



The Association for Overseas Technical Cooperation and Sustainable Partnerships
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November 2017

C RTP Program

Program Outline
&
Participation Requirements
of
The Training Program on Program & Project Management
- for Advanced Infrastructure-
[PPMI]



1 - 14 March 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 between 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.

The Training Program on Program & Project Management for Advanced Infrastructure [PPMI] is one of the management training courses conducted by the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) 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 objectives of allowing the participants to paving the path to carbon reduction within their organizations, and their business operations through a better understanding of the significance of carbon reduction, and studies on related planning and management methodologies to apply the carbon reduction technologies in a variety of business operations form.

Being stimulated by the Japanese government's recent policy which propel eco and sustainable infrastructure export, The Ministry of Economy, Trade and Industry of Japan requests AOTS to organize various training programs in order to enhance Japanese companies' business activities in infrastructure development in emerging markets, particularly in Asian developing countries. In order to support Japanese companies that are developing and/or bidding for, or have been actually awarded projects related to the infrastructure field (Note 1) in developing countries, AOTS has designed a training program on project management and program management (Note 2) in cooperation with the Project Management Association of Japan (PMAJ), under the title of the Training Program on Program & Project Management for Advanced Infrastructure (PPMI).

Projects (and programs, as higher echelon of projects) in the infrastructure field targeted by this program typically contain such characteristics as:

- Close relation to a country's national development programs and, therefore, involvement of a variety of stakeholders, both in the public sector (such as government agencies) and the private sector (investors, financiers, contractors, suppliers);
- Unique project development, implementation and business operations arrangements such as PPP – “Public and Private Partnership”, BOT- “Build – Operate - Transfer” that demand contractors or developers to undertake commercial operation of built infrastructure in addition to engineering, constructing and delivering infrastructure as a traditional contractor;
- Requirements for sophisticated financing such as project financing, coupling of government and private loans, or infrastructure fund investments;
- Combination of plural infrastructure elements as a new type of package infrastructure such as in an eco smart city development, compounded city water system development, high speed/rapid rail way systems, which are increasingly found in developing countries
- Racing against developing technology as in renewable energy, eco and sustainability technologies; and
- Recently (since 2010s) , requirement to respond to global warming is evident in the infrastructure projects as well, and building of mechanisms that can contribute to the Low Carbon Society, e.g. eco and sustainable society offers expanded business opportunities for companies engaged in infrastructure projects.

These profiles of the infrastructure projects require project managers to expand their management knowledge upstream to cover project conception and development as well as consideration for carbon reduction technology utilization. Also, since in developing countries infrastructure projects involve contain wide-ranging uncertainties, risk management is a critical issue for owners and contractors. Owners and contractors will face

delays and construction cost overruns caused by various risk factors. Among such risk factors, there are many items that can be reduced and managed well if local managers of contractors or subcontractors deeply understand project management and perform their work accordingly.

Therefore, this program is designed in collaboration with the Project Management Association of Japan (PMAJ) for participants who are responsible for managing infrastructure projects in the world to enhance their management ability to promote energy saving by making them master the system and method of project management based on the P2M[®] (Note 3).

Note 1) Domain of Infrastructure

Infrastructure that this course targets at typically includes traffic and traffic management systems; buildings; urban infrastructure such as community traffic, city water and waste management systems, fossil-fuel -fired power plants; electricity transmission and distribution systems; oil and gas development and processing plants; industrial plants; resources recovery and recycling systems; renewable energy development and utilization systems, telecommunications systems; urban or community development, industrial park development, eco-smart community development; and infrastructure management and consultancy.

Note 2) Program & Project Management

P2M covers, both, traditional project management, and program management which is one tier higher than project management, is connected to organizational strategy and forms a platform of plural component projects organically compounded under a single program. For instance, in an airport construction, the overall airport construction program is a direct translation of a primary strategy of a nation, state or an airport authority, which in turn is decomposed into component projects on runway, apron, terminal building, control tower, air fuel supply and hydrant systems, security system and access traffic systems. In the P2M Guidebook, program management is taught first, then is followed by project management and business management – hence P2M uses the methodology title of “Program and Project Management (P2M). In this training program, however, as trainees are usually more familiar with the concept of project management, project management will be taught in the first week, to firm up a trainee’s advanced knowledge and application skill of project management, then, program management as an advanced domain of project management will be fully explored in the second week.

Project management is a set of management processes for planning and delivering any unique, new value in a project context (mission driven, time and resources, hence, cost constrained) such as the engineering and construction of social infrastructure, production facilities, development of ICT systems, new product development and marketing campaigns for business firms. A project can be initiated on a stand-alone basis (discrete projects) or as an integral part of a program.

Program management is a set of management methodologies positioned higher and wider than project management and places emphasis on conception, design and structuring of a program, namely, a cluster of component projects organically combined to deliver an enterprise’s business strategy.

Note 3) P2M[®]---- P2M[®] is the “Guidebook of Program & Project Management for Enterprise Innovation” originally published by the Engineering Advancement Association of Japan in 2001 in response to a commission from the Ministry of Economy, Trade and Industry (METI) of Japan, of which ownership has been transferred to the Project Management Association of Japan (PMAJ) for the dissemination, enhancement and deployment of P2M[®] certification, since 2002. P2M[®] is compatible with globally used project management practices and has also incorporated the concept of visioning, conception and design of value added programs and projects.

*Our English name, “The Overseas Human Resources and Industry Development Association (HIDA)”, has been changed to “The Association for Overseas Technical Cooperation and Sustainable Partnerships

(AOTS)”, effective 1 July 2017.

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, owners, directors or managers/leaders who are responsible for managing projects in companies. Managers/staffs of organizations/associations of industries who are responsible for promoting project management in local companies may also be accepted. Participants related to infrastructure fields are preferable.
- (2) Participants should be 20 years or more 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 all countries and/or regions except for Japan.
- (7) Participants should not be students or armed forces personnel.
- (8) Former participants of AOTS 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) It is noted that this training program is to learn project management (PM) method focusing on social or industrial infrastructure. Therefore, the content may not suitable for the project managers who are engaged in software development in IT industry neither staffs of manufacturing industry unless they are engaged in capital investment projects in engineering department.
- (2) Participants shall attend all the events in the curriculum provided for each management training program.
- (3) Family members are not allowed to accompany participants on their journey in Japan.
- (4) 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.
- (5) 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.
- (6) 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.
- (7) 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:

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 AOTS listed in Item 10, **no later than 25 December 2017.**

[Application Documents]

- (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 Reports
- (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>

5-2) Application from host companies in Japan

Please refer to below website (Japanese).

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

Host companies should ensure the delivery of application documents to the Training Administration Group of AOTS, the address of which appears in Item 10, **no later than 25 December 2017.**

[Screening Committee Meeting]

The application documents will be forwarded to the AOTS Screening Committee, which will meet on **25 January 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 25 December 2017, AOTS may postpone or cancel 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 plan and manage a single project, (2) learn the elements of planning and management that are peculiar to infrastructure projects, (3) learn the concept of program management needed for development/planning/implementation of complex infrastructure such as eco-smart systems, railway systems etc., which is gaining increasingly importance in developing countries, and (4) enable the participants to obtain deeper understanding of roles of project managers and program managers.

Also, this course will provide the opportunities for the participants to learn fundamentals of mechanism building by projects and programs to respond to requirements for global warming (climate change) adaptation, focusing on carbon reduction, advancement toward the Low Carbon Society(LCS). P2M is an efficient vehicle to combine together technologies, finance and conceptualization/planning/management methods to create carbon reduction mechanisms.

Enhancing the realization of the low carbon society by balancing accelerating development and sustainability in an optimum form is a global commandment and becoming an important thesis put on recent infrastructure projects. Therefore, the participants are provided opportunities to learn how to apply program and project

management to, not only 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, but also a more advanced target of forming business expertise to package pertinent elements of low carbon society characterized by such key words of “saving”, “4R” (reuse-reduce-recycle-renewable), “innovative” and “sustainable” for business growth.

- DURATION

1– 14 March 2018 (2 weeks)

- CONTENTS

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

Participants will prepare for their presentations on the final day by referring to the descriptions of the “Pre-training Report (1) and (2)” (e.g., your company’s present situation, challenges, problems, and *Kaizen* numerical targets). Participants thus need to set numerical targets such as environmental burden, etc., and prepare to bring the data and other information used as the basis for such numerical targets, before coming to Japan.

Step 1: Environmental Scan of Infrastructure Projects and Project Development Learning

Scan the global, Japanese and in-country (in the participants’ countries) environment as to why we need project and program management and learn the methodology of program and project management which is specific to infrastructure projects.

Step 2: 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 conducting and managing projects. In doing so, the participants will gradually form a method for how to apply project management knowledge and skill.

Step3: Program Management and Introduction to the Concept of Low Carbon Society

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 deliver management focuses on innovative mechanism creation and realization of high added value in program product. Also learn the concept of “Low Carbon Society” comprehending such components as saving energy, renewable energy, efficient and environmentally friendly transport systems, green buildings, green construction, resources recycling, low carbon community facilities (schools, etc.), green (eco) lifestyles, and green environment so that the training participants can be better prepared for infrastructure projects incorporating Low Carbon Society features.

Step 4: Summary

Make sure the participants understand what they have learned through the training program by using a comprehension test followed by a discussion session. Participants recognize their own roles in carrying out or implementing Program & Project Management. Also, the participants evaluate their own pre-assessed targets on low carbon society components for their own firms against the positive results gained in the training.

This training program is designed to learn the system and method of project management based on P2M[®] of Japan.

P2M[®] is the “Guidebook of Program & Project Management for Enterprise Innovation” originally published 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 (METI) of Japan and is now owned and further developed by Project Management Association of Japan (PMAJ). Originally, P2M[®] was developed to be a vehicle to support Japanese enterprises, organizations, and the government to reinforce their competitiveness through innovation and it is a project plus program management method that considers not only how to execute and complete one project successfully by meeting the quality, budget and delivery time, but also it is an edifice of knowledge that innovatively creates and integrates multiple projects born out of the same set of strategies by considering total optimization from a higher and wider perspective. Therefore, this training program is designed to help participants learn the concept of program management at a higher level, while setting a central goal to ensure the learning of the basics such as terms and expertise, methods, etc., of project management that will become the common language to implement a project.

By attending the training program participants will be able to have a more concrete image of their own roles as the persons responsible for project management, as well as to acquire the systematic knowledge that is covered in the international version of the PMS (Project Management Specialist) Qualification, which is the certification examination of P2M[®]. Those participants who have successfully completed the training program and has been conferred AOTS’s official diploma, will also be awarded the International P2M Practitioner (iP2M) credential by Project Management Association.

Further, by learning the P2M-based project and program management and by having a close look at the actual practice cases of Japanese firms, participants will have a chance to know the strategies and efforts taken by the Japanese government and firms, and can extend their knowledge, which will become the foundation that could facilitate their communication in various business environments with Japanese industries after returning to their home country.

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.

Please refer to the Tentative Schedule.

- LANGUAGE

All lectures, discussions, company visits and exercises will be conducted in English. The program documents and training materials will be prepared in English.

- PROGRAM DIRECTOR and LEAD INSTRUCTOR

Pr. Dr. Hiroshi Tanaka

Academic Adviser, Founder and Immediate Past President of Project Management Association of Japan (PMAJ), PhD. (France), Dr.PM (Ukraine), PMP (USA)

Pr. Dr. Tanaka is, currently, International Professor of Strategy, Project and Program Management at the Ph.D. Program of SKEMA Business School of France; Principal Professor of Strategy, Innovation Project and Program Management at Post Graduate Program of Le Centre d’études avancées et de recherche en Management de projet, programme et portefeuille (The Center for Advanced Studies and Research in Project, Program and Portfolio Management - CASR3PM), a graduate university in Senegal; Professor of Honor at Kiev National University of Construction and Architecture (KNUSA) Post-graduate Program, in Ukraine; Professor of Honor at National Shipbuilding University named after Admiral Makarov (NUS) Post-graduate Program in Nikolayev, Ukraine; Professor of Honor at Odessa National Maritime University (ONMU) Post-graduate Program, in Ukraine; Guest Lecturer at Japan Advanced Institute of Science and

Technology (JAIST) School of Knowledge Science, national graduate university in Japan; Invited Professor at Okayama Prefectural University Center for Advanced Higher Education Development; and Guest Professor in the “Grand Design by Japan” Program at Keio University Graduate School of Business Administration (KBS).

He was expert of JICA in project and program management from 2009 to 2011, and has been program director at AOTS for the P2M Training Courses from 2009 to now (in six programs).

In industry, he has 42 years of experience in the global engineering & construction industry with his former employer JGC Corporation of Japan, Japan’s No.1 and globally one of the top five global engineering and construction companies. He was a division general manager and a board member of a division company at JGC.

Pr. Tanaka is the founder (1997) of Japan’s project management society and an active global project management community player; he made his first PM presentation at IPMA World Congress, Copenhagen in 1982 and since served as key note/invited speakers at 150 PM conferences/public seminars in 30 countries and 100 in Japan; he served as the Chair, Global PM Forum linking the world’s major project management associations from 2005 to 2007; is honorary fellow/lifetime honorary member of International Project Management Association (IPMA)’ Ukrainian, Russian, Kazakhstani and Indian Project Management Associations; was academic advisor to Ukrainian Minister of Finance (2010 – 2012), and a current 3PM advisor to the Government of Senegal. Pr. Tanaka has been honored with 13 international awards of project management, including ExxonMobil Professional PM Award in 1996, PMI Distinguished Contribution Award (first non-North American awardee) by Project Management Institute of USA, the Ukrainian State Order “Honoured Decoration of the Ministry of Finance of Ukraine”, the supreme contribution award by the Ukrainian Government in June 2010, and three Japanese, including the Minister of Economy, Trade and Industry Award in 2008, for his outstanding contribution to the Japanese engineering and project industry.

He holds Ph.D. from SKEMA Business School of France and is holder of a State Academician Diploma awarded by the Ukrainian Academy of Science – Shipbuilding Engineering Society, Dr. PM (Project Management Science) Degree of Ukraine. He has co-authored two Japanese, two English (McGraw-Hill) books on project management, and ten books in Russian or English Russian (bilingual) in Ukraine and Russia. He has contributed 50 papers in English and 20 in Japanese, with ten of them translated into Russian and Chinese.

He has good presence, through his project management national coaching, higher education, professional training and PM diplomacy, in USA, France, Russia, Ukraine, Kazakhstan, British Commonwealth countries (especially India and Singapore), China, the Philippines, Senegal and other French-speaking African countries. He speaks Japanese and English (business language), Spanish, Indonesian and French.

-LECTURERS

Lecturers registered at Project Management Association of Japan (PMAJ)*

***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/en/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-for Advanced Infrastructure- [PMMI]

1- 14 March 2018

AOTS Tokyo Kenshu Center

Date	Morning Session(9:00-12:00)	Afternoon Session(13:00-16:00)
28 Feb (Wed.)	(Arrival in Japan)	
1 March (Thu.)	<ul style="list-style-type: none"> • Administrative Orientation on the Training Program • Opening Ceremony • Program Briefing 	Lecture: Program & Project Management as 21st Century's Dynamic Management Paradigm & Methodology Entertained by Japanese Corporations in Response to Needs for Competitiveness, Innovation and Sustainable Infrastructure
2 (Fri.)	Lecture: Infrastructure Project Development (PD1) <ul style="list-style-type: none"> • Planning and Development of Infrastructure Projects 	Lecture : Infrastructure Project Development (PD2) <ul style="list-style-type: none"> • Financing of Infrastructure Projects • Contracts for Project Delivery
3 (Sat.) 4(Sun.)	Days off	
5 (Mon.)	Lecture: Project Management (PM1) <ul style="list-style-type: none"> • Master Planning of a Project • Project Scope Planning & Management 	Lecture: Project Management (PM2) <ul style="list-style-type: none"> • Project Schedule Planning and Progress Control
6 (Tue.)	Lecture: Project Management (PM3) <ul style="list-style-type: none"> • Project Cost Management • Project Quality Management • Project Organization Management • Project Resources Management 	Project Case Visit (PCV1) : Theme – Japanese Company's Innovative Infrastructure Projects
7 (Wed.)	Group Workshop (PMWS): Group Exercise (4 groups) on Project Planning along the instructor given exercise template on a group proposed project theme, e.g. traditional infrastructure projects, energy saving/energy conversion – renewable energy/resources saving projects, green innovation projects, affordable social innovation projects in community. Group work result presentation by PowerPoint	
8 (Thu.)	Lecture: Program Management (PGM1) P2M Program Management Methodology Created by Japan for Linking Organizational Strategy into High-Value Added, Innovation, and Sustainability Programs (and Projects)	Lecture: Concept of and Practices on Global Warming Adaptation and the Low Carbon Society
9 (Fri.)	Lecture: Project Management (PM4) <ul style="list-style-type: none"> • Systems Theory for Program & Project Management • Risk Management 	Lecture: Planning and Construction Management of High-tech Buildings
10 (Sat.) 11(Sun.)	Days off	
12 (Mon.)	Lecture: Cases of Sustainable City in Japan and a South East Country – concept, planning approach, and actual state	Project Case Visit (PCV2): Visit to an Office of Major General Construction Company which has attained a “Zero-Energy Building” (ZEB), the state of futuristic buildings in the sustainability era

<p>13 (Tue.)</p>	<p>Group Workshop: Program Management Workshop (PGMWS) By 4 groups Indicative Themes (each group of trainees to propose a concrete program theme)</p> <ul style="list-style-type: none"> ■ Building a model of a low carbon society ■ Enhancing sustainability of the (local) industry and society ■ Developing a green industry for your country (country groups) and beyond ■ Promoting energy saving or new energy development ■ An innovative model of green construction ■ An innovative model of sustainable infrastructure 	
<p>14 (Wed.)</p>	<p>Lecture: Course Summary</p> <ul style="list-style-type: none"> • Course Overall Review (Lecture) • Course Comprehension Test (50 questions/multi-choice) 	<p>Lecture: Course Completion</p> <ul style="list-style-type: none"> • Feed-back on Course Comprehension Test <p>Wrapping-up the Training Program</p> <p>Program Completion Ceremony: “Happy Program and Project Management for the Participating Countries”</p>
<p>15 (Thu.)</p>	<p>(Departure from Japan)</p>	

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

AOTS 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 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.

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 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 an 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 an 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 an 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 ¥311,000 and the Contribution to Course Implementation Costs (the amount participants should bear) is ¥122,000.

3. Domestic Travel Allowance

- Expenses for a part of transportation fee between international airport in Japan and AOTS Kenshu Center
- AOTS will pay ¥5,260 in cash to a participant for the cost of travel between Narita International Airport (Tokyo) and AOTS Tokyo Kenshu Center (TKC).

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

Country: Bangladesh

International Travel Expenses:

Dhaka - Narita /Japan, Roundtrip

Management Training Course:

2 -week Course



(Japanese Yen)

<i>Training Costs</i>	Total Amount	Japanese government Subsidy	Participation Fee
1. Allowance Costs <Breakdown of Allowance Cost>	<u>275,130</u> <Breakdown>	183,420 [2/3]	91,710 [1/3]
(1) International Travel Expenses	127,900		
(2) Accommodation and Meal Allowances			
a. [at the AOTS Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	8,030		
@ 8,850 x 14 days = [during the study tour]	123,900		
b. Meal Allowance			
@ 2,570 x 0 day(s) =	0		
c. Accommodation Allowance			
@ 10,080 x 0 day(s) =	0		
(3) Personal Allowance			
@ 1,020 x 15 days =	15,300		
2. Course Implementation Costs	<u>311,000</u>	189,000	122,000
3. Domestic Travel Allowance (Narita Airport - TKC)	<u>5,260</u>	5,260	
Total	<u><u>591,390</u></u>	<u><u>377,680</u></u>	<u><u>213,710</u></u>

* 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 for CRTP program (FY 2017)

					Unit: Japanese Yen						
Area	Country	Place of Departure	Place of Arrival	Airfare Limit	Area	Country	Place of Departure	Place of Arrival	Route	Airfare Limit	
South East Asia	Indonesia	Jakarta	Tokyo/ Osaka/ Nagoya	124,500	Oceania	Samoa	Apia	Tokyo/ Osaka/ Nagoya	EH	111,800	
		Surabaya	Tokyo/ Osaka/ Nagoya	127,700		Vanuatu	Port Vila	Tokyo/ Osaka/ Nagoya	EH	155,200	
		Manado	Tokyo/ Osaka/ Nagoya	133,400		Papua New Guinea	Port Moresby	Tokyo/ Osaka/ Nagoya	EH	183,400	
		Medan	Tokyo/ Osaka/ Nagoya	117,700		Fiji	Nadi	Tokyo/ Osaka/ Nagoya	EH	105,100	
	*Cambodia	Phnom Penh	Tokyo/ Osaka/ Nagoya	120,200		Central and South America	Argentina	Buenos Aires	Tokyo/ Osaka/ Nagoya	PA	305,700
	Singapore	Singapore	Tokyo/ Osaka/ Nagoya	77,300			Uruguay	Montevideo	Tokyo/ Osaka/ Nagoya	PA	217,700
	Thailand	Chiang Mai	Tokyo/ Osaka/ Nagoya	124,900			Ecuador	Quito	Tokyo/ Osaka/ Nagoya	PA	262,400
		Bangkok	Tokyo/ Osaka/ Nagoya	80,400			El Salvador	San Salvador	Tokyo/ Osaka/ Nagoya	PA	258,600
	Philippines	Cebu	Tokyo/ Nagoya	63,100			Guatemala	Guatemala City	Tokyo/ Osaka/ Nagoya	PA	258,600
			Osaka	60,800			Costa Rica	San Jose	Tokyo/ Osaka/ Nagoya	PA	258,600
		Manila	Tokyo/ Nagoya	61,300			Colombia	Bogota	Tokyo/ Osaka/ Nagoya	PA	258,600
		Davao	Tokyo/ Nagoya	71,400				Medellin	Tokyo/ Osaka/ Nagoya	PA	258,600
		Osaka	Osaka	59,000			Jamaica	Kingston	Tokyo/ Osaka/ Nagoya	PA	368,100
	Vietnam	Da Nang	Tokyo/ Osaka	107,500				Montego Bay	Tokyo/ Osaka/ Nagoya	PA	368,100
			Nagoya	110,000			Chile	Santiago	Tokyo/ Osaka/ Nagoya	PA	318,300
		Hanoi	Tokyo/ Osaka	107,500			Dominican Republic	Santo Domingo	Tokyo/ Osaka/ Nagoya	PA	368,100
		Ho Chi Minh City	Tokyo/ Osaka/ Nagoya	107,500			Nicaragua	Managua	Tokyo/ Osaka/ Nagoya	PA	258,600
Malaysia	Kuala Lumpur	Tokyo/ Osaka/ Nagoya	66,800	Haiti	Port Au Prince		Tokyo/ Osaka/ Nagoya	PA	368,100		
	Kota Kinabalu	Tokyo/ Osaka/ Nagoya	80,000	Panama	Panama City		Tokyo/ Osaka/ Nagoya	PA	258,600		
	Penang	Tokyo/ Osaka/ Nagoya	80,000	Paraguay	Asuncion		Tokyo/ Osaka/ Nagoya	PA	269,500		
Myanmar	Yangon	Tokyo/ Osaka/ Nagoya	114,600	Brazil	Sao Paulo		Tokyo/ Osaka/ Nagoya	PA	321,800		
Laos	Vientiane	Tokyo/ Osaka/ Nagoya	110,100	Venezuela	Caracas	Tokyo/ Osaka/ Nagoya	PA	307,200			
Northeast Asia	Mongolia	Ulaanbaatar	Tokyo	134,500	Peru	Lima	Tokyo/ Osaka/ Nagoya	PA	206,900		
		Osaka	Osaka	120,500	Bolivia	La Paz	Tokyo/ Osaka/ Nagoya	PA	293,400		
	China	Shanghai	Tokyo	106,500	Honduras	Tegucigalpa	Tokyo/ Osaka/ Nagoya	PA	258,600		
			Osaka	88,500	Mexico	Mexico City	Tokyo/ Osaka/ Nagoya	PA	160,600		
			Nagoya	101,600		Guadalajara	Tokyo/ Osaka/ Nagoya	PA	183,800		
		Shenzhen	Tokyo	131,400		Cancun	Tokyo/ Osaka/ Nagoya	PA	184,800		
			Osaka	130,300		San Luis Potosi	Tokyo/ Osaka/ Nagoya	PA	183,800		
			Nagoya	147,100		Mazatlan	Tokyo/ Osaka/ Nagoya	PA	183,800		
		Beijing	Tokyo	136,200		Morelia	Tokyo/ Osaka/ Nagoya	PA	183,800		
			Osaka	132,200		Monterrey	Tokyo/ Osaka/ Nagoya	PA	183,800		
			Nagoya	130,800	Africa	Algeria	Algiers	Tokyo/ Osaka/ Nagoya	EH	162,100	
		Guangzhou	Tokyo	117,900		Uganda	Entebbe	Tokyo/ Osaka/ Nagoya	EH	169,700	
			Osaka	110,700		Egypt	Alexandria	Tokyo/ Osaka/ Nagoya	EH	63,700	
			Nagoya	108,600			Cairo	Tokyo/ Osaka/ Nagoya	EH	84,100	
		Nanjing	Tokyo	145,400		Ethiopia	Addis Ababa	Tokyo/ Osaka/ Nagoya	EH	159,800	
			Osaka	122,900		Ghana	Accra	Tokyo/ Osaka/ Nagoya	EH	181,500	
			Nagoya	128,700		Cameroon	Douala	Tokyo/ Osaka/ Nagoya	EH	221,500	
Chongqing	Tokyo	188,500		Yaounde		Tokyo/ Osaka/ Nagoya	EH	224,100			
	Osaka	158,200	Kenya	Nairobi		Tokyo/ Osaka/ Nagoya	EH	282,800			
	Nagoya	169,700	Zambia	Lusaka		Tokyo/ Osaka/ Nagoya	EH	186,000			
Chengdu	Tokyo	138,700		Ndola		Tokyo/ Osaka/ Nagoya	EH	196,000			
	Osaka	131,500	Zimbabwe	Harare		Tokyo/ Osaka/ Nagoya	EH	146,500			
	Nagoya	129,400	Sudan	Khartoum		Tokyo/ Osaka/ Nagoya	EH	176,700			
Dalian	Tokyo	126,400	Seychelles	Mahe Island		Tokyo/ Osaka/ Nagoya	EH	112,600			
	Osaka	107,000	Senegal	Dakar		Tokyo/ Osaka/ Nagoya	EH	228,200			
	Nagoya	123,800	Tanzania	Dar es Salaam		Tokyo/ Osaka/ Nagoya	EH	132,600			
Tianjin	Tokyo	160,700	Tunisia	Tunis		Tokyo/ Osaka/ Nagoya	EH	233,600			
	Osaka	125,300	Nigeria	Lagos	Tokyo/ Osaka/ Nagoya	EH	242,100				
	Nagoya	135,200	Namibia	Windhoek	Tokyo/ Osaka/ Nagoya	EH	126,100				
Liuzhou	Tokyo	128,000	Botswana	Gaborone	Tokyo/ Osaka/ Nagoya	EH	114,700				
	Osaka	120,800	Madagascar	Antananarivo	Tokyo/ Osaka/ Nagoya	EH	240,200				
	Nagoya	118,800	Mozambique	Maputo	Tokyo/ Osaka/ Nagoya	EH	110,700				
Middle Asia	Afghanistan	Kabul	Tokyo/ Osaka/ Nagoya	334,900	Mauritius	Mauritius	Tokyo/ Osaka/ Nagoya	EH	157,000		
		Nagoya	385,100	Mauritania	Nouakchott	Tokyo/ Osaka/ Nagoya	EH	162,700			
	Uzbekistan	Tashkent	Tokyo/ Osaka/ Nagoya	191,900	Morocco	Casablanca	Tokyo/ Osaka/ Nagoya	EH	352,300		
		Osaka	177,900	South Africa	Johannesburg	Tokyo/ Osaka/ Nagoya	EH	142,600			
Kazakhstan	Almaty	Tokyo/ Osaka/ Nagoya	366,200	Malawi	Lilongwe	Tokyo/ Osaka/ Nagoya	EH	190,900			
	Osaka	218,600	Libya	Tripoli	Tokyo/ Osaka/ Nagoya	EH	174,100				
South Asia	India	Kolkata	Tokyo/ Osaka/ Nagoya	99,700	Middle East	Azerbaijan	Baku	Tokyo/ Osaka/ Nagoya	EH	162,000	
		Chennai	Tokyo/ Osaka/ Nagoya	93,700		Yemen	Sanaa	Tokyo/ Osaka/ Nagoya	EH	174,800	
			Osaka/ Nagoya	104,400		Iran	Tehran	Tokyo/ Osaka/ Nagoya	EH	152,000	
		Coimbatore	Tokyo	100,400			Tabriz	Tokyo/ Osaka/ Nagoya	EH	155,500	
			Osaka/ Nagoya	111,200		Saudi Arabia	Riyadh	Tokyo/ Osaka/ Nagoya	EH	236,300	
		Kochi	Tokyo	101,900		Jordan	Amman	Tokyo/ Osaka/ Nagoya	EH	192,500	
			Osaka/ Nagoya	112,700		Lebanon	Beirut	Tokyo/ Osaka/ Nagoya	EH	238,900	
		Thiruvananthapuram	Tokyo	102,100	Europe	Ukraine	Kiev	Tokyo/ Osaka/ Nagoya	TS	126,100	
			Osaka/ Nagoya	112,900		Serbia	Belgrade	Tokyo/ Osaka/ Nagoya	TS	191,300	
		Hyderabad	Tokyo	102,000		Kosovo	Pristina	Tokyo/ Osaka/ Nagoya	TS	192,400	
			Osaka/ Nagoya	112,700		Montenegro	Podgorica	Tokyo/ Osaka/ Nagoya	TS	192,400	
		Bengaluru	Tokyo	98,800		Turkey	Istanbul	Tokyo/ Osaka/ Nagoya	TS	99,100	
			Osaka/ Nagoya	109,600			Antalya	Tokyo/ Osaka/ Nagoya	TS	106,400	
		Delhi	Tokyo/ Osaka/ Nagoya	93,700			Izmir	Tokyo/ Osaka/ Nagoya	TS	106,400	
		Mumbai	Tokyo/ Osaka	93,700	Macedonia	Skopje	Tokyo/ Osaka/ Nagoya	TS	115,100		
	Nagoya		108,600	Bulgaria	Sofia	Tokyo/ Osaka/ Nagoya	TS	246,800			
	Ahmadabad	Tokyo/ Osaka	102,800	Romania	Bucharest	Tokyo/ Osaka/ Nagoya	TS	169,600			
Nagoya		117,800	Hungary	Budapest	Tokyo/ Osaka/ Nagoya	TS	116,100				
Pune	Tokyo/ Osaka	120,800	Slovakia	Bratislava	Tokyo/ Osaka/ Nagoya	TS	313,500				
	Nagoya	139,500	Czech Republic	Prague	Tokyo/ Osaka/ Nagoya	TS	128,700				
Sri Lanka	Colombo	Tokyo	62,000	Poland	Warsaw	Tokyo/ Osaka/ Nagoya	TS	117,600			
		Osaka/ Nagoya	67,200								
Nepal	Kathmandu	Tokyo/ Osaka	105,300								
		Nagoya	128,200								
Pakistan	Karachi	Tokyo	118,600								
		Osaka	115,500								
		Nagoya	115,200								
Islamabad	Islamabad	Tokyo	118,600								
		Osaka	115,500								
		Nagoya	115,200								
Lahore	Tokyo/ Osaka/ Nagoya	167,000									
Bangladesh	Dhaka	Tokyo	127,900								
		Osaka	111,400								
		Nagoya	144,800								
Chittagong	Chittagong	Tokyo	103,800								
		Osaka	90,600								
	Nagoya	117,400									
Maldives	Male	Tokyo/ Osaka/ Nagoya	315,000								

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 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:

Training Administration Department of AOTS

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-au@aots.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
	E-mail:	g-ukeire-ak@aots.jp

OVERSEAS OFFICES

1. Bangkok Office / (Senior Deputy Representative) Mr. Hidenobu Toda
Nantawan Building 16F, 161 Rajadamri Road, Pathumwan,,Bangkok 10330 TEL: 66-2-255-2370 FAX: 66-2-255-2372 E-mail: information@hidabkk.com

2. Jakarta Office / (Representative) Mr. Hayato Tanaka
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
Office No. 504, 5th Floor, International Trade Tower, Block-E, Nehru Place, New Delhi, 110019 TEL: 91-11-4105-4504 E-mail: info@hidajapan.in

4. Yangon Office / (Representative) Mr. Kenichiro Eguchi
Room Unit 401, Yuzana Hotel 4th Floor 130 Shwe Gon Taing Road, Bahan Township, Yangon TEL: 95-1-8604922 E-mail: info@hidajapan.com.mm

PRE-TRAINING REPORT (1)
 - The Training Program on Program & Project Management -
 - for Advanced Infrastructure -
 [PPMI]

The form of “Pre-Training Report” for this training program is composed of two documents: (1) and (2). 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.

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

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

(<http://www.aots.jp/jp/ikusei/management/files/17ppmi-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.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>	

Name	Country
------	---------

PRE-TRAINING REPORT (2)
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 is the ratio of material costs, and energy costs (respectively) out of the total production costs.</p>	<p>Example answer: 20% of the total production cost is energy cost. 30% of the total production cost is material cost.</p>		
6	<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>	<p>Choose A or B</p>	<p>Current Values</p>	<p>Target Values</p>
<p>A: Yearly power consumption of the whole of your factory</p>		<p>_____ (kWh/year)</p>	<p>⇒</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>⇒</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.aots.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 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 5,100 USD per person to run the course. Do you think the AOTS 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 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