaire Survey 2012: Evaluation of JICA Training Program (Superior)

Title of the program:	
The start and finish dates of the training program you participated in	year month year month ~
Name of dispatching organization:	
Name of participant:	
Person completing the questionnaire:	
Current job title of person completing questionnaire:	

You will be instructed to respond to most of the questions in the form of a 5-point scale.

When the scale is shown as part of the question, please select the number (from 1-5) from the scale shown that best describes your opinion for each of the statements and write it in the appropriate box.

Please follow the instructions carefully for each question and answer as many questions as possible.

1 Participant as object of this survey

1.1 Is the participant still in your department?

No	Yes
4	28

1) He/She is still in my department at present.

2 Purpose of dispatching participant

2.1 What was the purpose of dispatching the participant?

	1 Strongly disagree	2 Somewhat disagree	3 Neither agree nor disagree	4 Somewhat agree	5 Strongly agree	
	1	2	3	4	5	N
1) To improve policy and planning.	1	1	4	11	14	31
2) To secure allocation of funds.	10	8	9	4	0	31
3) To improve organizational structure.	4	1	5	16	5	31
4) To improve facilities and equipment	6	4	6	9	7	32
5) To improve the technology and methods employed in operations.	4	0	5	8	15	32
6) To develop individual capability and a change in attitude.	0	0	0	4	27	31
7) To reward good work performance	7	3	6	9	6	31
8) Please add your own comments.	<div style="border: 1px solid black; height: 40px; width: 100%;"></div>					

2.2 Did you allocate any assignments and/or missions to the participant before his/her participating in JICA training?

1 Not at all	2 Not specifically	3 Somewhat	4 Considerably	5 Assigned specifically	
9	1	3	14	4	31

3 Impact of JICA training

3.1 How were the purposes in "2.1" above effected by the utilization of the training outcome?

	1 Strongly disagree	2 Somewhat disagree	3 Neither agree nor disagree	4 Somewhat agree	5 Strongly agree	
1) Policy and planning were improved.	0	1	9	13	8	31
2) Allocation of funds was easily secured.	8	6	8	7	1	30
3) Organizational structure was improved.	4	1	10	14	2	31
4) Facilities and equipment were improved.	5	4	12	10	1	32
5) The technology and methods employed in operation were developed.	0	1	11	18	3	33
6) The participant's capacity and attitude were improved.	0	0	4	8	21	33

2 – 3. 質問票 B (上司用)

7) Performance of the participant's department improved.

0	0	6	12	15	33
---	---	---	----	----	----

3.2 Change of the participant's attitude after participating in the training

1) How has the participants' attitude changed as a result of participation in the training?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree

a. He/She plans his/her work better.

0	0	3	16	14	33
---	---	---	----	----	----

b. He/She has a stronger sense of responsibility for his/her work.

0	0	1	13	18	32
---	---	---	----	----	----

c. He/She has become more conscious of working with his/her colleagues in a collaborative manner.

0	0	3	14	16	33
---	---	---	----	----	----

d. He/She works harder to find solutions to problems before giving up.

0	0	4	12	17	33
---	---	---	----	----	----

e. He/She is more motivated to undertake activities that contribute to his/her country's development.

1	0	4	16	12	33
---	---	---	----	----	----

f. He/She considers his/her country's situation from a more international perspective.

1	0	4	16	12	33
---	---	---	----	----	----

g. He/She is assigned more important work as compared with prior to training-participation.

2	1	5	13	11	32
---	---	---	----	----	----

h. He/She is assigned to supervise subordinates.

1	4	11	7	10	33
---	---	----	---	----	----

i. His/Her opinion is accepted/endorsed by his/her colleagues more often.

0	0	8	12	12	32
---	---	---	----	----	----

3.3 Transfer of the knowledge and skills acquired through the Training

Did the participant transfer the knowledge and skills acquired through the training to others and are they utilized?

1	----	2	----	3	----	4	----	5
Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree

1) The participant transfers the knowledge and skills acquired through the training to others.

0	2	6	17	8	33
---	---	---	----	---	----

2) The knowledge and skills acquired through the training are utilized in the department the participant belongs to.

0	1	3	14	15	33
---	---	---	----	----	----

3) The knowledge and skills acquired through the training are utilized in the entire organization.

0	2	4	16	11	33
---	---	---	----	----	----

If the knowledge and skills acquired through the training are not utilized, what is the reason?

4) Support from the organization is insufficient.

3	7	10	5	1	26
---	---	----	---	---	----

5) Support from the department is insufficient.

4	8	11	2	1	26
---	---	----	---	---	----

6) The budget for implementation is insufficient.

3	7	8	7	1	26
---	---	---	---	---	----

7) Facilities or equipment are not appropriate.

4	5	8	7	2	26
---	---	---	---	---	----

8) The workplace environment is too different from that on which the training was premised.

4	6	7	8	1	26
---	---	---	---	---	----

9) Ability of parties to utilize the knowledge and skills is insufficient.

4	5	6	10	1	26
---	---	---	----	---	----

10) Workload of the participant is too heavy.

5	5	9	2	0	21
---	---	---	---	---	----

2-3. 質問票 B (上司用)

4 Position of participant.

1) How many rank(s), if any, was the participant promoted from the rank where he/she held prior to the training?

Please write the number of ranks for promotion in the box. If the participant is at the same rank, write "0".

0. Same 1. 1 2. 2 3. 3 4. 4 5. 5
 6. 6 7. Other (Please specify: _____)

評価点	0	1	2	3	4	5	6	7	N
	20	6	1	2	0	3	0	1	33

For the following questions 2) and 3), please select the number from the scale below that best describes your opinion and write it in the box.

1	----	2	----	3	----	4	----	5
Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree

2) Participation in the training was one of the reasons for promotion.

6	5	9	5	4	29
---	---	---	---	---	----

3) The participant was promoted faster than other employees without the training in the equivalent position with similar career histories.

5	6	14	3	1	29
---	---	----	---	---	----

5 Your organization's satisfaction with the participant

To what degree was your organization satisfied by our training?

Please evaluate the Training on a scale of 0 to 10 and write the number in the box

0	1	2	3	4	5	6	7	8	9	10	point	
	Poor		Weak		Satisfactory		Good		Excellent			
評価点	0	1	2	3	4	5	6	7	8	9	10	N

1) Performance of the participant improved.

0	0	0	0	2	0	0	12	10	9	0	33
---	---	---	---	---	---	---	----	----	---	---	----

2) Performance of the department in which the participant is placed improved.

0	0	0	0	2	1	4	13	8	5	0	33
---	---	---	---	---	---	---	----	---	---	---	----

3) The overall performance of the organization improved through the utilization of the training results.

0	0	0	0	2	2	1	14	8	5	1	33
---	---	---	---	---	---	---	----	---	---	---	----

4) The training results had an impact inside and outside of the organization, leading to social changes.

0	0	0	2	0	7	3	2	13	6	0	33
---	---	---	---	---	---	---	---	----	---	---	----

5) Training as a whole

0	0	0	0	2	2	1	6	11	9	2	33
---	---	---	---	---	---	---	---	----	---	---	----

6 Total Benefit of the Training

We believe that you have acquired knowledge, skills, and personal benefits, such as more recognition in the workplace and increased salary, from the Training. We also think that you have contributed to your country by applying the knowledge and skills and/or transferring them to colleagues and others. Considering these benefits of the Training in total, **how do you evaluate the benefits of the JICA training in monetary terms?**

Please select the answer that best describes the amount (US\$) your organization would be willing to pay for your subordinate to participate in the JICA training including airfare/accommodation.

Please write the number in the box.

1. less than \$5,000 2. \$5,000 3. \$10,000 4. \$15,000 5. \$20,000 6. \$25,000
 7. \$30,000 8. \$35,000 9. \$40,000 10. Other (Please specify)

平均	SD	N
4.56	3.29	18

7 Please add any remarks such as changes brought by participating in our training.

Thank you very much for your time and cooperation.

2012 年度課題別研修事後評価調査・現況調査

添付資料Ⅲ

(研修監理員アンケート調査)

添付資料 目次

Ⅲ. 研修監理員アンケート調査

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1. 調査の目的と実施方針

1-1. 調査の背景と目的

JICA 課題別研修では、それぞれの研修コースにおいて研修監理員が同行している。当該研修監理員は講義・見学先での通訳、引率を行うとともに研修員と講師の間に立ち、研修員の研修の理解を促進し、研修効果を高め、研修進捗状況を現場で確認する役割を担っている。実際に研修現場で、研修員が研修に対してどのような姿勢で臨んでいたか、研修中に行動変容が見られたか、何が行動変容のきっかけとなったか、といった研修期間中の研修員の個別の状況と反応についての客観的な情報を得るために、今年度のテーマ別実証調査では、新たな試みとして研修監理員に対するアンケート調査を実施した。

アンケートで得られた情報は、ベトナム、インドネシア、フィリピンにおける現地調査で、元研修員にインタビューする際の事前資料として役立てた。

1-2. 調査の対象

テーマ別実証調査の対象コースのうち、(財)日本国際協力センターが連絡先を把握している研修監理員が担当した研修コースを調査の対象とした。

1-3. 調査の実施方法

(1)質問項目

研修監理員からみた研修期間中の研修員の様子を把握し、帰国後の動向について情報を収集するため、次の 4 つの項目に従って、質問を作成した（実際に使用したアンケート・フォームは別添資料参照）。

- ① 研修員の性向
- ② 研修中の行動変容
- ③ アクションプランの作成
- ④ 帰国後の連絡

(2)アンケートの配布と回収

アンケート・フォームの作成にあたっては、ウェブ・アンケートの方式を採用した。ベトナム、インドネシア、フィリピンの対象コースごとに一定の期間を設け、各研修を担当した研修監理員に対しメールを一斉発信し、アンケートへの協力を依頼した。研修監理員によっては、1人で複数の研修コースを担当したり、複数年にわたって同様のコースを担当している場合があったが、そのような研修監理員に対しては、担当した研修コース 1 つにつき、1回ずつ回答をしてもらうよう依頼した。また、1つの研修に対象国の研修員が複数参加していた場合は、選択式の回答については、その研修における当該国研修員全体の印象についての回答を求め、記述式の回答において、記憶に残っている範囲で個別の研修員についての情報を記入するよう求めた。アンケートを発信、回収した期間及び調査対象コース数、回収件数は次のとおり。

	ベトナム	インドネシア	フィリピン
期間	2012年11月17日～ 2012年11月26日	2012年12月27日～ 2013年1月7日	2012年12月12日～ 2012年12月21日
対象コース数	40	33	14
回収件数	8	19	2
回収率	20.0%	57.6%	14.3%

2. 調査結果の概要

2-1. 調査結果

(1)研修員の性向

研修員の性向については、「積極性」、「協調性」、「勤勉性」、「外向性」の4点について、5段階で評価を求めた。得られたデータは研修監理員の主観による評価であるため、各研修を相対的に比較するには適さないが、各研修コースに参加した調査対象国研修員の様子を把握するうえで、貴重な情報が得られた。

「積極性」の評価からは当該研修に参加するにあたっての目的意識が明確であったか、意気込みが十分であったかを知る手掛かりとなった。

「協調性」の評価からは、研修参加中に他国の研修員と協力する姿勢があったか、研修期間を通して、当該研修のムードやその中での調査対象国の研修員の様子がどのようなか知ることができた。

「勤勉性」の評価からは、当該研修に参加した研修員が研修をとおして積極的に学ぼうとする姿勢が見られたか、課題やアクションプランの作成に対して真摯に取り組んだかという客観的な情報を得ることができた。

「外向性」の評価からは、それぞれの研修員の性格が外向的か内向的か大まかな雰囲気を知り、インタビューで直接面談をする際の事前情報として役立てることができた。

(2)研修中の行動変容

研修コースの初めから最後を通して、当該国の研修員の変化が見られたかどうか自由記述方式で情報を収集した。変化が見られなかったケースでは、英語力がもともと低く、研修内容を十分に吸収できていなかった、という回答が複数見られた。変化が見られたケースでは、他国の研修員とともに研修を受ける中で自信をつけた、あるいは実習が有意義であったり受入側の準備が周到であったため、研修員が刺激を受けた、といった情報が寄せられた。

行動変容が見られた場合だけでなく、見られなかった研修についても、研修効果の阻害要因を現地調査にて調べるうえで参考とすべき事前情報となった。

(3)アクションプランの作成

アクションプランの作成状況について、研修終了時の実態について情報を収集することができた。アクションプランを作成した場合、作成にあたり所属機関と連絡をとるなどの努力が見られたか、そのアクションプランの実現可能性が高そうであったかどうかという客観的な情報も得ることができた。また、アクションプランが作成されなかったケースについては、作成されなかった要因について当該研修員の意欲や所属先でのポジションなどが関係していたことへの言及が散見された。

(4)帰国後の連絡

研修監理員が研修員帰国後も、本人と連絡を取っているケースはあまりなかったが、中には、帰国後、日本に留学した、あるいは、公務員を辞めて民間に転職した、といった現地調査でインタビューのアポイントを取る際に役立つ情報を得ることができた。

2-2. テーマ別実証調査への効果・成果

多くの場合、研修監理員は研修員の本邦滞在中、研修の最初から最後まで同行し、通訳のみならず研修員の滞在中の活動の細部に至るまで関与している。研修員の性格や能力、専門性や意欲について最も具体的な情報を知ることができる立場にある。今回、研修監理員へのアンケート調査をとおして、研修全体の雰囲気や、その中での当該研修員の様子について事前に得た情報は、現地調査で元研修員にインタビューをする際の、個別の性格への配慮、アクションプランの実現についての質問、研修成果の発現阻害要因を聞いていくための貴重な事前情報とすることができた。

2-3. 研修監理員アンケート調査に関する教訓・提言

今回、テーマ別実証調査で対象とされたのは、2007年から2011年に実施された研修であった。実施から数年経過した研修について、その中の調査対象国の研修員について回答を求めたが、複数の研修監理員が時間の経過とともに記憶があいまいになっており、答えにくいとの声が寄せられた。上述のとおり、研修監理員から研修を評価するうえで非常に有意義な情報を集めることは可能である。研修員の写真や研修の記録を提示できれば、研修監理員のより具体的な記憶を引き出すのに役立ち、さらに詳細な回答がえられる可能性が高い。

事後評価調査にあたっては、当時の記録を利用できることが望ましく、そのためにも、記録の整理や保護・管理などが適切に実施され、調査者に対して適切に提供される必要がある。

3. 研修監理員アンケート票

平成 24 年度課題別研修事後評価調査

*必須

1 あなたの氏名*

2 担当コース*J 番号をご記入ください

3-1 研修員の性向*積極性

1 2 3 4 5

積極性が低い	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	積極性が高い
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3-2 研修員の性向*協調性

1 2 3 4 5

協調性が低い	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	協調性が高い
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3-3 研修員の性向*勤勉性

1 2 3 4 5

勤勉性が低い	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	勤勉性が高い
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3-4 研修員の性向*内向性

1 2 3 4 5

内向的な性格	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	外向的な性格
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4-1 研修中の行動変容*来日直後と帰国直前を比較し、研修員の能力や姿勢に何らかの行動変容が見られましたか？

見られた

見られなかった

4-2 研修中の行動変容 4-1 で「はい」と答えた場合、どのような行動変容でしたか？

4-3 研修中の行動変容（4-1 で「はい」と答えた場合）行動変容のきっかけと思われるものを以下からお選びください。（複数回答可）

講義

視察

その他

4-4 研修中の行動変容具体的にどのようなプログラムが 4-3 の行動変容のきっかけになりましたか？（例えば、●●大学の●●講師の講義など、わかる範囲で結構です）

5-1 アクションプラン*当該研修員については本研修中、アクションプランを作成しましたか？

作成した

作成しなかった

5-2 アクションプラン（5-1 で「はい」と答えた場合）そのアクションプランは実現可能性が高いと思われましたか？

高い

高くない

5-3 アクションプラン 5-2 のアクションプランの実現可能性の「高い」「高くない」について、なぜそのように思われましたか？（【例1】アクションプランを作成するうえで所属組織と相談してい

たから。【例2】必要経費の調達が困難に思われたから。)

5-4 アクションプラン（5-1で「はい」と答えた場合）研修員が帰国後、実際に実行した等の連絡はありましたか？

- あった
- なかった

6-1 帰国後の連絡について*当該研修員が帰国後、当該研修員と連絡を取っていますか？

- 連絡を取っている
- 連絡を取っていない

6-2 帰国後の連絡について（6-1で「連絡を取っている」と答えた場合）帰国後、当該研修員から研修の成果となることを聞きましたか？ 聞かれた場合は具体的にその内容を記載願います。

ご協力いただき、まことにありがとうございました。

*本アンケートは標題調査の参考資料として活用させていただく予定であり、皆様の氏名その他個人情報については調査報告書への記載等、いかなる形式でも公表することはありません。