



The Association for Overseas Technical Cooperation and Sustainable Partnerships

Hakutsuru Bldg. 4F, 12-5, Ginza 5-chome, Chuo-ku, Tokyo 104-0061

Tel: 81-3-3549-3051 Fax: 81-3-3549-3055 E-mail:shouhei-au@hidajapan.or.jp URL: <http://www.hidajapan.or.jp>

C RTP Program

July 2017

Program Outline

&

Participation Requirements

of

The Training Program on Program & Project Management

[PPTP]

(Carbon Reduction Technology Promotion Program)

29 November - 12 December 2017

1. BACKGROUND OF THE PROGRAM:

The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS)* is an organization for human resources development in developing 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.

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

The Training Program on Program & Project Management* (PPTP) is one of such management training programs conducted by AOTS organized in order to impart the system and method of project management based on the P2M®* to program participants. This year the program will be organized under the scheme of Carbon Reduction Technology Promotion (hereinafter abbreviated as CRTP) Programs. The thematic emphasis of the training program this year is placed on enhancing the low carbon society in which the state and society, its industry and each business firms prosper by balancing accelerating development and sustainability in an optimum form.

*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.

* **Program & Project Management:** Program management is a set of processes such as conception, basic planning and implementation management for a program that is a part of realizing an organization's strategy for business success, growth and survival, and is a cluster of component projects to deliver a specific part of such a strategy, connected with each other organically under a holistic program mission.

Project management is a set of management processes for creating 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.

* **P2M®** : P2M® is the "Guidebook of Program & Project Management for Enterprise Innovation" originally issued 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 globally very unique concept of visioning, conception and design of value added programs and projects reflecting Japan's experience of continuous success in innovation.

* **Global Warming (Climate Change) Adaptation, Carbon Reduction, Low Carbon Society:** As mentioned later in this document, this training program on program and project management (P2M) has thematic emphasis on the application of Japanese carbon reduction technology and mechanism building to contribute to the realization of the Low Carbon Society (LCS). The Low Carbon Society is generally

defined as a society where industry and people are collaborating to reduce the amount of carbon dioxide emissions in any forms or in various activities emitting from daily life and from production process of the industry. In order to live together in a society with a better quality of life, LCS is the pathway to encourage people to have the quality of life in society caused by the environment with lower carbon content, and the people in society is closely linked with the technology application or development, which is environmentally friendly. There are emerging business opportunities to use the LCS concept, and institutional funds and aids are being provided by both transnational and (advanced) nations' agencies to those who positively engage on carbon reduction and LCS promotion. P2M is an efficient vehicle to combine together technologies, finance and conceptualization/planning/management methods to create carbon reduction mechanisms.

2. COUNTRY

All Countries and Regions

3. NUMBER OF PARTICIPANTS:

20 Participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be directors, senior managers in companies and/or project leaders or managers who are in a position to manage projects in companies. Managers or staffs of industrial promotion organizations and/or business associations who support local companies in facilitating project management may also be accepted. Private-sector experts or consultants who are engaged in related measures in building low carbon society and aim to acquire program/project management knowledge/skill may also be accepted. Experts of low-carbon technology itself who aim to acquire related technologies are not permitted.
- (2) Participants should be 20 years of age and above.
- (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 or CRTP Programs) organized in Japan are not entitled to apply for any program which starts within six months (183 days) after they returned home from Japan.

Notes:

- (1) Participants shall attend all the events in the curriculum provided for each management training program.
- (2) Family members are not allowed to accompany the participants on their journey in Japan.
- (3) Participants shall not request AOTS to arrange, nor arrange by themselves, any additional programs, and shall leave Japan and return to their home country soon after the completion of the program.
- (4) In the case of applications from other than Japanese-affiliated companies or local companies that hold local capital, the priority for selection may become lower.
- (5) Those who work in the national government (agency) or the local government (agency) are not eligible to participate in the AOTS management training programs, since the programs are mainly targeted at the people working in the companies/organizations in the private sector.
- (6) The number of participants from the same 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 19 September 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 Report (1),(2) and Questionnaires (AOTS official form)
- (7) Overseas Travel Insurance Consent Form (AOTS official 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.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 AOTS, the address of which appears in Item 10, **no later than 19 September 2017.**

[Screening Committee Meeting]

The application documents will be forwarded to the AOTS Screening Committee, which will meet on **19 October 2017**, 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 19 September 2017, AOTS may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

-OBJECTIVE

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 concept of program management at an advanced level which is gaining increasingly important roles for business competitiveness, innovation in a variety of sectors, and sustainability in global competition, and (3) enable the participants to obtain deeper understanding of roles of project managers and program managers.

The thematic emphasis of the program is placed on enhancing the low carbon society in the state and society, its industry and business firms prosper by balancing accelerating development and sustainability in an optimum form. The participants are provided opportunities to learn how to apply program and project management to, from immediate target of attaining business goals through efficient and well informed objective setting, efficient project planning and management, quality management and well organized resources management, to a more advanced target of forming business expertise to package pertinent elements of low carbon society characterized by such key words of “saving”, “4R” (reuse-reduce-recycle-renewable), “innovative” and “sustainable” for business growth.

-DISCLAIMER

It is noted that this training program is not for teaching carbon reduction technology itself or it is not an engineering training course but a planning and management course as to how to most effectively combine technology, finance and management by using program and project management.

-DURATION

29 November - 12 December 2017 (2 weeks)

-KEY BENEFITS & CONTENTS

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

Participant is required to enter responses to the questions and pre-study guideline laid out in Items (1) and (2) of the Training Program Application Sheet, which will be utilized during the discussions and group workshops of the Program. The pre-study requirements include, in addition to the corporate profile, business operations characteristics, project management environment of applicant’s firm, current status for energy-saving and future target figures of the firm. The applicant is requested to bring with him/her supporting data and information.

Step 1: Environmental Scan and Introduction to the Concept of Low Carbon Society

Scan the global and in-country (in the participants’ countries) environment as to why we need project and program management and 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 learn program and project management for a consistent business and societal target for the better future in mind.

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 to introduce low carbon element in its projects.

Step3: Program Management

Learn the concept of Program Management which is a methodology for the conception, formulation, design & structuring, implementation management, and innovative product

servicing, of a program, as an organizational vehicle to realize an organization's strategy, formed into a cluster of component projects to deliver management focuses on innovative mechanism creation and realization of high added value in program product. In this concept, participants would challenge a program to build a low carbon society (community) mechanisms such as building a conceptual model of a low carbon community fit; enhancing sustainability of the industry and society; developing a green industry and beyond; promoting energy saving or new energy development for a community (neighborhood) level; an innovative model of green construction; an innovative model of green infrastructure, etc.

Step 4: Summary: Forming Comprehensive Professional P2M Knowledge and Application Skills

Ensure that the participants understand what they have learned through the program by way of group workshops based on the respective group's thematic initiatives and 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 methods of program and project management based on P2M[®].

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

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

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

A 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 and project site/company visits will be conducted in English (lectures and workshops),

or Japanese with translation into English (site visits). In principle, the program documents and training materials will be prepared in English.

- PROGRAM DIRECTOR

Pr. Dr. Hiroshi Tanaka
Academic Adviser, Immediate Past President
Project Management Association of Japan (PMAJ)
PhD. (France), Dr. Sc. Hon. (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 five programs).

In industry, he has 42 years of experience in the global engineering & construction industry with his former employer JGC Corporation of Japan, one of the top five global engineering and construction companies in oil and gas projects. 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 lifetime honorary member of International Project Management Association (IPMA)' Ukrainian, Russian 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 to 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 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. Sc. Hon. Degree of Ukraine. He has co-authored two Japanese, two English (McGraw-Hill) books on project management, and eight 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.

-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.hidajapan.or.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 [PPTP]**

29 November - 12 December 2017

AOTS Tokyo Kenshu Center <To Be Determined>

Day	Morning (09:00-12:00)	Afternoon (13:00 – 16:00)
28 Nov. (Tue.)	(Arrival in Japan)	
29 (Wed.)	<ul style="list-style-type: none"> • Administrative Orientation on the Training Program • Inauguration Ceremony • Program Briefing 	Inaugural Lecture by the Course Director: Program & Project Management as 21 st Century's Dynamic Management Paradigm & Methodology Entertained by Japanese Corporations in Response to Competitiveness, Innovation and Sustainability
30 (Thu.)	Lecture: Project Management (PM1) <ul style="list-style-type: none"> • Overall Process Flow, Deployment Environment, Required Resources, Outcome of Project Management • Project Management Lifecycle Perspectives and Setting the Project Mission and Objectives 	Expert Lecture (EL1) : <ul style="list-style-type: none"> • Concept of and Practices on Global Warming Adaptation and the Low Carbon Society
1 December (Fri.)	Lecture : Project Management (PM2) <ul style="list-style-type: none"> • Project Scope Management • Project Schedule Management 	Project Company Visit : Theme – Japanese Company's Energy Innovation; visit to one from among global engineering companies, energy project companies
2 (Sat.)	Day-off	
3 (Sun.)	Day-off	
4 (Mon.)	Expert Lecture (EL2) <ul style="list-style-type: none"> • Theories and Research on Global Warming Adaptation (lecture and discussions) 	Lecture : Project Management (PM3) <ul style="list-style-type: none"> • Project Cost Management • Project Quality Management • Project Integration Management
5 (Tue.)	Group Workshop : <ul style="list-style-type: none"> • Project Planning exercise along the instructor given exercise template on a group proposed project theme, e.g. an energy saving/energy conversion/resources saving projects, green innovation projects, affordable social innovation projects in community. 	
6 (Fri.)	Lecture: Program Management (PGM1) <ul style="list-style-type: none"> • P2M Program Management Methodology Created by Japan for Linking Organizational Strategy into High-Value Added, Innovation, and Sustainability Programs (and Projects) 	
7 (Thu.)	Lecture: Program Management (PGM2) <ul style="list-style-type: none"> • Management Domains Supporting Program Management • Systems theory for program and project management • Finance for program & project materialization • Risk management • Management by value (value-based management) 	Project Case Visit : 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

8 (Fri.)	<p>Lecture : Expert Lecture (EL3)</p> <ul style="list-style-type: none"> Cases of Sustainable City in Japan and an South East Country – concept, planning approach, and actual state 	<p>Panel Discussion: 4 Rounds, Facilitated by 4 Trainee Groups (by Turn) Common Theme: Current State and To-Be State of Your Country’s Carbon Reduction and Low Carbon Society Building as Global Warming Adaptation</p> <p>Specific Themes to be Discussed:</p> <p><Round 1> Evaluation of Your Country (each participant’s country)’s Awareness of the Global Warming Adaptation /Building of a Low Carbon Society</p> <p><Theme 2> Identifying Your Country’s Problems/Targets for the Realization of Carbon Reduction / Low Carbon Society Building</p> <p><Theme 3> Your Country’s Experience on Green Innovation of All Sources</p> <p><Theme 4> Expectation toward Japan in Supporting Your Country (in terms of technology, methodology and finance) in Realizing Carbon Reduction / the Low Carbon Society</p>
9 (Sat.)	Day-off	
10 (Sun.)	Day-off	
11 (Mon.)	<p>Group Workshop: Program Management Workshop</p> <p>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 	
12 (Tue.)	<p>Lecture: Course Completion</p> <ul style="list-style-type: none"> Course Overall Review Course Comprehension Test 	<p>Lecture: Course Completion</p> <ul style="list-style-type: none"> Feed-back on Course Comprehension Test Wrapping-up the Training Program Program Completion Ceremony “Happy Program and Project Management for the Participating Countries”
13(Wed.)	(Departure from Japan)	

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

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 as shown in Table 2.

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

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

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

8-2) Breakdown

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

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.

(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 - Tokyo /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>282,630</u>	188,420	94,210
<Breakdown of Allowance Cost>	<Breakdown>	[2/3]	[1/3]
(1) International Travel Expenses	127,800		
(2) Accommodation and Meal Allowances			
a. [at the AOTS 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			
@ 1,020 x 15 days =	15,300		
2. Course Implementation Costs	<u>311,000</u>	189,000	122,000
3. Domestic Travel Allowance	<u>1,780</u>	1,780	
(Tokyo Airport - KKC)			
Total	<u>595,410</u>	<u>379,200</u>	<u>216,210</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 (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	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
			Osaka	59,000		Colombia	Medellin	Tokyo/ Osaka/ Nagoya	PA	258,600
	Vietnam	Da Nang	Tokyo/ Osaka	107,500		Jamaica	Kingston	Tokyo/ Osaka/ Nagoya	PA	368,100
			Nagoya	110,000		Chile	Montego Bay	Tokyo/ Osaka/ Nagoya	PA	368,100
		Hanoi	Tokyo/ Osaka	107,500		Chile	Santiago	Tokyo/ Osaka/ Nagoya	PA	318,300
	Malaysia	Kuala Lumpur	Tokyo/ Osaka/ Nagoya	66,800		Dominican Republic	Santo Domingo	Tokyo/ Osaka/ Nagoya	PA	368,100
			Osaka	80,000		Nicaragua	Managua	Tokyo/ Osaka/ Nagoya	PA	258,600
		Penang	Tokyo/ Osaka/ Nagoya	80,000		Haiti	Port Au Prince	Tokyo/ Osaka/ Nagoya	PA	368,100
Myanmar	Yangon	Tokyo/ Osaka/ Nagoya	114,600	Panama		Panama City	Tokyo/ Osaka/ Nagoya	PA	258,600	
		Vientiane	Tokyo/ Osaka/ Nagoya	110,100		Paraguay	Asuncion	Tokyo/ Osaka/ Nagoya	PA	269,500
Northeast Asia	Mongolia	Ulaanbaatar	Tokyo	134,500	Brazil	Sao Paulo	Tokyo/ Osaka/ Nagoya	PA	321,800	
		Osaka	120,500	Venezuela	Caracas	Tokyo/ Osaka/ Nagoya	PA	307,200		
	China	Shanghai	Tokyo	106,500	Peru	Lima	Tokyo/ Osaka/ Nagoya	PA	206,900	
			Osaka	88,500	Bolivia	La Paz	Tokyo/ Osaka/ Nagoya	PA	293,400	
			Nagoya	101,600	Honduras	Tegucigalpa	Tokyo/ Osaka/ Nagoya	PA	258,600	
		Shenzhen	Tokyo	131,400	Mexico	Mexico City	Tokyo/ Osaka/ Nagoya	PA	160,600	
			Osaka	130,300		Guadalajara	Tokyo/ Osaka/ Nagoya	PA	183,800	
		Beijing	Tokyo	136,200		Cancun	Tokyo/ Osaka/ Nagoya	PA	184,800	
			Osaka	132,200		San Luis Potosi	Tokyo/ Osaka/ Nagoya	PA	183,800	
		Guangzhou	Tokyo	117,900		Mazatlan	Tokyo/ Osaka/ Nagoya	PA	183,800	
			Osaka	110,700		Morelia	Tokyo/ Osaka/ Nagoya	PA	183,800	
		Nanjing	Tokyo	145,400		Monterrey	Tokyo/ Osaka/ Nagoya	PA	183,800	
			Osaka	122,900		Algeria	Algiers	Tokyo/ Osaka/ Nagoya	EH	162,100
		Chongqing	Tokyo	188,500		Uganda	Entebbe	Tokyo/ Osaka/ Nagoya	EH	169,700
			Osaka	158,200		Egypt	Alexandria	Tokyo/ Osaka/ Nagoya	EH	63,700
		Chengdu	Tokyo	138,700	Egypt	Cairo	Tokyo/ Osaka/ Nagoya	EH	84,100	
			Osaka	131,500	Ethiopia	Addis Ababa	Tokyo/ Osaka/ Nagoya	EH	159,800	
			Nagoya	108,600	Ghana	Accra	Tokyo/ Osaka/ Nagoya	EH	181,500	
Dalian	Tokyo		126,400	Cameroon	Douala	Tokyo/ Osaka/ Nagoya	EH	221,500		
	Osaka		107,000	Yaounde	Tokyo/ Osaka/ Nagoya	EH	224,100			
Tianjin	Tokyo		160,700	Kenya	Nairobi	Tokyo/ Osaka/ Nagoya	EH	282,800		
	Osaka		125,300	Zambia	Lusaka	Tokyo/ Osaka/ Nagoya	EH	186,000		
Liuzhou	Tokyo		128,000	Zimbabwe	Ndola	Tokyo/ Osaka/ Nagoya	EH	196,000		
	Osaka	120,800	Sudan	Harare	Tokyo/ Osaka/ Nagoya	EH	146,500			
Middle Asia	Afghanistan	Kabul	Tokyo/ Osaka	334,900	Sudan	Khartoum	Tokyo/ Osaka/ Nagoya	EH	176,700	
		Nagoya	385,100	Seychelles	Mahe Island	Tokyo/ Osaka/ Nagoya	EH	112,600		
	Uzbekistan	Tashkent	Tokyo	191,900	Senegal	Dakar	Tokyo/ Osaka/ Nagoya	EH	228,200	
		Osaka	177,900	Tanzania	Dar es Salaam	Tokyo/ Osaka/ Nagoya	EH	132,600		
	Kazakhstan	Almaty	Tokyo	366,200	Tunisia	Tunis	Tokyo/ Osaka/ Nagoya	EH	233,600	
			Osaka	218,600	Nigeria	Lagos	Tokyo/ Osaka/ Nagoya	EH	242,100	
	South Asia	India	Kolkata	Tokyo/ Osaka/ Nagoya	99,700	Namibia	Windhoek	Tokyo/ Osaka/ Nagoya	EH	126,100
			Chennai	Tokyo	93,700	Botswana	Gaborone	Tokyo/ Osaka/ Nagoya	EH	114,700
			Coimbatore	Tokyo	100,400	Madagascar	Antananarivo	Tokyo/ Osaka/ Nagoya	EH	240,200
			Kochi	Tokyo	101,900	Mozambique	Maputo	Tokyo/ Osaka/ Nagoya	EH	110,700
				Osaka/ Nagoya	112,700	Mauritius	Mauritius	Tokyo/ Osaka/ Nagoya	EH	157,000
			Thiruvananthapuram	Tokyo	102,100	Mauritania	Nouakchott	Tokyo/ Osaka/ Nagoya	EH	162,700
Hyderabad			Tokyo	102,000	Morocco	Casablanca	Tokyo/ Osaka/ Nagoya	EH	352,300	
			Osaka/ Nagoya	112,700	South Africa	Johannesburg	Tokyo/ Osaka/ Nagoya	EH	142,600	
Bengaluru			Tokyo	98,800	Malawi	Lilongwe	Tokyo/ Osaka/ Nagoya	EH	190,900	
			Osaka/ Nagoya	109,600	Libya	Tripoli	Tokyo/ Osaka/ Nagoya	EH	174,100	
Delhi			Tokyo/ Osaka/ Nagoya	93,700	Middle East	Azerbaijan	Baku	Tokyo/ Osaka/ Nagoya	EH	162,000
			Mumbai	Tokyo/ Osaka		93,700	Yemen	Sanaa	Tokyo/ Osaka/ Nagoya	EH
Ahmadabad			Tokyo/ Osaka	102,800		Iran	Tehran	Tokyo/ Osaka/ Nagoya	EH	152,000
			Nagoya	117,800		Iran	Tabriz	Tokyo/ Osaka/ Nagoya	EH	155,500
Pune			Tokyo/ Osaka	120,800		Saudi Arabia	Riyadh	Tokyo/ Osaka/ Nagoya	EH	236,300
			Nagoya	139,500		Jordan	Amman	Tokyo/ Osaka/ Nagoya	EH	192,500
Sri Lanka		Colombo	Tokyo	62,000	Lebanon	Beirut	Tokyo/ Osaka/ Nagoya	EH	238,900	
Nepal		Kathmandu	Tokyo	105,300	Europe	Ukraine	Kiev	Tokyo/ Osaka/ Nagoya	TS	126,100
	Nagoya		128,200	Serbia		Belgrade	Tokyo/ Osaka/ Nagoya	TS	191,300	
Pakistan	Karachi	Tokyo	118,600	Kosovo		Pristina	Tokyo/ Osaka/ Nagoya	TS	192,400	
		Osaka	115,500	Montenegro		Podgorica	Tokyo/ Osaka/ Nagoya	TS	192,400	
Islamabad	Tokyo	118,600	Turkey	Istanbul		Tokyo/ Osaka/ Nagoya	TS	99,100		
	Osaka	115,500	Turkey	Antalya		Tokyo/ Osaka/ Nagoya	TS	106,400		
Lahore	Tokyo/ Osaka/ Nagoya	167,000	Izmir	Tokyo/ Osaka/ Nagoya		TS	106,400			
	Dhaka	Tokyo	127,900	Macedonia		Skopje	Tokyo/ Osaka/ Nagoya	TS	115,100	
Chittagong	Tokyo	103,800	Bulgaria	Sofia		Tokyo/ Osaka/ Nagoya	TS	246,800		
	Osaka	90,600	Romania	Bucharest		Tokyo/ Osaka/ Nagoya	TS	169,600		
Bangladesh	Dhaka	Nagoya	144,800	Hungary		Budapest	Tokyo/ Osaka/ Nagoya	TS	116,100	
		Chittagong	Tokyo	103,800	Slovakia	Bratislava	Tokyo/ Osaka/ Nagoya	TS	313,500	
Maldives	Male	Osaka	90,600	Czech Republic	Prague	Tokyo/ Osaka/ Nagoya	TS	128,700		
		Nagoya	117,400	Poland	Warsaw	Tokyo/ Osaka/ Nagoya	TS	117,600		
		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@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 AOTS's privacy policy, please visit below website.

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

10. FURTHER INFORMATION:

Training Administration Department of AOTS

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

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

OVERSEAS OFFICES

1. Bangkok Office / (Vice 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 430, 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 -
[PPTP]**

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

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

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

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

PRE-TRAINING REPORT (2)

Observed Data and Numerical Targets for your company/organization

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 expressed in the measuring tools?</p>	

4	<p>What are the target values 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>_____</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>_____</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.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 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