

C RTP Program

September 2015

Program Outline

&

Participation Requirements

of

The Program on Energy Management in Manufacturing Industry

[PEMM]

(Carbon Reduction Technology Promotion Program)

20 January – 2 February 2016

1. BACKGROUND OF THE PROGRAM:

The Overseas Human Resources and Industry Development Association (HIDA) 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 between those countries.

HIDA 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 178,000 individuals from 170 countries have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2014 exceeded 196,000.

The Program on Energy Management in Manufacturing Industry (PEMM) is one of the management training courses conducted by the Overseas Human Resources and Industry Development Association (HIDA) under the scheme of Carbon Reduction Technology Promotion (hereinafter abbreviated as CRTP) Programs. A management training course is being organized under this category with the purpose of allowing the participants to smoothen the path to carbon reduction within their organizations, through a better understanding of the significance of carbon reduction technology, and the study of administration and management techniques as well as concepts, all of which are necessary to promote related activities.

Open to all countries, this training program is designed to study the mindset and implementation method of energy management practiced by Japanese manufacturing companies. It also aims to improve the capacities of middle and senior managers in energy management at manufacturing companies, and to promote energy conservation leading to increased profits at their companies.

2. COUNTRY:

All Countries and Regions

3. NUMBER OF PARTICIPANTS:

25 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, middle to senior managers who are engaged in energy management in manufacturing factories and the like.
- (2) Participants should be, in principle, between 25 and 60 years of age, with three years or more of business experience.
- (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 all countries and/or regions except for Japan.
- (7) Participants should not be students or armed forces personnel.
- (8) Former participants of HIDA training programs (ODA-funded programs and CRTP Programs) organized in Japan are not entitled to apply for any program which starts within six months (183 days) after they returned home.

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 HIDA 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 may become lower.
- (5) Those who work in the national government (agency) or the local government (agency) are not eligible to

participate in the HIDA 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 host company in Japan or the same sending company from overseas may be limited if there are more applicants than HIDA can accept.

5. APPLICATION PROCEDURE:

The application procedures differ depending on whether an overseas company makes the application directly or a Japanese host company in Japan makes the application. Please see below for details.

5-1) Application from overseas countries

Individual applicants should ensure the delivery of the following application documents to the Management Training Administration Group of HIDA listed in Item 10, **no later than 17 November 2015**.

[Application Documents]

- (1) HIDA Training Application Form and Applicant's Personal Record
(HIDA official form: Handwriting shall be avoided.)
- (2) Medical Check Sheet (HIDA 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 and Questionnaires
- (7) Overseas Travel Insurance Consent Form
- (8) About the handling of Personal Information Concerning Trainees (HIDA 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 (HIDA 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.

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

The formats are readily downloadable at our website.

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

5-2) Application from host companies in Japan

Please refer to below website (Japanese).

(<http://www.hidajapan.or.jp/jp/ikusei/management/proc01.html>)

Host companies should ensure the delivery of application documents to the Training Administration Group of HIDA, the address of which appears in Item 10, **no later than 17 November 2015**.

[Screening Committee Meeting]

The application documents will be forwarded to the HIDA Screening Committee, which will meet on **17 December 2015**, 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 17 November 2015, HIDA may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

The objective of the program is to improve the participants' capabilities in the area of energy management by deepening their understanding of the energy management concept and energy conservation systems practiced by Japanese manufacturing companies. It aims at participants becoming able to promote energy conservation that leads to cost reduction and increased profit-making of their companies, by implementing such efficient energy management activities as waste elimination.

- KEY BENEFITS

By the end of this program, participants will have:

- (1) Deepened their understanding of the energy management concept practiced by Japanese manufacturing companies.
- (2) Deepened their understanding of the relationship between energy conservation, company profits, and managerial advantages. They will also have deepened their understanding of specific measures that should be taken in each process to achieve efficient energy management in the factory and the like.
- (3) Improved their ability enough to perform a re-study of the plausibility of accomplishing the targets set before coming to Japan, and to create action plans to be followed after returning home for solving problems and achieving challenges by eliminating waste in their factories that leads to cost reduction.

- DURATION

20 January – 2 February 2016 (2 weeks)

- CONTENTS

Preparatory Step

Participants will prepare for their presentations on the final day by referring to the descriptions of the "Pre-training Report" and "Questionnaire 1" (e.g., your company's present situation, challenges, problems, and *Kaizen* numerical targets in its energy management. Participants thus need to prepare to bring the data and other information used as the basis for identifying the current values and setting the numerical targets written in the forms, before coming to Japan.

First Step

Participants will first examine the current situations of energy management in Japanese manufacturing industries. Then, they will overview the basic concepts of environment-conscious management that is required for companies to achieve a low carbon society, and the objectives of promoting energy conservation from the aspect of corporate management.

Second Step

Participants will study concrete methods of how to implement energy conservation practiced in Japanese manufacturing industries in each phase of product development, process design and production. Participants will also deepen their understanding of how to motivate and develop employees for promoting energy conservation in their companies/factories.

(Self-awareness and understanding of the participants will be deepened further through the company visits in addition to lectures and exercises.)

Third Step

Participants will re-examine the plausibility of achieving numerical *Kaizen* targets, which are written in the

“Pre-training Report” and the accomplishment of which will lead to energy conservation. Thereafter, participants will establish practical action plans of how to accomplish the targets at their factories/companies by using the mindset and case example of Japanese energy management as a reference, and make presentations on the final day.

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, company visits and exercises will be conducted in English or Japanese with translation into English. The program documents and training materials will be prepared in English.

- PROGRAM DIRECTOR

Mr. Hideki Minoura
Senior Consultant, Professional Engineer
Panasonic Eco Solutions Business Consulting & Training Co., Ltd.

Mr. Minoura is a management consultant and specializes in environmental energy systems, energy conservation systems, and new product development systems. He provides guidance to companies on energy conservation, promotion of streamlining of new product development, and improvement activities in the manufacturing process by making use of his past experience in development/ production process of environment-conscious housing equipment products at Matsushita Electric Works Co. Ltd. (now known as Panasonic Corp.).

He has given lectures on company training programs both inside and outside Japan, and programs offered by HIDA, Japan International Cooperation Agency (JICA), and Institute for Global Environmental Strategies (IGES), and instructed in the work of measurement, diagnosis, and improvement activities in the energy conservation field.

- TRAINING LOCATION AND ACCOMMODATION

HIDA Kansai Kanshu Center (KKC) <may change in consideration of various factors>

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

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

Tel: 81-6-6608-8260 (Reception) Fax: 81-6-6690-2678

Tentative Schedule of

The Program on Energy Management in Manufacturing Industry [PEMM]

20 January- 2 February 2016

HIDA Kansai Kenshu Center<To Be Determined>

Date	Morning Session	Afternoon Session
19 Jan. (Tue.)	(Arrival in Japan)	
20 (Wed.)	Opening Ceremony / Orientation	LECTURE & EXERCISE: Overview of Energy Management in Japanese Manufacturing Companies (1) - Objectives of environment-conscious management and its necessity and effects - Transition of consciousness toward the environment in Japan and worldwide trend, Aims of energy conservation
21 (Thu.)	LECTURE & EXERCISE: Overview of Energy Management in Japanese Manufacturing Companies (2) - Grasping the actual status of energy usage and visualizing its relationship with production	Discussion: Presentation of participants' numerical targets for energy conservation in their factories
22 (Fri.)	COMPANY VISIT (1): Historical Transition of Japanese Manufacturing Industry	COMPANY VISIT (2): Case Example of Energy Management /Role Model Factory implementing Energy Conservation
23 (Sat.) 24 (Sun.)	Days off	
25 (Mon.)	LECTURE & EXERCISE: Items of Energy Conservation to be Considered in Product Development - Promotion of streamlining of a product development system, Process Design by Reducing Man-Hours and Energy Volume in Operations	LECTURE & EXERCISE: Training and Motivating Employees toward Promotion of Energy Conservation - Policy deployment of energy conservation, ingenuity for awareness-raising of employees, Training on cutting out wastes/ initiating improvement activities
26 (Tue.)	LECTURE & EXERCISE: Continuous Improvement in the Production Phase -Elimination of waste, Built-in quality in the production process, equipment maintenance, 5S activities -PDCA cycle for improvement of energy conservation	
27 (Wed.)	STUDY TOUR	COMPANY VISIT (3): Case Example of Energy Management /Improvement Activities at Production Sites
28 (Thu.)		COMPANY VISIT (4): Case Example of Energy Management /Improvement Activities at Production Sites or Case Example of Efficiently Operated Factory
29 (Fri.)		COMPANY VISIT (5): Case Example of Energy Management /Energy Conservation
30 (Sat.) 31 (Sun.)	Days off	
1 Feb. (Mon.)	COMPANY VISIT (6): Case Example of Energy Management /Energy Conservation	Preparation for Final Presentation
2 (Tue.)	Final Report Presentation	Final Report Presentation Closing Ceremony
3 (Wed.)	(Departure from Japan)	

Remarks:

- (1) The above schedule is subject to change due to the convenience of lecturers and cooperating companies, or for other unavoidable reasons.
- (2) Several group discussion sessions may be arranged in the evening.
- (3) Though Saturday and Sundays are days 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):

The training costs and the procedures for the settlement differ depending on whether an overseas company makes the application directly or a Japanese host company in Japan makes the application. The following is an explanation of the case of application directly from an overseas country. In the case of application from a Japanese host company in Japan, please contact the 'Training Administration Group' listed in 10. FURTHER INFORMATION.

8-1) Outline

HIDA training programs are financed by Japanese government subsidy 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, which depend on the country and the region as shown in Table 2.

The Estimate of the Participation Fee is shown in Tables 1.

***There is NO difference between "Developing Countries" and "Least Developed Countries in accordance with the DAC (Development Assistance Committee) list for CRTP Programs.** Therefore, only one Estimate of the Participation Fee is listed here.

Participants will be requested to pay the Participation Fee in Japanese Yen in cash to HIDA 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.

1. Allowance Cost

Allowance cost is composed of the following items.

The Contribution to Allowance Costs for the participants is 1/3 of the Allowance Costs.

***There is NO difference between "Developing Countries" and "Least Developed Countries in accordance with the DAC (Development Assistance Committee) list for CRTP Programs.** The Contribution to Allowance Costs is 1/3 of the Allowance Costs regardless of the participant's country of residence.

(1) International Travel Expenses

- The subsidy from the Japanese government will cover the actual airfare up to the Standard Airfare Limits (the HIDA's Standard Airfare Limits for FY2015 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, HIDA might not reimburse the International Travel Expenses to the participant.

(2) Accommodation and Meal Allowance

At the HIDA Kenshu Center

- During the training period, participants will be accommodated at a HIDA Kenshu Center. HIDA 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 HIDA Kenshu Center.
- For the arrival day, HIDA will provide a participant with accommodation to the value of ¥8,030 per day with dinner and breakfast at a HIDA Kenshu Center.
- Please note that HIDA 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 HIDA.

(3) Personal Allowance

- HIDA will pay ¥820 per day in cash to a participant.

2. Course Implementation Costs

Course Implementation Costs, which is the cost to carry out a 2-week HIDA Management Training Program, is ¥340,000 and the Contribution to Course Implementation Costs (the amount participants should bear) is ¥135,000.

3. Domestic Travel Allowance

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

Contribution to HIDA’s Administration Cost

HIDA would like to ask the participants to support us by giving us ¥30,000 per participant as Contribution to HIDA’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**Country: Bangladesh****International Travel Expenses: Dhaka - Kansai /Japan, Roundtrip**
Management Training Course: 2 -week Course

(Japanese Yen)

<i>Training Costs</i>	Total Amount	Japanese government Subsidy	Participation Fee
1. Allowance Costs	<u>264,130</u>	176,086	88,044
<Breakdown of Allowance Cost>	<Breakdown>	[2/3]	[1/3]
(1) International Travel Expenses	112,300		
(2) Accommodation and Meal Allowances			
a. [at the HIDA Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	8,030		
@ 8,850 x 12 days =	106,200		
[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			
@ 820 x 15 days =	12,300		
2. Course Implementation Costs	<u>340,000</u>	205,000	135,000
3. Domestic Travel Allowance (Kansai Airport - KKC)	<u>1,780</u>	1,780	
Total	<u>605,910</u>	<u>382,866</u>	<u>223,044</u>

* The maximum amount of airfare claimable to subsidize the air ticket's purchase. The air ticket should be purchased by the participant. HIDA 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 HIDA [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 (FY 2015)

Unit: Japanese Yen

Area	Country	Place of Departure	Place of Arrival	Airfare Limit	
South East Asia	Indonesia	Jakarta	Tokyo/Osaka	133,400	
		Manado	Tokyo/Osaka	112,200	
		Surabaya	Tokyo/Osaka	134,200	
		Medan	Tokyo/Osaka	115,200	
	Cambodia	Phnom Penh	Tokyo/Osaka	147,000	
	Singapore	Singapore	Tokyo/Osaka	82,100	
	Thailand	Bangkok	Tokyo/Osaka	90,000	
		Chiang Mai	Tokyo/Osaka	143,000	
	Philippines	Cebu	Tokyo	66,800	
			Osaka	64,400	
		Manila	Tokyo	64,900	
			Osaka	62,500	
		Davao	Tokyo	75,500	
	Osaka	73,100			
	Vietnam	Ho Chi Minh City	Tokyo	82,600	
			Osaka	96,500	
		Hanoi	Tokyo	127,200	
			Osaka	127,200	
	Da Nang	Tokyo/Osaka	130,800		
	Malaysia	Kuala Lumpur	Tokyo/Osaka	70,800	
Tokyo			138,100		
Kota Kinabalu		Osaka	138,100		
		Tokyo	138,100		
Osaka	138,100				
Myanmar	Yangon	Tokyo/Osaka	141,400		
Laos	Vientiane	Tokyo/Osaka	119,800		
North East Asia	Mongolia	Ulan Bator	Tokyo	164,600	
		Osaka	147,600		
	China	Beijing	Tokyo	156,800	
			Osaka	141,200	
		Shanghai	Tokyo	122,500	
Osaka			100,800		
Shenzhen	Tokyo	141,000			
	Osaka	134,200			
Middle Asia	Afghanistan	Kabul	Tokyo/Osaka	450,000	
	Uzbekistan	Tokyo	239,900		
		Osaka	237,900		
Kazakhstan	Tokyo	212,200			
	Osaka	196,900			
South Asia	India	Calcutta	Tokyo/Osaka	143,000	
		Cochin	Tokyo/Osaka	112,300	
		Chennai	Tokyo/Osaka	102,700	
		Thiruvananthapuram	Tokyo/Osaka	112,500	
		Bengaluru	Tokyo/Osaka	108,700	
		Delhi	Tokyo/Osaka	91,700	
		Hyderabad	Tokyo/Osaka	107,500	
		Mumbai	Tokyo/Osaka	128,400	
		Ahmedabad	Tokyo/Osaka	139,400	
		Coimbatore	Tokyo/Osaka	110,600	
	Pune	Tokyo/Osaka	132,700		
	Sri Lanka	Colombo	Tokyo	77,100	
			Osaka	77,100	
	Nepal	Kathmandu	Tokyo/Osaka	154,600	
			Tokyo	99,900	
	Pakistan	Karachi	Osaka	95,100	
			Tokyo	99,900	
			Osaka	95,100	
		Lahore	Tokyo	99,900	
			Osaka	95,100	
		Islamabad	Tokyo	99,900	
	Osaka	95,100			
	Bangladesh	Dhaka	Tokyo	122,700	
Osaka			112,300		
Chittagong		Tokyo	124,300		
Osaka	113,900				
Maldive	Male	Tokyo/Osaka	282,000		
Oceania	Samoa	Apia	Tokyo/Osaka	128,500	
	Vanuatu	Port Vila	Tokyo/Osaka	198,500	
	Papua New Guinea	Port Moresby	Tokyo/Osaka	249,600	
	Fiji	Nadi	Tokyo/Osaka	126,500	
Middle East	Azerbaijan	Baku	Tokyo/Osaka	334,900	
	Yemen	Sanaa	Tokyo/Osaka	196,800	
		Tehran	Tokyo/Osaka	210,400	
	Iran	Tabriz	Tokyo/Osaka	213,700	
	Jordan	Amman	Tokyo/Osaka	255,000	
	Syria	Damascus	Tokyo/Osaka	73,200	
Lebanon	Beirut	Tokyo/Osaka	345,200		
Central and South America	Argentina	Buenos Aires	Tokyo/Osaka	255,300	
		Montevideo	Tokyo/Osaka	222,700	
	Ecuador	Quito	Tokyo/Osaka	277,800	
	El Salvador	San Salvador	Tokyo/Osaka	285,600	
	Guatemala	Guatemala City	Tokyo/Osaka	285,600	
	Costa Rica	San Jose	Tokyo/Osaka	261,000	
	Colombia	Bogota	Tokyo/Osaka	278,000	
		Medellin	Tokyo/Osaka	278,000	
	Jamaica	Kingston	Tokyo/Osaka	222,700	
		Montego Bay	Tokyo/Osaka	222,700	
	Chile	Santiago	Tokyo/Osaka	337,000	
	Dominican Republic	Santo Domingo	Tokyo/Osaka	222,700	
	Nicaragua	Managua	Tokyo/Osaka	285,600	
	Haiti	Port Au Prince	Tokyo/Osaka	222,700	
	Panama	Panama City	Tokyo/Osaka	261,000	
	Paraguay	Asuncion	Tokyo/Osaka	250,500	
	Brazil	Sao Paulo	Tokyo/Osaka	425,300	
	Venezuela	Caracas	Tokyo/Osaka	366,200	
	Peru	Lima	Tokyo/Osaka	138,100	
	Bolivia	La Paz	Tokyo/Osaka	227,200	
	Honduras	Tegucigalpa	Tokyo/Osaka	285,600	
	Mexico	Guadalajara	Tokyo/Osaka	194,600	
		Mexico City	Tokyo/Osaka	170,000	
		Mazatlan	Tokyo/Osaka	194,600	
		San Luis Potosi	Tokyo/Osaka	194,600	
		Monterrey	Tokyo/Osaka	194,600	
		Morelia	Tokyo/Osaka	194,600	
		Cancun	Tokyo/Osaka	195,700	
	Africa	Algeria	Algiers	Tokyo/Osaka	231,800
		Uganda	Entebbe	Tokyo/Osaka	145,300
		Egypt	Cairo	Tokyo/Osaka	106,600
			Alexandria	Tokyo/Osaka	93,500
Ethiopia		Addis Ababa	Tokyo/Osaka	224,200	
Ghana		Accra	Tokyo/Osaka	293,200	
Cameroon		Douala	Tokyo/Osaka	308,600	
		Yaounde	Tokyo/Osaka	310,900	
Kenya		Nairobi	Tokyo/Osaka	290,700	
Zambia		Lusaka	Tokyo/Osaka	368,200	
		Ndola	Tokyo/Osaka	373,500	
Zimbabwe		Harare	Tokyo/Osaka	200,900	
Sudan		Khartoum	Tokyo/Osaka	204,100	
Seychelles		Mahe Island	Tokyo/Osaka	140,700	
Senegal		Dakar	Tokyo/Osaka	330,700	
Tanzania		Dar Es Salaam	Tokyo/Osaka	184,600	
Tunisia		Tunis	Tokyo/Osaka	143,100	
Nigeria		Lagos	Tokyo/Osaka	207,200	
Namibia		Windhoek	Tokyo/Osaka	176,000	
Botswana		Gaborone	Tokyo/Osaka	148,000	
Madagascar		Antananarivo	Tokyo/Osaka	254,300	
Mozambique		Maputo	Tokyo/Osaka	171,800	
Mauritius		Mauritius	Tokyo/Osaka	172,000	
Mauritania	Nouakchott	Tokyo/Osaka	246,200		
Morocco	Casablanca	Tokyo/Osaka	160,100		
South Africa	Johannesburg	Tokyo/Osaka	133,900		
Malawi	Lilongwe	Tokyo/Osaka	262,800		
Libya	Tripoli	Tokyo/Osaka	87,100		
Europe	Ukraine	Kiev	Tokyo/Osaka	89,800	
	Serbia	Belgrade	Tokyo/Osaka	183,000	
	Montenegro	Podgorica	Tokyo/Osaka	183,900	
	Turkey	Istanbul	Tokyo/Osaka	161,000	
		Antalya	Tokyo/Osaka	170,100	
		Izmir	Tokyo/Osaka	167,900	
	Macedonia	Skopje	Tokyo/Osaka	134,600	
	Bulgaria	Sofia	Tokyo/Osaka	144,600	
	Romania	Bucharest	Tokyo/Osaka	258,200	
	Hungary	Budapest	Tokyo/Osaka	139,000	
	Slovakia	Bratislava	Tokyo/Osaka	383,200	
	Czech Republic	Prague	Tokyo/Osaka	214,400	
	Poland	Warsaw	Tokyo/Osaka	159,700	

Guidelines for Purchase of Air Tickets by the Participant

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 HIDA 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 HIDA'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, HIDA might not reimburse the International Travel Expenses to the participant.

3. Official Receipts:

HIDA 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) HIDA 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 HIDA.**

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 HIDA 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 HIDA management training program.

9. HANDLING OF PERSONALLY IDENTIFIABLE INFORMATION:

HIDA 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 Overseas Human Resources and Industry Development Association (HIDA)
Group in charge: General Affairs Group, General Affairs & Planning Department, HIDA
Tel: 81-3-3888-8211 E-mail: kojinjoho@hidajapan.or.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 HIDA's privacy policy, please visit below website.

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

10. FURTHER INFORMATION:

Training Administration Department of HIDA

Application from overseas countries:	Hakutsuru Bldg. 4F, Ginza 5-12-5, Chuo-ku, Tokyo 104-0061, Japan
Management Training Administration Group	Tel: 81-3-3549-3051
	Fax: 81-3-3549-3055
	E-mail: shouhei@hidajapan.or.jp

Application from host companies in Japan:	Hakutsuru Bldg. 4F, Ginza 5-12-5, Chuo-ku, Tokyo 104-0061, Japan
Training Administration Group	Tel: 81-3-3549-3051
	Fax: 81-3-3549-3055

OVERSEAS OFFICES

1. Bangkok Office / (Vice Representative) Mr. Yoshitaro Nagoya Nantawan Building 16F, 161 Rajadamri Road, Pathumwan,,Bangkok 10330 TEL: 66-2-255-2370 FAX: 66-2-255-2372 E-mail: training@hidabkk.com

2. Jakarta Office / (Representative) Mr. Takuya Shimura 3A Floor, Graha Mandiri, Jl. Imam Bonjol No. 61, Jakarta 10310 TEL: 62-21-230-1820~1 FAX: 62-21-230-1831 E-mail: hidajkt@hidajapan.or.id

3. New Delhi Office / (Representative) Mr. Akira Kuriyama 4th Floor, Rectangle No.1, Behind Saket Sheraton Hotel, Commercial Complex D4, Saket New Delhi, 110017 TEL: 91-11-6654-4000 FAX: 91-11-6654-4052 E-mail: info@hidajapan.in
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PRE-TRAINING REPORT

- The Program on Energy Management in Manufacturing Industry -
[PEMM]

**The form of “Pre-Training Report” for this training program is composed of the following two documents:
Pre-Training Report itself and Questionnaires 1.**

These documents 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.

***HIDA will not use this information for any other purposes other than a HIDA training program.**

The report form is available here in an MS-Word format.

(<http://www.hidajapan.or.jp/jp/ikusei/management/files/15pemm-e.doc>)

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

Handwriting should be avoided.

1. Your name	
2. Your country	
3. Name of your company/ organization	
4. Outline of your organization (preferably attach an organization brochure)	
5. Your position and name of your department/division (preferably attach an organizational chart, indicating your position)	
6. Your duties in detail	

<p>7. Current activities for energy management in your company/organization</p>	
<p>8. Most critical managerial problems related to energy management you are now facing in your company, indicating their causes from your viewpoint</p>	
<p>9. Possible countermeasures to solve such problems together with limitation factors</p>	
<p>10. Your expectations of the program in relation to the described problems</p>	

Name	Country
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Questionnaire 1
Observed Data and Numerical Targets for *Kaizen* at the Production Site

When filling out this form, the course participant should consider the possibility of achieving the targets set at his or her company by applying what s/he will have learnt through this training course. Failure to fill out all required information below is likely to undermine the prospect of training success.

1	<p>What has been done toward realizing energy conservation at the company and/or departmental levels?</p> <p>NOTE: If there has been no action taken, please write this fact. Then, add something you want to take on for the future, and fill out the following sections.</p>	
2	<p>What types of measuring tools have you used to identify the results of the aforesaid actions (<i>e.g.</i>, failure rates, waste quantity, utilization rates, labor productivity per person, and tact time)? Specify all of them if there is more than one.</p>	
3	<p>What are the current values (numerical data) expressed in the measuring tools?</p>	

4	<p>What are the target values (numerical data) that are expressed in the measuring tools, and need to be achieved by applying the content to be studied during this training program?</p> <p>NOTE: The target values should be practical.</p>				
5	<p>What are the current values, and the target values that need to be achieved after returning home, as to your choice of either A or B (right)?</p> <p>No need to fill in both A and B.</p> <p>NOTE: If your department is INDIRECTLY involved in manufacturing, write about the whole of your factory. The target values should be practical.</p>	Choose A or B	Current Values		Target Values
		<p>A: Yearly power consumption of the whole of your factory</p>	<p>_____ (kWh/year)</p>	⇒	<p>_____ (kWh/year)</p>
		<p>B: Yearly power consumption of a process at your manufacturing department (or factory)</p>	<p>_____ (kWh/year)</p>	⇒	<p>_____ (kWh/year)</p>
<p>NOTE: If you choose B, write about the process you referred to, in the right column.</p>					

2W English (CRTP Program)

About the Benefits of Management Training Program

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.hidajapan.or.jp/jp/teitanso/training/doc01.html>

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:

This management training program receives financial support from Japanese government subsidy. Is there a difference in benefits by utilizing the HIDA 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 HIDA 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 HIDA 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 HIDA 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 = 120 JPY

Estimated sales for this fiscal year [_____] USD * 1 USD = 120 JPY

Question 6:

The HIDA training program costs about 5,100 USD per person to run the course. Do you think the HIDA training programs produce enough benefits to justify the expense (5,100 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 (5,100 USD) is defined as “1”, describe the benefits obtained from the HIDA 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