



The Association for Overseas Technical Cooperation and Sustainable Partnerships
30-1, Senju-azuma 1-chome, Adachi-ku, Tokyo 120-8534

Tel: 81-3-3888-8256 Fax: 81-3-3888-8242 E-mail: shouhei-au@aots.jp URL: <http://www.aots.jp/>

ODA Program

September 2023

Program Outline
&
Participation Requirements
of
The Training Program on Program & Project Management
[PPTP]

17 January – 30 January 2024

1. BACKGROUND OF THE PROGRAMS:

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

AOTS was established in 1959 with the support of the Ministry of International Trade and Industry (which is the present Ministry of Economy, Trade and Industry: METI) as Japan's first technical cooperation organization on a private sector basis. More than 200,000 individuals from 198 countries and regions have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2021 exceeded 230,000.

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

The Training Program on Program & Project Management* (PPTP) is one of such management training programs conducted by AOTS organized in order to impart the system and method of project management based on the P2M[®] of Japan * to training program participants.

* **Program & Project Management:** Program management is a set of processes such as conception, basic planning and implementation management of a program that is positioned as a part of realizing an organization's strategy for business expansion, growth and adaptation to changing external environment such as emerging green economy, technology disruption, digital transformation and Society 5.0 (proposed by Japanese Government), and is a cluster of component projects to deliver a specific part of such a strategy, connected with each other organically under a holistic program mission.

Project management is a set of management processes for creating unique, new value in a project context (mission driven, time, resources and budget constrained) such as the engineering and construction of land and social infrastructure, oil and gas plants, production facilities, ICT systems, new product development and sustainability in responding to climate changes. A project can be initiated on a stand-alone basis (discrete projects) or as an integral part of a program.

* **P2M :** P2M is the "Guidebook of Program & Project Management for Enterprise Innovation" originally issued by the Engineering Advancement Association of Japan in 2001 after three years of research in response to a commission from the Ministry of Economy, Trade and Industry of Japan (METI), and has been owned, disseminated and enhanced, since 2002, by Project Management Association of Japan (PMAJ). Originally, P2M was developed as a vehicle to support Japanese enterprises, organizations, and the government agencies to reinforce their competitiveness through innovation and serves as a program management methodology that considers not only how to make one project successful by meeting the quality, budget and delivery time requirements, but also is an edifice of knowledge that integrates a program consisting of plural projects under a common program mission, for conceiving and delivering innovation, high value added and sustainability by intellectually combining a variety of management disciplines as well as strength of the Japanese industry, and helping pursue total optimization from higher and wider perspectives.

P2M has its English Edition and has been taught or practiced in some 25 countries including France, Ukraine, Russia, the Philippines, Senegal and Bangladesh.

2. COUNTRY:

Please refer to "[Table 1] List of Target Countries and Regions" of this program outline.

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

3. NUMBER OF PARTICIPANTS:

18 participants

4. PARTICIPATION REQUIREMENTS:

- (1) Participants should be directors, senior managers in companies and/or project leaders or managers who are in a position to plan and/or manage projects in the participant's country. Managers or staff of industrial promotion organizations and/or business associations who support local companies in facilitating project management may also be accepted.
- (2) Participants should be, in principle, 25 years old or over with more than 3 years of work experience.
- (3) Participants should have a sufficient working knowledge of English.
- (4) Participants should be university graduates and/or have equivalent professional experience.
- (5) Participants should be healthy enough to undergo an intensive training program in Japan.
- (6) Participants should be residing in the developing countries and/or regions.
- (7) Participants should not be students or armed forces personnel.
- (8) Former participants of AOTS training programs (ODA-funded programs) organized in Japan are not entitled to apply for any program which starts within six months (183 days) after they have returned home countries from Japan.

Notes:

- (1) Participants shall attend all the events in the curriculum provided for each management training program.
- (2) Family members are not allowed to accompany participants on their journey in Japan.
- (3) Participants shall not request AOTS to arrange, nor arrange by themselves, any additional programs, and shall leave Japan and return to their home countries soon after the completion of the program.

Preferential Selection:

- (1) Participants from Japanese companies, business partners of Japanese companies, companies planning to deal with Japanese companies are most desirable. (In the case of applications from Japanese companies, business partners of Japanese companies, companies planning to deal with Japanese companies, the priority for selection becomes higher.)
- (2) In the case of applications from non-Japanese affiliated companies that do not have any business relations with Japanese companies, the priority for selection becomes lower.
- (3) In addition, applications from companies with capital from developed countries will be given lower priority in the selection process than applications from local companies that hold local capital.
- (4) Those who work in the national government (agency) or the local government (agency) have lower priority to participate in this training programs, since the programs are mainly targeted at the people working in the companies/organizations in the private sector.
- (4) The number of participants from the same host company in Japan or the same sending company from overseas may be limited if there are more applicants than AOTS can accept.

5. APPLICATION PROCEDURE:

(Application from host companies in Japan)

- (1) **Advance application:** The Japanese host company should contact the training and expert dispatch administration group of AOTS, the address of which appears in Item 12, by telephone or e-mail with an outline of the training plan (e.g., duties and background of the participants, whether practical training is required or not, etc.).

Please submit the following application documents to the training and expert dispatch administration group by **no later than 6 November 2023**.

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

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

*If you have any questions, please contact the training and expert dispatch administration group (see Item 12).

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

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

(Application from overseas countries)

Individual applicants should ensure the delivery of the following application documents in both PDF and Excel format through Overseas Collaborating Organizations to the Overseas Cooperation Group of AOTS listed in Item 12, no later than **6 November 2023**.

As the deadline for the submission of the application documents differs for each organization, please ask the Overseas Collaborating Organizations. Please contact the Overseas Cooperation Group of AOTS listed in Item 12 for the contact address of the Overseas Collaborating Organization.

Applicants will be interviewed by the Overseas Collaborating Organizations.

[Application Documents]

(1) AOTS Training Application Form and Applicant's Personal Record

(AOTS official form: Handwriting should be avoided.)

*Soft copies of both PDF and Excel file will be required to submit.

(2) Enquiry about your Interest in doing business with Japanese companies and/or Entry into Japanese market

*Excel file

(3) Medical Check Sheet (AOTS official form: Handwriting should be avoided.) *PDF file

(4) About the handling of Personal Information Concerning Trainees (AOTS official form) *PDF file

(5) Overseas Travel Insurance Consent Form *PDF file

(6) Enquiry into Training Contract (For Japanese Joint-Venture-Companies and Companies exclusively funded by Japanese Enterprises) *PDF file

*For application forms (1) and (3) and (4) to (6) above the applicant's signature is needed for authorization to proceed. In the absence of agreement, or failure of submission, course participation will not be granted.

(7) A brochure of the applicant's company/organization *PDF file

(8) Digital image of face photo (Please enter your name in the data title.)

(9) Photocopy of the applicant's passport *JPEG or PDF file

*If the applicant doesn't possess a passport, an election card, a driver's license or a photo ID issued by a public organization in the home country containing his or her full name (written in Roman block letters) and date of birth should be submitted instead.

(10) Pre-Training Report *Word

Notes:

**AOTS may ask the applicants to submit additional documents such as an official registration document and the latest financial statement of the company/organization, etc., other than the above listed, if necessary.

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

[Screening Committee Meeting]

The application documents will be forwarded to the AOTS Screening Committee, which will meet on **7 December 2023**, for official approval of participation. Those who successfully pass the screening process will be notified when they receive the invitation documents.

Notes: If the number of participants is less than 18 as of the application deadline, AOTS may cancel or postpone this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

This training program is designed for the participants to (1) acquire the fundamental methods and basic application skills of project management used to manage a single project, (2) familiarize themselves with “agile project management method”, an emerging variation of project management which is suited to development of a highly innovative product or service, and stepwise corporate innovation where no model or prototype exists hence, it is difficult to define what to make from the beginning, (3) learn the concept of program management at an advanced level which is gaining increasingly important roles for business competitiveness, innovation in a variety of sectors, and sustainability in global competition, and (4) enable the participants to obtain deeper understanding of roles of project managers and program managers in the contemporary fast moving economy and industry and the society.

The participants are provided opportunities to learn how to apply project management and program management to, from immediate target of attaining business goals through efficient and well informed objective setting, efficient project planning and management, quality management and well organized resources management, to a more advanced target of forming business expertise to package emerging elements of new economic models such as green economy, digital transformation, Society 5.0 (by Japanese Government).

- KEY BENEFITS & CONTENTS

Pre-Step: Pre-study Requirements in the Application Sheet

Participant is required to enter responses to the questions and pre-study guideline laid out in Pre-Training Report, which will be utilized during the discussions and group workshops of the Training Program. The pre-study requirements include, in addition to the corporate profile, business operations characteristics and project management environment of applicant’s firm. The participant is requested to bring with him/her supporting data and information.

Step 1 Project Management

Learn the terms, knowledge areas and the integration framework (the methods) of Project Management and its basic application skills which will become the common language in executing and managing projects. In doing so, the participants will gradually form a method of how to apply project management knowledge and skill to enterprise and industry objectives.

Step 2 Program Management & Applied Project Management

Learn the concept of Program Management, which is a methodology for the conception, formulation, design & structuring, implementation management, and innovative product servicing, of a program, as an organizational vehicle to realize an organization’s strategy, formed into a cluster of component projects, to focus on innovative mechanism creation and realization of high added value in program product. In this concept, participants would challenge a program to build a new business model such as business expansion into a new business domain; enhancing sustainability of the company, industry and society; developing a green industry and beyond; promoting energy saving or new energy development; an innovative model of green construction or green infrastructure, etc. Also, learn agile project management useful for digital transformation (DX) applications and development of highly innovative products and project management methods peculiar to the manufacturing industry as advanced project management topics.

Step 3: Summary: Forming Comprehensive Professional P2M Knowledge and Application Skills

The Course ensures, by way of Project-based Learning (PBL), that the participants understand what they have learned in the training program by way of a series of hands-on case exercises provided in most sessions, two half-day corporate application case studies, one full-day project planning methodology practice workshop and one full-day overarching workshop based on the respective group’s thematic initiatives. Participants recognize their own roles in carrying out or implementing Program & Project Management.

This training program is designed to learn the system and methods of program and project management based on P2M.

By attending this program, participants will be able to have a more concrete image of their own roles as the persons responsible for project management and in the future as a program manager for innovation, as well as to acquire the systematic knowledge covered by P2M. **Those participants who have successfully completed the training program and has been conferred AOTS's official certificate, will also be awarded International P2M Practitioner (iP2M) credential by Project Management Association of Japan.**

Further, by learning the P2M-based program and project management and by having a close look at actual examples of its application in Japanese corporations, participants will have a chance to know the efforts taken by the Japanese corporations, and can extend their knowledge, which will become the basis by which they facilitate effective and efficient communications in various business environments with Japanese industries after returning to home country.

A daily schedule consists of a 3-hour morning session and a 3-hour afternoon session.
Please refer to the Tentative Schedule.

- DURATION

Wednesday 17 January – Tuesday 30 January 2024 (2 weeks)

- LANGUAGE

All lectures, discussions and workshops will be conducted in English. Two half-day project study company/organization visits will be with Japanese-English translation. All the program documents and training materials will be prepared in English.

- PROGRAM DIRECTOR

Professor, Dr. Hiroshi Tanaka, Ph.D. (France), Dr.PM Hon. (Ukraine)
Academic Adviser, Past President of Project Management Association of Japan (PMAJ)
Global Professor of Strategy, Project and Program Management

Dr. Hiroshi TANAKA is Course Director since 2009 for AOTS training programs coded PPTP/PHPP on program and project management. Originally, he spent 42 years at JGC Holdings Corporation, Japan's top and the world's top five global engineering and construction company in oil and gas, chemical, life science, energy transition and infrastructure domains. He is the founder and first president for 14 years of Project Management Association of Japan (PMAJ), the owner of Japan's program and project management standard "P2M Guidebook". Over the past two decades since 2002, Dr. Tanaka has been time-sharing professor of strategy, project and program management at totally nine graduate schools in France, Ukraine, Russia, Senegal, and Japan. He is the most senior leader in the global project management community and has served as keynote or invited speaker at 180 world/international project management conferences in thirty countries.

He has dozens of governments (five countries), industry, and project management association awards. He holds Ph.D. of France in Strategy, Project and Program Management and Dr.PM. Hon. of Ukraine. He speaks Japanese, English (business language); uses Spanish, French and Portuguese in teaching project management; and speaks daily Indonesian.

-LECTURERS

All lecturers are registered lecturers of project management at Project Management Association of Japan (PMAJ)*; two have Ph.D. degrees in Project Management and all of six have project management certification credential (US or Japan, or both).

***PMAJ** - The Project Management Association of Japan – is a non-profit organization with the purpose of

advancing and disseminating program and project management knowledge and skills.

(<http://www.pmaj.or.jp/>)

The main activities of PMAJ are:

- Publication and maintenance of Japan's national program and project management standard guidebook titled "Program and Project Management for Enterprise Innovation (P2M[®])"
- Promotion of P2M both in Japan and abroad in the private and public sectors as well as academic community.
- Conducting education, training and seminars related to program and project management
- Administration of the P2M based PM Professionals Certification
- Operation of project management society platforms for structured or volunteer activities for the advancement of professional and corporate capabilities of program and project management
- Research and development in program, project and other related management areas.
- Global cooperation in the program and project management community e. g. cooperation with other project management associations, contribution to global project management platforms (ISO committees, Global Alliance for Performance-based Standards).

-TRAINING LOCATION AND ACCOMMODATION

AOTS Tokyo Kenshu Center (TKC) <may change in consideration of various factors>

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

30-1, Senju-Azuma 1-chome, Adachi-ku, Tokyo 120-8534, Japan

Tel: 81-3-3888-8231 (Reception) Fax: 81-3-3888-0763

Tentative Schedule
of
The Training Program on Program & Project Management [PPTP]
 17 January – 30 January 2024
 AOTS Tokyo Kenshu Center (TKC) <To Be Determined>

Date	Morning (9:30-12:30)	Afternoon (13:30-16:30)
16 January (Tue.)	Arrival in Japan	
17 (Wed.)	<ul style="list-style-type: none"> • Administrative Orientation on the Training Program • Opening Ceremony 	Inaugural Lecture by the Course Director: <ul style="list-style-type: none"> • Program & Project Management as Dynamic Management Paradigm & Methodology for Competitiveness, Innovation and Sustainability in 21st Century • Introduction to P2M Guidebook of Japan
18 (Thu.)	Lecture & Case Studies: Project Management (1) <ul style="list-style-type: none"> • Project Development and Front-end Planning before Final Project Investment Decision 	Lecture & Case Studies: Project Management (2) <ul style="list-style-type: none"> • Project Scope Management
19 (Fri.)	Lecture & Case Studies: Project Management (3) <ul style="list-style-type: none"> • Development for Work Breakdown Structure (WBS) for an Industrial Project 	Lecture & Case Studies: Project Management (4) <ul style="list-style-type: none"> • Developing a Project Summary Schedule for an Industrial Plant
20 (Sat.)	Day off	
21 (Sun.)	Day off	
22 (Mon.)	Lecture & Discussions Project Management (5) <ul style="list-style-type: none"> • Leadership and Communications in projects 	Lecture & Discussions: Program Management (1) <ul style="list-style-type: none"> • Essence of P2M Program Management linking corporate strategy purposefully pursuing higher corporate value, innovation and/or sustainability to front-line projects to deliver strategy via conceptualization, formulation, structure design, planning and implementation
23 (Tue.)	Lecture & Case Study: Project Management (6) <ul style="list-style-type: none"> • Project Cost Management 	Lecture & Case Study: Project Management (7) <ul style="list-style-type: none"> • Project Risk Management
24 (Wed.)	Case Study-I <ul style="list-style-type: none"> • Project Management Peculiar to the Manufacturing Industry 	Project Company/Organization Visit: Site I (Program Management 2) Deria Foods Co. Ltd. Kewpie Group LearnP2M (Project & Program Management) Application Case to a Processed Fresh Food Supply Company Unique in Daily Fresh Food Supply Chain, Environmental Consideration, Multinational Employees and empowered by P2M-based Agile Operations Management
25 (Thu.)	Lecture & Case Studies: Project Management (8) <ul style="list-style-type: none"> • Agile Project Management – a variation edition of project management suited to development of highly unique product or software 	Lecture & Case Studies: Project Management (8) <ul style="list-style-type: none"> • Continuation of the morning session
26 (Fri.)	Case Study: Case Study-II <ul style="list-style-type: none"> • Lessons Learned from the Kibou (Hope) Project as a Japanese Component of the Global Space Shuttle Project: success factors of multinational project teams and how achievement of space development projects are translated into industrial and social welfare use 	Project Company/Organization Visit: Site II Japan Aerospace Exploration Agency (JAXA) Tsukuba Space Center
27 (Sat.)	Day off	

28 (Sun.)	Day off	
29 (Mon.)	Workshop: Full-day Program & Project Management Group Workshop <ul style="list-style-type: none"> Project development & planning and project management planning exercise, by trainee groups, along the instructor given template on a group proposed project theme, e. g. a new plant/factory construction, developing sustainable new product or service, introducing an energy saving/energy conversion/resource saving project, a green innovation project, an affordable social innovation project in community. The workshop will include presentation of group exercise results, grading by the instructors and feedback. 	
30 (Tue.)	Lecture: Project Management (9) <ul style="list-style-type: none"> Project Resources Management and Project Stakeholder Structuring and Organization Management Course Director Program Look-back Feedback	Class Discussion <ul style="list-style-type: none"> All Participants' Feedback Comments Class Resolution for a Better Tomorrow of Participant's Company with P2M Course Completion Ceremony (from 15:00)
31 (Wed.)	Departure from Japan	

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

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

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

7. ARRIVAL AND DEPARTURE DATES:

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

Current Japanese Boarder Measures are as follows. Please check.

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

8. TRAINING COSTS (Application from overseas countries):

The training costs and the procedures for their settlement differ depending on whether an overseas company makes the application via the Overseas Collaborating Organization or a Japanese host company in Japan makes the application. The following is an explanation of the case of the application from an overseas country via a Collaborating Organization.

8-1) Outline

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

- The Training Costs will vary in accordance with the actual airfare and participants' staying days.
- Participants shall purchase their air tickets by themselves. For information on how to purchase tickets, please refer to “Guidelines for participants' air travel and reimbursement by AOTS” on page 15.
- In principle, the subsidy from the Japanese Government applies from the day before the start of the training until the last day of the training.
- Please refer to Table 1 “List of Target Countries and Regions” on page 12 for the classification of Category 1 and Category 2.
- Sample estimates of the Participation Fee for the countries of Category 1 and Category 2 are shown in Table 2 “Estimate of the Fees and Costs”.
- Participants are encouraged to enter the round-trip amount of the airline ticket they intend to purchase in order to ascertain the approximate amount of the participation fee when applying for training.
- For Category 1, the participation fee is the sum of 1/3 of 1. Allowance Costs and 192,000 yen, 2. Course Implementation Costs minus ODA subsidies on Table 2-1 on page 13.
- For Category 2, the participation fee is 133,000 yen, after subsidy for 2. Course Implementation Costs minus ODA Subsidies on Table 2-2 on page 14. (1. Allowance Costs are fully subsidized.)
- Participants will pay the participation fee upon arrival in Japan.
- AOTS will reimburse the international travel expenses to the participant (the amount will be finalized based on the AOTS rules and regulations after checking the evidence documents for the purchase of the ticket submitted by the participant when he/she arrives in Japan).
- The amount the participant actually pays after arrival in Japan is the participation fee minus the international travel expenses.
- In principle, payment is accepted by credit card.
AOTS Tokyo Center (Tokyo): Visa and Mastercard can be accepted.
AOTS Kansai Kenshu Center (Osaka): Visa, Mastercard, JCB, American Express, Diners Club, and Discover can be accepted.
- If it is difficult to pay by credit card, payment by cash will be accepted. In such case, please contact AOTS before coming to Japan.

8-2) Breakdown

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

1. Allowance Cost

The allowance cost is composed of the following items.

The Contribution to Allowance Costs for the participants from the countries in Category 1 is 1/3 of the Allowance Costs. Participants from the countries in Category 2 do not have to pay the Contribution to Allowance Costs.

(1) International Travel Expenses

- International travel expenses are provided if an air ticket and its evidence document for purchase of the air ticket satisfy the required conditions; they are not provided if the conditions are not satisfied, or the participant is travelling on a free ticket.
- Participants should purchase their round-trip air tickets by themselves. Please refer to “Guidelines for Purchase of Air Tickets by the Participant and method of reimbursement by AOTS” listed on page 15 for the arrangement and the method of reimbursement for details.
- A participant is not allowed to overstay at city(ies) of a third country between the participant’s home country and Japan for any reasons other than flight convenience. In such a case, AOTS might not reimburse the International Travel Expenses to the participant.

(2) Accommodation and Meal Allowance

At the AOTS Kenshu Center

- During the training period, participants will be accommodated at an AOTS Kenshu Center. AOTS will provide a participant with accommodation in a single room to the value of ¥9,900 per day with meals (lunch, dinner and breakfast), while the participant stays at an AOTS Kenshu Center.
- For the arrival day, AOTS will provide a participant with accommodation to the value of ¥9,020 per day with dinner and breakfast at an AOTS Kenshu Center.
- Please note that AOTS Kenshu Center canteens are closed on Sundays. The participant will receive ¥2,750 in cash per day for meals to cover the days of closure.

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 ¥12,100 (the upper limit) per day, and the meal allowance (¥2,750 per day) will be provided to participants in kind or paid in cash by AOTS.

(3) Personal Allowance

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

(4) Domestic Travel Allowance

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

【Train】

Airport of arrival in Japan	Training Center	Standard Amount (Round trip)	Standard Route
Narita International Airport (Tokyo)	AOTS Kenshu Center (TKC)	5,480JPY	Narita international Airport (Tokyo)－AOTS Tokyo Kenshu Center (TKC)
Kansai International Airport (Osaka)	AOTS Kenshu Center (KKC)	1,800JPY	Kansai International Airport (Osaka)－AOTS Kansai Kenshu Center (KKC)

【Bus】

Airport of arrival in Japan	Training Center	Standard Amount (One way)	Standard Route
Narita International Airport (Tokyo)	AOTS Kenshu Center (TKC)	3,900JPY	Narita international Airport (Tokyo)－AOTS Tokyo Kenshu Center (TKC)
Kansai International Airport (Osaka)	AOTS Kenshu Center (KKC)	3,000JPY	Kansai International Airport (Osaka)－AOTS Kansai Kenshu Center (KKC)

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

(5) Welfare costs (Overseas Travel Insurance premiums)

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

2. Course Implementation Costs

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

Contribution to AOTS's Administration Cost

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

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

[Table 1] List of Target Countries and Regions (2023-2024)

Trainees should be residing in the following countries/regions.

<i>Category 1*</i>		
Albania	Iraq	Paraguay
Argentina	Jamaica	Peru
Armenia	Jordan	Philippines
Azerbaijan	Kazakhstan	Samoa
Belarus	Kosovo	Serbia
Belize	Kyrgyzstan	Sri Lanka
Bolivia	Lebanon	St. Helena
Bosnia and Herzegovina	Libya	St. Lucia
Brazil	Malaysia	St. Vincent and Grenadines
Colombia	Maldives	Suriname
Costa Rica	Marshall Islands	Syrian Arab Republic
Cuba	Mexico	Tajikistan
Dominica	Micronesia	Thailand
Dominican Republic	Moldova	Tokelau
Ecuador	Mongolia	Tonga
El Salvador	Montenegro	Turkey
Fiji	Montserrat	Turkmenistan
Georgia	Nauru	Ukraine
Grenada	Nicaragua	Uzbekistan
Guatemala	Niue	Vanuatu
Guyana	North Macedonia	Venezuela
Honduras	Pakistan	Viet Nam
India	Palau	Wallis and Futuna
Indonesia	Panama	West Bank and Gaza Strip
Iran	Papua New Guinea	
<i>Category 2*</i>		
Afghanistan	Eswatini	Nepal
Algeria	Ethiopia	Niger
Angola	Gabon	Nigeria
Bangladesh	Gambia	Rwanda
Benin	Ghana	Sao Tome and Principe
Bhutan	Guinea	Senegal
Botswana	Guinea-Bissau	Sierra Leone
Burkina Faso	Haiti	Solomon Islands
Burundi	Kenya	Somalia
Cabo Verde	Kiribati	South Africa
Cambodia	Lao People's Democratic Republic	South Sudan
Cameroon	Lesotho	Sudan
Central African Rep.	Liberia	Tanzania
Chad	Madagascar	Timor-Leste
Comoros	Malawi	Togo
Congo	Mali	Tunisia
Côte d'Ivoire	Mauritania	Tuvalu
Democratic Republic of the Congo	Mauritius	Uganda
Djibouti	Morocco	Yemen
Egypt	Mozambique	Zambia
Equatorial Guinea	Myanmar	Zimbabwe
Eritrea	Namibia	

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

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

According to the DAC list of ODA recipients effective for reporting on 2022 and 2023 flows, these are Low/Lower Middle/Upper Middle Income Countries and regions which are not "Least Developed Countries", and thus have been recognized by the Japanese government as target countries for ODA. African countries and regions listed have been excluded as they will be treated as Category 2 countries this fiscal year.

***Least Developed Countries (Category 2):**

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

[Table 2-1] Estimate of the Fees and Costs [Category 1 Country]

Country: Philippines
 International Travel Expenses: Philippines ⇄ Japan, Roundtrip
 Management Training Course: PPTP (14-day Course)

(Japanese Yen)

Training Costs	Total Amount	ODA Subsidies	Participation Fee
1. Allowance Costs <Breakdown of Allowance Cost>	<Breakdown>		
(1) International Travel Expenses	132,520 [B]		
(2) Accommodation and Meal Allowances a. [at the AOTS Kenshu Center] @ 9,020 x 1 day (Arrival Day) =	9,020		
@ 9,900 x 14 days = [during the study tour]	138,600		
b. Meal Allowance @ 2,750 x 0 day(s) =	0		
c. Accommodation Allowance @ 12,100 x 0 day(s) =	0		
(3) Personal Allowance @ 1,040 x 15 days =	15,600		
(4) Domestic Travel Allowance (Narita Airport - TKC)	5,480		
(Meeting Service)	4,500		
(5) Welfare Costs Overseas Travel Insurance	1,800		
Subtotal (1)~(5)	307,520	205,013 [2/3]	102,507 [1/3]
2. Course Implementation Costs <Breakdown of Course Implementation Costs>	<Breakdown>		
(1) Direct Course Implementation Cost	176,300	117,533	58,767
(2) Personnel expenses, Miscellaneous costs	369,700	236,467	133,233
Subtotal (1)~(2)	546,000	354,000	192,000
Total	853,520	559,013	294,507 ← [A]

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

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

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

2. Settlement Method and Breakdown

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

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

Item	Amount (Japanese Yen)	Note
Participation Fee (Participation Fee consists of 1. Allowance Costs and 2. Course Implementation Costs minus ODA Subsidies)	294,507	This is the amount participants should bear, and the value of which varies with the International Travel Expenses amount, and participants' staying days, etc.
International Travel Expenses paid back from AOTS to participant during the training.	132,520	The amount of International Travel Expenses shown here is for reference only.
Amount to be settled after coming to Japan [C]=[A]-[B]	161,987	-

(Japanese Yen)

Amount paid to participants from AOTS to participant in cash during the training.	21,080	Total amount of yellow colored column in the table.
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In the case that participants travel to the Kenshu (Training) Center by bus, the transportation is provided in kind and not by cash.

3. Notes

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

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

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

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

Estimate of the Training Costs

Country: **Bangladesh**
 International Travel Expenses: **Bangladesh ⇄ Japan, Roundtrip**
 Management Training Course: **PPTP (14-day Course)**

1. Overview of the Estimate of the Training Costs

(Japanese Yen)

<i>Training Costs</i>	Total Amount	ODA Subsidies	Participation Fee
1. Allowance Costs			
<Breakdown of Allowance Cost>	<Breakdown>		
(1) International Travel Expenses	307,590	[B]	
(2) Accommodation and Meal Allowances			
a. [at the AOTS Kenshu Center]			
@ 9,020 x 1 day (Arrival Day) =	9,020		
@ 9,900 x 14 days =	138,600		
[during the study tour]			
b. Meal Allowance			
@ 2,750 x 0 day(s) =	0		
c. Accommodation Allowance			
@ 12,100 x 0 day(s) =	0		
(3) Personal Allowance			
@ 1,040 x 15 days =	15,600		
(4) Domestic Travel Allowance			
(Narita Airport - TKC)	5,480		
(Meeting Service)	4,500		
(5) Welfare Costs			
Overseas Travel Insurance	1,800		
Subtotal (1)-(5)	482,590	[3/3]	[NONE]
		482,590	0
2. Course Implementation Costs			
<Breakdown of Course Implementation Costs>	<Breakdown>		
(1) Direct Course Implementation Cost	176,300	176,300	0
(2) Personnel expenses, Miscellaneous costs	368,700	235,700	133,000
Subtotal (1)-(2)	545,000	412,000	133,000
Total	1,027,590	894,590	133,000

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

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

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

2. Settlement Method and Breakdown

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

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

	Item	Amount (Japanese Yen)	Note
[A]	Participation Fee (Participation Fee consists of 2. Course Implementation Costs minus ODA Subsidies.)	133,000	This is the amount participants should bear.
[B]	International Travel Expenses paid back from AOTS to participant during the training.	307,590	The amount of International Travel Expenses shown here is for reference only.
[C]	Amount to be settled after coming to Japan $[C]=[A]-[B]$	-174,590	-

(Japanese Yen)

Amount paid to participants from AOTS to participant in cash during the training.	21,080	Total amount of yellow colored column in the table.
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*In the case that participants travel to the Kenshu (Training) Center by bus, the transportation is provided in kind and not by cash.

3. Notes

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

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

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

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

1. Arrival and Departure Dates:

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

2. Method of Reimbursement:

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

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

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

(i) In principle, the actual round-trip airfare for a discounted economy class flight on a direct flight or a connecting flight on a reasonable route.

* The round-trip airfare arranged up to a ceiling of the amount listed on the following page will be eligible for subsidy.

*If the participant purchases a ticket that does not satisfy the above (i) required conditions, such as business class, the subsidized amount for travel expenses will not be reimbursed.

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

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

(2) Evidence Documents of Purchasing of Air Ticket

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

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

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

Departing from		Upper Limit for Round-trip (JPY)	Departing from		Upper Limit for Round-trip (JPY)
Southeast Asia	Indonesia	234,080	Africa	Egypt	395,580
	Malaysia	239,400		Ghana	606,590
	Myanmar	210,150		Kenya	318,590
	Philippines	132,520		Morocco	527,340
	Thailand	209,440		Nigeria	447,230
	Vietnam	211,390		South Africa	320,580
Northeast Asia	Mongolia	154,480		Tanzania	494,040
South Asia	Bangladesh	307,590		Zambia	548,080
	India	221,940	Middle East	Iran	366,830
	Nepal	237,410	Europe and Others	North Macedonia	393,560
	Pakistan	301,940	Georgia	507,960	
	Sri Lanka	271,520	Turkey	389,230	
Latin America	Argentina	735,700			
	Bolivia	871,890			
	Brazil	547,180			
	Ecuador	661,240			
	Guatemala	725,530			
	Mexico	494,120			
	Paraguay	730,640			
	Peru	800,540			
Venezuela	792,990				

Notes: This table is applicable to participants in training programs starting between July 1 and October 31, 2023.

9. VISA ACQUISITION PROCEDURES:

(1) Status of Residence:

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

(2) Visa Acquisition

A participant shall apply for and obtain a “Trainee” visa at a Japanese embassy or a general consulate (hereinafter: diplomatic mission) with materials issued by AOTS such as a Guarantee Letter. It may be the case that the submitted materials are forwarded to the Consular Affairs Bureau (Tokyo) for checking. Please note that it is strongly recommended to apply well in advance as the application documents may be referred to the ministry in Japan, which can take time.

(3) Notes

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

10. OVERSEAS TRAVEL INSURANCE COVERAGE:

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

11. HANDLING OF PERSONALLY IDENTIFIABLE INFORMATION:

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

- (1) Administrator of Personally Identifiable Information: General Manager, General Affairs & Planning Department,
The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS)
Group in charge: General Affairs and Personnel Group, General Affairs & Planning Department, AOTS
Tel: 81-3-3888-8211 E-mail: kojinjoho-cj@aots.jp

(2) Use of Personally Identifiable Information

Personally identifiable information provided by the participant will only be used for the screening of the participants and the implementation of the training program. It will not be used for any other purposes or beyond the scope required by laws and regulations of Japan.

For AOTS's privacy policy, please visit below website.

<http://www.aots.jp/en/policy/privacy.html>

12. FURTHER INFORMATION:**AOTS (Japan)**

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

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

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

Application from overseas countries:	Amarin Tower 12F 496-502 Ploenchit Rd, Lumpini, Pathumwan, Bangkok 10330 Thailand	
Bangkok Office	Tel:	66-2-255-2370
	Fax:	66-2-255-2372
	E-mail:	information@aots.or.th

Application from overseas countries:	12A Floor, Wisma KEIAI, Jl. Jend Sudirman Kav 3 Jakarta 10220, Indonesia	
Jakarta Office	Tel:	62-21-572-4262, 62-21-572-4263
	Fax:	
	E-mail:	information@aots.or.id

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

*The requirements written in this program outline are based on the Japanese Government's border measures as of 9 May 2023. The requirements may change due to changes in the Japanese Government's border measures and conditions for the termination of isolation.

PRE-TRAINING REPORT

**-- The Training Program on Program & Project Management -
[PPTP]**

Please fill in the following items **by using a personal computer or similar equipment** in English.

Handwriting should be avoided.

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

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

1. Your name	
2. Name of your company/ organization	
3. Outline of your company/organization (Please give a brief description or outline of your company/organization.)	
4. Business outline, product lines/service, and size of business of your company	
5. Your position and name of your department (preferably by attaching an organizational chart indicating your position)	
6. Your duties in detail	

<p>7. Experience of participating in any project at your workplace</p> <p>(Project contents, project period, and your role)</p>	
<p>8. Project for which you are going to work after returning to your home country</p> <p>(Project contents, project period, and your role)</p>	
<p>9. Any management issues or trouble you had in managing a project you engaged in</p>	
<p>10. Your expectations for the program</p>	