



The Association for Overseas Technical Cooperation and Sustainable Partnerships
Hakutsuru Bldg. 4F, 12-5, Ginza 5-chome, Chuo-ku, Tokyo 104-0061

Tel: 81-3-3549-3052 Fax: 81-3-3549-3055 E-mail: shouhei-au@aots.jp URL: <http://www.aots.jp/>

March 2018

(Tentative)

Program Outline

&

Participation Requirements

of

The Program on Corporate Management for Nepal

[NPCM]

28 May – 8 June 2018

1. BACKGROUND OF THE PROGRAM:

The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) is an organization for human resources development mainly in overseas countries to promote technical cooperation through training, experts dispatch and other programs. Through those programs, we aim at contributing to the mutual economic growth of developing countries and Japan as well as enhancing friendly relations among those countries.

AOTS was established in 1959 with the support of the Ministry of International Trade and Industry (which is the present Ministry of Economy, Trade and Industry: METI) as Japan's first technical cooperation organization on a private sector basis. More than 182,000 individuals from 171 countries have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2015 exceeded 197,000.

At the request of the former participants of AOTS training programs as well as the industrial and business circles in developing countries, AOTS has been organizing various training programs.

The Program on Corporate Management for Nepal (NPCM) is one of such management training programs, which is being organized in collaboration with Nepal AOTS Alumni Society (NAAS), Federation of Nepalese Chambers of Commerce & Industry (FNCCI), Confederation of Nepalese Industries (CNI) and Nepal Chamber of Commerce (NCC), mainly designed for CEOs and senior executives of SMEs in order to improve the managerial capabilities of corporate executives in Nepal.

2. COUNTRY:

Nepal

3. NUMBER OF PARTICIPANTS:

25 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, CEOs, senior executives who are responsible for overall management of their companies. Managers of public organizations who give guidance for corporate management may also be accepted.
- (2) Participants should be, in principle, between 25 and 55 years of age.
- (3) Participants should be university graduates and/or have equivalent professional experience.
- (4) Participants should have a sufficient working knowledge of English.
- (5) Participants should be healthy enough to undergo an intensive training program in Japan.
- (6) Participants should be residing in Nepal.
- (7) Participants should not be students or armed forces personnel.
- (8) Former participants of AOTS training programs (ODA-funded and CRTP programs) organized in Japan are not entitled to apply for any program which starts within six months (183 days) after they have returned home from Japan.

Notes:

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

people working in the companies/organizations in the private sector.

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

5. APPLICATION PROCEDURE:

Individual applicants should ensure the delivery of the following application documents to the Management Training Administration Group of AOTS, the address of which appears in Item, **no later than 6 April 2018 via Nepal AOTS Alumni Society (NAAS)** listed in Item 10, (AOTS will not accept any application documents directly sent from individual applicants). It is therefore recommendable to ask **NAAS** to confirm the deadline for bulk shipping of the materials collected from individual applicants, to Japan.

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

Notes:

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

*AOTS may ask the applicants to submit additional documents other than above listed, if necessary.

The formats are readily downloadable at our website.

<http://www.aots.jp/en/ikusei/application.html>

[Screening Committee Meeting]

The application documents will be forwarded to the AOTS Screening Committee, which will meet on **19 April 2018**, for official approval of participation. Those who have successfully passed the screening process will be notified when they receive the invitation documents.

Notes: If the number of participants is less than 13 as of the deadline, AOTS may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

The objectives of the program are:

- (1) To deepen participants' understanding of the characteristics of excellent Japanese companies including Japanese SMEs and insights into management philosophy and corporate strategy.
- (2) To enhance participants' abilities as top management by deepening their understanding of various managerial functions such as marketing, production, finance and human resource development.
- (3) To help participants formulate viable plans to solve managerial problems and/or to achieve their managerial objectives in their respective companies.

- DURATION

28 May – 8 June 2018 (2 weeks)

- CONTENTS

First Step

Participants will have an overview of excellent Japanese companies and also will deepen their understanding of the concept of the corporate philosophy and strategy as well as its process to develop.

Second Step

Participants will deepen their understanding of corporate management via examining various strategies in key managerial functions, such as financial management, marketing, human resource management, 5S, Kaizen activities, etc., through lectures, exercises and company visits, and will confirm the roles of executives as decision-makers in improving their management practices.

Third Step

On the last day of the program, participants will make a presentation on their findings during the program and future action plans to improve their management and leadership.

A typical daily schedule consists of a 3-hour morning session and a 3-hour afternoon session. Some evening sessions may also be organized after dinner, as per necessary, dependent upon initiatives of participants of group.

Refer to the Tentative Schedule for further details.

- LANGUAGE

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

- TRAINING LOCATION AND ACCOMMODATION

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

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

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

Tel: 81-6-6608-8260 (Reception)

Fax: 81-6-6690-2678

Please refer to item 7 for further information on accommodation.

Tentative Schedule
of
The Training on Corporate Management for Nepal [NPCM]
 28 May - 8 June 2018 AOTS Kansai Kenshu Center (KKC) <To Be Determined>

Date	Morning Session	Afternoon Session
27 May. (Sun.)	(Arrival in Japan)	
28 May. (Mon.)	Orientation Opening Ceremony	LECTURE: Characteristics of Japanese-style Management - Essence of Corporate Management of Excellent Japanese Companies
29 (Tue.)	LECTURE: Management Philosophy and Strategy - Significance and Examples of Management Philosophy and Strategy - Process to Develop a Management Strategy	
30 (Wed.)	LECTURE/EXERCISE: Marketing Strategy - Process and Framework to Develop a Marketing Strategy - Concept of Marketing Mix - Methodology and <i>KFS</i> * of New Product Development (* <i>KFS</i> : Key Factors for Success)	
31 (Thu.)	LECTURE: Financial Management and Financial Statement Analysis - Profitability, efficiency and productivity analysis based on B/S, P/L, and CF calculation sheets - Cash flow management, etc.	
1 June (Fri.)	LECTURE/EXERCISE: 5S, Kaizen (Improvement) Activities - Activities adopted by Japanese Companies such as 5S, Visual Management, Elimination of <i>Muda</i> (Waste), <i>Kaizen</i> Activities, etc.	COMPANY VISIT: Example of Corporate Management Strategy of Japanese Companies
2 (Sat.)	Day off	
3 (Sun.)	Day off	
4 (Mon.)	STUDY TOUR	COMPANY VISIT: Management Philosophy/Management Strategy
5 (Tue.)		COMPANY VISIT: Productivity Improvement Activities/Human Resource Management
6 (Wed.)		COMPANY VISIT: Marketing Strategy
7 (Thu.)	LECTURE: Human Resource Management - Create employee motivation techniques, - Team motivation techniques - Improvement of the stability of the work force - Training system in Japanese companies, - Leadership of Top Management in HRD	Preparation for Final Report
8 (Fri.)	Final Report Presentation	Final Report Presentation Evaluation of the Program/Closing Ceremony
9(Sat.)	(Departure from Japan)	

- Remarks: (1) The above schedule is subject to change for the convenience of lecturers and cooperating companies, or for other unavoidable reasons.
 (2) Several group discussion sessions will be arranged in the evening.
 (3) Though Sundays is day off in general, lectures may be scheduled if deemed necessary.

7. Arrival and Departure Dates:

Participants in principle are requested to arrive in Japan the day before the commencement of the training program and leave Japan the day after the final day of the program.

8. TRAINING COSTS (Application from overseas countries):

8-1) Outline

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

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

The Estimates of the Participation Fee is shown in Table 1.

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

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

8-2) Breakdown

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

Attention: The contents of this column are rules for FY2017, so it may be changed in FY2018.

1. Allowance Cost

Allowance cost is composed of the following items.

The Contribution to Allowance Costs for the participants is not set up.

(1) International Travel Expenses

- The subsidy from the Japanese government will cover the actual airfare up to the Standard Airfare Limits (the AOTS's Standard Airfare Limits for FY2017 is shown in Table 2.). International travel expenses are provided if an air ticket and its receipt satisfy the required conditions; they are not provided if the conditions are not satisfied or the participant is travelling on a free ticket.
- Participants should purchase their own round-trip air tickets. Please refer to "Guidelines for Purchase of Air Tickets by the Participant" for the arrangement and the method of reimbursement for details.
- A participant is not allowed to overstay at city(ies) of a third country between participant home country and Japan for any reasons other than flight convenience. In such a case, AOTS might not reimburse the International Travel Expenses to the participant.

(2) Accommodation and Meal Allowance

At the AOTS Kenshu Center

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

During the study tour

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

(3) Personal Allowance

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

2. Course Implementation Costs

Course Implementation Costs, which is the cost to carry out a 2-week AOTS Management Training Program, is ¥355,000 and the Contribution to Course Implementation Costs (the amount participants should bear) is ¥142,000.

3. Domestic Travel Allowance

- Expenses for a part of transportation fee between international airport in Japan and AOTS Kenshu Center
- AOTS will pay ¥1,780 in cash to a participant for the cost of travel between Kansai international Airport (Osaka) and AOTS Kansai Kenshu Center (KKC).

Contribution to AOTS's Administration Cost

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

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

[Table 1] Estimate of the Fees and Costs (To be changed)**Country: Nepal****International Travel Expenses: Kathmandu - Kansai /Japan, Roundtrip****Management Training Course: 2 -week Course**

(Japanese Yen)

<i>Training Costs</i>	Total Amount	ODA Subsidy	Participation Fee
1. Allowance Costs	240,390	240,390	0
<Breakdown of Allowance Cost>	<Breakdown>	[3/3]	None
(1) International Travel Expenses	105,300		
(2) Accommodation and Meal Allowances			
a. [at the HIDA Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	8,030		
@ 8,850 x 10 days =	88,500		
[during the study tour]			
b. Meal Allowance			
@ 2,570 x 2 day(s) =	5,140		
c. Accommodation Allowance			
@ 10,080 x 2 day(s) =	20,160		
(3) Personal Allowance			
@ 1,020 x 13 days =	13,260		
2. Course Implementation Costs	355,000	213,000	142,000
3. Domestic Travel Allowance (Kansai Airport - KKC)	1,780	1,780	
Total	597,170	455,170	142,000

* The maximum amount of airfare claimable to subsidize the air ticket's purchase. The air ticket should be purchased by the participant. AOTS will subsidize the amount in accordance with its rules & regulations.

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

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

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

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

[Table 2] Standard Airfare Limits (FY2017) To be changed for FY2018

Unit: Japanese Yen

Country	Place of Departure	Place of Arrival	Airfare Limit
Nepal	Kathmandu	Osaka (Kansai)	105,300

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

1. Arrival and Departure Dates:

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

2. Method of Reimbursement:

During the training program in Japan, participants should present to AOTS their air tickets and submit official receipts of air ticket purchase for reimbursement. The sum of the following items (1) and (2) will be subsidized.

In principle, an economy class air ticket purchased for a round-trip on the standard route according to the criteria of the International Air Transport Association (IATA) is defined as the standard airfare to be covered.

(1) Actual round-trip airfare within the Standard Airfare Limits (the limits of AOTS's standard round-trip airfare amount) specified for the respective area (country).

(2) The departure tax, airport tax and other taxes indispensable to the usual flight route defined by IATA subject to the submission of evidence.

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

3. Official Receipts:

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

(1) AOTS can only accept the official receipts duly issued by the issuer in which a breakdown of the total airfare is explicitly described, such as airfare, tax (the departure tax, airport tax and other taxes indispensable to the usual flight route defined by IATA) and commission. It should also contain the name of the issuer's representative, address, telephone number and facsimile number.

(2) Neither Invoice nor Calculation Sheet will be accepted as the receipt. However, an Invoice/Calculation Sheet using the letter-head of the air ticket issuer stating the word "Received" or "Paid" and including the signature of the air ticket issuer may be accepted.

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

Visa Acquisition Procedures:

1. **Status of Residence:**

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

2. **Visa Acquisition:**

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

3. **Notes:**

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

9. HANDLING OF PERSONALLY IDENTIFIABLE INFORMATION:

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

- (1) Administrator of Personally Identifiable Information: General Manager, General Affairs & Planning Department,
The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS)
Group in charge: General Affairs Group, General Affairs & Planning Department, AOTS
Tel: 81-3-3888-8211 E-mail: kojinjoho-cj@aots.jp
- (2) Use of Personally Identifiable Information
Personally identifiable information provided by the participant will only be used for the screening of the participants and the implementation of the training program. It will not be used for any other purposes or beyond the scope required by laws and regulations of Japan.

For AOTS's privacy policy, please visit below website.
<http://www.aots.jp/en/policy/privacy.html>

10. FURTHER INFORMATION:

Nepal AOTS Alumni Society (NAAS)

Mr. Mahesh Kumar Nakarmi, President	P.O. Box 20994, House No. 1202/39, Kotdevi Marga, Koteswor, Kathmandu	
Mr. Prajwal Shrestha, General Secretary	Tel:	977-1-5100667, 5100786 (Yamamoto Talim Ghar)
	Fax:	977-1-5590817 (Attn. Ms. Amira Dali)
	E-mail:	naasytg@mail.com.np

Federation of Nepalese Chambers of Commerce & Industry (FNCCI)

Ms. Bhawani Rana, President	P.O. Box 269, Teku, Kathmandu	
	Tel:	977-1-4262061, 4262218, 4266889
	Fax:	977-1-4262007
	E-mail:	fncci@fncci.org

Confederation of Nepalese Industries (CNI)

Mr. Hari Bhakta Sharma, President	5th Floor, Trade Tower, Thapathali, Kathmandu	
Mr. Megh Nath Neupane, Director-General	Tel:	977-1-5111122, 5111123
	Fax:	977-1-5111125
	E-mail:	cni@wlink.com.np

Nepal Chamber of Commerce (NCC)

Mr. Kailash Kumar Bajimaya, CEO	Kantipath, Kathmandu	
Ms. Deepa Chitrakar, Under Secretary	Tel:	977-1-4230947
	Fax:	977-1-422 9998
	E-mail:	chamber@wlink.com.np

11. FURTHER INFORMATION:

Training Administration Department of AOTS

Management Training Administration Group	Hakutsuru Bldg. 4F, Ginza 5-12-5, Chuo-ku, Tokyo 104-0061 Japan	
	Tel:	81-3-3549-3052
	Fax:	81-3-3549-3055
	E-mail:	shouhei-au@aots.jp

PRE-TRAINING REPORT

- The Program on Corporate Management for Nepal -
[NPCM]

Please fill in the following items by using a personal computer or similar equipment, or by handwriting in block letters in English. AOTS would duplicate and distribute it to lecturers and other participants as a reference material for the group discussions and presentations held during the program. This report may be used for modification of the curriculum.

1. Your name	
2. Name of your company/ organization	
3. Outline of your company/ organization (preferably by attaching a brochure of the company/organization)	
4. Your position (preferably by attaching an organizational chart indicating your position)	
5. Your duties in detail	
6. Weakness and Strengths of your company/organization	(Weakness)
	(Strengths)

<p>7. Most critical managerial problems you are now facing, indicating their causes from your viewpoint</p>	
<p>8. Management Philosophy</p> <p>*The following questionnaire is not used as a criterion for the selection of participants but to better adjust the program to the participants' needs.</p>	<p>1) Does your company have a management philosophy? 1. Yes 2. No 3. Other (Please describe.)</p> <p>2) If "Yes", please describe this management philosophy.</p> <p>3) How is the management philosophy put into practice in your own work?</p> <p>4) Have you been educating your subordinates in this management philosophy? If yes, please describe in detail how you do this.</p>
<p>9. Management Strategy</p> <p>*The following questionnaire is not used as a criterion for the selection of participants but to better adjust the program to the participants' needs.</p>	<p>1) Does your company have a management strategy? 1. Yes 2. No 3. Other (Please describe.)</p> <p>2) If "Yes", please describe the management strategy.</p>
<p>10. Your expectations of the program</p>	

2W English

About the Benefits of Management Training Program (Tentative)

Concerning the benefits of the management training program, please answer the following questions. Your individual answers will remain confidential.

The report form is available here in an MS-Word format
(<http://www.aots.jp/jp/ikusei/training/doc01.html#koka>)

Name of training course (may be in acronym names, such as SHOP and PQM):

Country:

Company name:

Name of person filling out questionnaire form (representative of organization):

Job title of person filling out questionnaire form (representative of organization):

Names of participants of the training program:

Question 1:

The management training program receives financial support from Official Development Assistance (ODA). Is there a difference in benefits by utilizing the AOTS training program compared to other cases where a training program on the same subject is provided by your own or an external agency of human resource development? Tick the following statement that applies to you (multiple answers allowed).

- Understanding in the subject of the training program increases further.
- Motivation improves further.
- Understanding of Japan increases further.
- Communication ability improves further.
- The stability of the work force in the company improves further.
- Others: []

Question 2:

Are you going to use what is learned from the AOTS training in your company after the participants return? Tick the following statement that applies to you.

- Yes, I am.
- No, I am not.

Question 3:

(For a representative)

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

About _____ people

Question 4:

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

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

Question 5:

Please provide the sales amounts of your company.

Actual sales for the last fiscal year [_____] USD * 1 USD = 112 JPY

Estimated sales for this fiscal year [_____] USD * 1 USD = 112 JPY

Question 6:

The AOTS training program costs about 5,500 USD per person to run the course. Do you think the AOTS training programs produce enough benefits to justify the expense (5,500 USD)? Tick the following statement that applies to you.

- Yes
- No

Question 7:

The following question is relevant to the above Question 6. Supposing that the expense (5,500 USD) is defined as “1”, describe the benefits obtained from the AOTS training program in numerical value. Roughly assess the benefits for the next five years after the training. Tick the following statement that applies to you. A very rough estimate is fine. Your response is highly appreciated.

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

End of document