



The Association for Overseas Technical Cooperation and Sustainable Partnerships
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ODA Program

September 2017

Program Outline

&

Participation Requirements

of

The Program for Japanese Corporate Management

[PJCM]

21 February – 8 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 among those countries.

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

The Program for Japanese Corporate Management (PJCM) is one of the management training programs provided by AOTS for participants from developing countries. Targeting participants who are business managers or executives of companies in developing countries, it is a practical course designed to allow participants to learn the characteristic management methods of Japanese corporations and the thinking behind these methods, and to study how to apply these to their own companies.

*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:

Please refer to [the List of Target Countries and Regions](http://www.aots.jp/jp/ikusei/files/taishokoku.pdf).
(<http://www.aots.jp/jp/ikusei/files/taishokoku.pdf>)

NOTE: The general-purposed web page enlists China, which is not a target country of this program.

3. NUMBER OF PARTICIPANTS:

25 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, owners or directors in manufacturing companies. Owners and directors in the service sector and senior managers who are responsible for management may also be accepted.
- (2) Participants should be 20 years old or older.
- (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 the developing countries and/or regions.
- (7) Participants should not be students or armed forces personnel.
- (8) Former participants of AOTS training programs (ODA-funded and CRTP programs) organized in Japan are not entitled to apply for any program which starts within six months (183 days) after they have returned home from Japan.

Notes:

- (1) Participants shall attend all the events in the curriculum provided for each management training program.
- (2) Family members are not allowed to accompany participants on their journey in Japan.
- (3) Participants shall not request AOTS to arrange, nor arrange by themselves, any additional programs, and shall leave Japan and return to their home country soon after the completion of the program.
- (4) In the case of applications from other than Japanese-affiliated companies or local companies that hold local capital, the priority for selection becomes 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 1 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 Report and Readiness Test
- (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 such as official registration document and the latest financial statement of the company/organization etc. 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 1 December 2017**.

[Screening Committee Meeting]

The application documents will be forwarded to the AOTS Screening Committee, which will meet on **11 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 **1 December 2017**, AOTS may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

In this course, participants deepen their understanding of the characteristics of management in successful Japanese corporations such as management policies based on long-term perspectives, the managers' GEMBA (shop floor)-oriented approach, the permeation of management philosophies and a variety of other management methods that elicit the commitment of employees.

In addition, the course considers the potential of applying the features of such Japanese management methods to participants' own companies, and aims to improve the participants' resources and capacity as managers to seek a "hybrid management" that fuses Japanese management with the spirit of corporate management in their own countries.

- KEY BENEFITS

- (1) Participants deepen their understanding of the spirit of Japanese management by closely examining the essence.
- (2) Referring to the way of Japanese management and detailed examples, the course offers an opportunity to gain insight into ideas and methods that participants could incorporate in their own companies.

- DURATION

21 February – 8 March, 2018 (2 weeks)

- CONTENTS

Based on the concept above, the participants will learn the following in this program.

- (1) Participants deepen their understanding of three spirits in corporate management, including citizenship, entrepreneurship and the utilitarian mind. By learning how Japanese corporations have traditionally balanced these three spirits, participants understand the basic approach and way of management characteristic of Japanese corporations.
- (2) Participants deepen their understanding of the "5S", "Amoeba Management"^(*1), the "Toyota Way"^(*2) and other GEMBA (shop floor)-oriented management methods engaged in by Japanese corporations with successful results, and learn the ideas behind these methods as well as methods of putting them into practice through corporate visits, practical exercises and discussions.
- (3) There are over 3,000 long-surviving companies in Japan that have been in operation for over 200 years, and most of these are family businesses. Participants learn about the efforts and techniques for perpetuating a business that are utilized in family businesses in Japan, and consider how to make the most of these ideas in the management of their own companies.
- (4) On the final day, participants give a presentation detailing an action plan to implement on returning to their own countries, explaining how they will apply the knowledge they have gained in the course to the management of their own companies.

*1 Amoeba management: A unique management methods created by Mr. Kazuo Inamori, the founder of Kyocera Corp. for the realization of his management philosophy. Presently this management method has been introduced not only to the companies he was involved with but to another 600 Japanese companies as well.

*2 Toyota Way: The basic philosophy of Toyota traditionally handed down in the form of tacit knowledge, has been documented so that it can be shared by Toyota employees around the world in the form of common values and a code of conduct. The Toyota Way is supported by the two main pillars of "Continuous Improvement" and "Respect for People".

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

Refer to the Tentative Schedule for further details.

- LANGUAGE

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

- PROGRAM DIRECTOR

Dr. Tadao Kagono
Special Visiting Professor, Konan University,
Professor Emeritus, Business School, Kobe University

After working as an assistant, lecturer, and assistant professor at the faculty of business administration in Kobe University, Dr. Kagono taught as a professor at the School of Business Administration at Kobe University from 1988, was Dean of the faculty and Graduate School of Business Administration at Kobe University from 1998, and a professor of the Graduate School of Business Administration at the University from 1999. Since 2011, he has been teaching as a special visiting professor at Konan University. He studied abroad at Harvard University, USA from 1979 to 1980. He has held prominent positions, such as an external auditor for NTN Corp., external auditor for Santen Pharmaceutical, external auditor for Sumitomo Rubber Industries, and external board member of Familiar Ltd. as well as the Chairman of the Academic Association for Organizational Science, the Vice Chairman of the Forum for Entrepreneurial Studies, the Commissioner of the Japan Academy of Business Administration, the Commissioner of the Japan Academic Society for Ventures and Entrepreneurs, and the Commissioner of the Japan Academy of Family Business. Dr. Kagono has written numerous books and papers and holds a PhD in Business Administration.

Major publications: "Environmental Adaptation of Management Organization" (1980), "Diversification Strategy of Japanese Companies" (Joint Authorship in 1981) - It was awarded Nikkei Economics Books Culture Award, "Management Comparison of Japanese and American Managements" (1983) – It was awarded Association of Organizational Science Award, "Organization Recognizing Theory" (1988), "Business System Strategy" (2004), "Mindset of Management" (2010), "Learning Management from Konosuke Matsushita" (2011) and "Whom for the Management" (2014).

Dr. Hidekazu Sone
Assistant Professor, Faculty of Policy Science,
Shizuoka University of Art and Culture

Dr. Sone has been teaching as an Assistant Professor at Faculty of Policy Science, Shizuoka University of Art and Culture since 2015 after working as an Assistant Professor at Osaka University of Economics, a Visiting Researcher at Memorial University and an Assistant Professor at the Faculty of Business Administration at Tezukayama University. He is also active as Executive Director of Japan Academy of Family Business, Executive Secretary of Entrepreneur Research Forum and a member of Board of Directors of SMEUCE (Sustainability Management of e-Business and Ubiquitous Commerce Engineering). Dr. Sone holds a PhD in Business Administration.

Major publications: “Interdependence of Long-Standing Firms and Local Corporation” (Studies in Regional Science, No. 3, Vol. 40) - In 2010, it was awarded ‘The Japan Section of the Regional Science Association International Best Presentation Award’, “Emergence of Entrepreneurial Spirit in the Succession of Long-Established Firms” (No. 22, Venture Review) – In 2013, it was awarded ‘the Japan Academic Society for Ventures and Entrepreneurs, Excellent Thesis Award’, “Cultural Approach to Understanding the Long-Term Survival of Firms” (Vol. 57, Business History, Joint Authorship in 2015).

- TRAINING LOCATION AND ACCOMMODATION

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

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

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

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

Tentative Schedule
of
The Program for Japanese Corporate Management [PJCM]
 21 February – 3 March 2018 AOTS Kansai Kenshu Center (KKC) <To Be Determined>

Date	Morning Session		Afternoon Session	Evening
20 Feb. (Tue.)	(Arrival in Japan)			
21 (Wed.)	Orientation/ Opening Ceremony	LECTURE: Course Overview/ Spirit of Japanese Management	PRESENTATION & DISCUSSION: -Sharing management issues and training objectives of participants	
22 (Thu.)	COMPANY VISIT: 3S and Management		LECTURE: 5S (Cleaning) Habituation and Management	
23 (Fri.)	DISTANCE LECTURE (via internet): 5S Management Case in an Overseas Company		LECTURE & EXERCISE: Exercise for Making a 5S Implementation Plan	
24 (Sat.)	Day Off			
25 (Sun.)	Day Off			
26 (Mon.)	LECTURE: The Hybrid Management (Incl. Discussion among participants)			
27 (Tue.)	LECTURE: Strategic Intercompany Alliance by Japanese Companies			
28 (Wed.)	STUDY TOUR	COMPANY VISIT: Management Spirit of Mr. Kounosuke Matsushita (1)	COMPANY VISIT: Management Spirit of Mr. Kounosuke Matsushita (2)	
1 Mar. (Thu.)		COMPANY VISIT: Management philosophy and human resource development of TOYOTA Motor Corporation	COMPANY VISIT: Toyota Production System of TOYOTA Motor Corporation	
2 (Fri.)		LECTURE: Skill Succession and Family Business	COMPANY VISIT: Practical Case of the Skill Tradition and Family Business	
3 (Sat.)	Day Off			
4 (Sun.)	Day Off			
5 (Mon.)	LECTURE: Features and Basic Concepts of the Amoeba Management		LECTURE: System of the Amoeba Management	
6 (Tue.)	LECTURE: Exercise of the Amoeba Management		COMPANY VISIT: Practical Case of the Amoeba Management	LECTURE: Exercise of the Amoeba Management
7 (Wed.)	LECTURE: Spirit of Japanese Entrepreneurs		COMPANY VISIT: Case Study of Japanese Entrepreneurs	
8 (Thu.)	LECTURE & PRESENTATION: Final Report Presentation			Closing Ceremony
9 (Fri.)	(Departure from Japan)			

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

7. ARRIVAL AND DEPARTURE DATES:

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

8. TRAINING COSTS (Application from overseas countries):

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

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

The Estimates of the Participation Fee for the countries of Category 1* and for the countries in Category 2* are shown in Tables 1-1 and 1-2. Please refer to Table 3 “List of Target Countries and Regions” for the classification of category 1 and category 2.

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

(1) International Travel Expenses

- 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 ¥355,000 and the Contribution to Course Implementation Costs (the amount participants should bear) is ¥142,000.

3. Domestic Travel Allowance

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

Contribution to AOTS's Administration Cost

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

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

[Table 1-1] Estimate of the Fees and Costs [Category 1 Country]**Country: Thailand****International Travel Expenses: Bangkok - Kansai /Japan, Roundtrip****Management Training Course: 2 -week Course**

(Japanese Yen)

<i>Training Costs</i>	Total Amount	ODA Subsidy	Participation Fee
1. Allowance Costs <Breakdown of Allowance Cost>	<u>254,970</u> <Breakdown>	169,980 [2/3]	84,990 [1/3]
(1) International Travel Expenses	80,400		
(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 2 day(s) =	5,140		
c. Accommodation Allowance			
@ 10,080 x 2 day(s) =	20,160		
(3) Personal Allowance			
@ 1,020 x 17 days =	17,340		
2. Course Implementation Costs	<u>355,000</u>	213,000	142,000
3. Domestic Travel Allowance (Kansai Airport - KKC)	<u>1,780</u>	1,780	
Total	<u>611,750</u>	<u>384,760</u>	<u>226,990</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 1-2] Estimate of the Fees and Costs [Category 2 Country]**Country: Bangladesh****International Travel Expenses: Dhaka - Kansai /Japan, Roundtrip****Management Training Course: 2 -week Course**

(Japanese Yen)

<i>Training Costs</i>	Total Amount	ODA Subsidy	Participation Fee
1. Allowance Costs	<u>285,970</u>	285,970	0
<Breakdown of Allowance Cost>	<Breakdown>	[3/3]	[None]
(1) International Travel Expenses	111,400		
(2) Accommodation and Meal Allowances			
a. [at the HIDA Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	8,030		
@ 8,850 x 14 days =	123,900		
[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 17 days =	17,340		
2. Course Implementation Costs	<u>355,000</u>	213,000	142,000
3. Domestic Travel Allowance	<u>1,780</u>	1,780	
(Kansai Airport - KKC)			
Total	<u>642,750</u>	<u>500,750</u>	<u>142,000</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)

*Mark indicates the countries of category 2.

Unit: Japanese Yen

Area	Country	Place of Departure	Place of Arrival	Airfare Limit
South East Asia	Indonesia	Jakarta	Tokyo/ Osaka/ Nagoya	124,500
		Surabaya	Tokyo/ Osaka/ Nagoya	127,700
		Manado	Tokyo/ Osaka/ Nagoya	133,400
		Medan	Tokyo/ Osaka/ Nagoya	117,700
	*Cambodia	Phnom Penh	Tokyo/ Osaka/ Nagoya	120,200
	Singapore	Singapore	Tokyo/ Osaka/ Nagoya	77,300
	Thailand	Chiang Mai	Tokyo/ Osaka/ Nagoya	124,900
		Bangkok	Tokyo/ Osaka/ Nagoya	80,400
	Philippines	Cebu	Tokyo/ Nagoya	63,100
			Osaka	60,800
		Manila	Tokyo/ Nagoya	61,300
			Osaka	59,000
	Vietnam	Da Nang	Tokyo/ Osaka	107,500
			Nagoya	110,000
		Hanoi	Tokyo/ Osaka	107,500
			Nagoya	119,800
	Ho Chi Minh City	Tokyo/ Osaka/ Nagoya	107,500	
		Malaysia	Kuala Lumpur	Tokyo/ Osaka/ Nagoya
	Kota Kinabalu		Tokyo/ Osaka/ Nagoya	80,000
	Penang	Tokyo/ Osaka/ Nagoya	80,000	
*Myanmar		Yangon	Tokyo/ Osaka/ Nagoya	114,600
*Laos	Vientiane	Tokyo/ Osaka/ Nagoya	110,100	
North Asia	Mongolia	Ulaanbaatar	Tokyo/ Osaka	134,500
		Osaka	120,500	
Middle Asia	*Afghanistan	Kabul	Tokyo/ Osaka/ Nagoya	334,900
		Nagoya	385,100	
	Uzbekistan	Tashkent	Tokyo/ Osaka	191,900
		Osaka	177,900	
Kazakhstan	Almaty	Tokyo/ Osaka	366,200	
		Osaka	218,600	
South Asia	India	Kolkata	Tokyo/ Osaka/ Nagoya	99,700
		Chennai	Tokyo	93,700
			Osaka/ Nagoya	104,400
		Coimbatore	Tokyo	100,400
			Osaka/ Nagoya	111,200
		Kochi	Tokyo	101,900
			Osaka/ Nagoya	112,700
		Thiruvananthapuram	Tokyo	102,100
			Osaka/ Nagoya	112,900
		Hyderabad	Tokyo	102,000
			Osaka/ Nagoya	112,700
		Bengaluru	Tokyo	98,800
			Osaka/ Nagoya	109,600
		Delhi	Tokyo/ Osaka/ Nagoya	93,700
			Mumbai	Tokyo/ Osaka/ Nagoya
		Ahmadabad		Tokyo/ Osaka/ Nagoya
	Pune		Tokyo/ Osaka/ Nagoya	117,800
		Sri Lanka	Colombo	Tokyo/ Osaka/ Nagoya
	*Nepal		Kathmandu	Tokyo/ Osaka/ Nagoya
		Pakistan	Karachi	Tokyo
	Osaka			115,500
	Nagoya			115,200
	Islamabad		Tokyo	118,600
			Osaka	115,500
			Nagoya	115,200
	Lahore	Tokyo/ Osaka/ Nagoya	167,000	
		*Bangladesh	Dhaka	Tokyo/ Osaka/ Nagoya
	Osaka		111,400	
Nagoya	144,800			
Chittagong	Tokyo	103,800		
	Osaka	90,600		
Nagoya	117,400			
Maldives	Male	Tokyo/ Osaka/ Nagoya	315,000	

Area	Country	Place of Departure	Place of Arrival	Airfare Limit	
Oceania	Samoa	Apia	Tokyo/ Osaka/ Nagoya	111,800	
	*Vanuatu	Port Vila	Tokyo/ Osaka/ Nagoya	155,200	
	Papua New Guinea	Port Moresby	Tokyo/ Osaka/ Nagoya	183,400	
	Fiji	Nadi	Tokyo/ Osaka/ Nagoya	105,100	
	Argentina	Buenos Aires	Tokyo/ Osaka/ Nagoya	305,700	
	Uruguay	Montevideo	Tokyo/ Osaka/ Nagoya	217,700	
	Ecuador	Quito	Tokyo/ Osaka/ Nagoya	262,400	
	El Salvador	San Salvador	Tokyo/ Osaka/ Nagoya	258,600	
	Guatemala	Guatemala City	Tokyo/ Osaka/ Nagoya	258,600	
	Costa Rica	San Jose	Tokyo/ Osaka/ Nagoya	258,600	
Central and South America	Colombia	Bogota	Tokyo/ Osaka/ Nagoya	258,600	
	Medellin	Tokyo/ Osaka/ Nagoya	258,600		
	Jamaica	Kingston	Tokyo/ Osaka/ Nagoya	368,100	
	Montego Bay	Tokyo/ Osaka/ Nagoya	368,100		
	Chile	Santiago	Tokyo/ Osaka/ Nagoya	318,300	
	Dominican Republic	Santo Domingo	Tokyo/ Osaka/ Nagoya	368,100	
	Nicaragua	Managua	Tokyo/ Osaka/ Nagoya	258,600	
	*Haiti	Port Au Prince	Tokyo/ Osaka/ Nagoya	368,100	
	Panama	Panama City	Tokyo/ Osaka/ Nagoya	258,600	
	Paraguay	Asuncion	Tokyo/ Osaka/ Nagoya	269,500	
	Brazil	Sao Paulo	Tokyo/ Osaka/ Nagoya	321,800	
	Venezuela	Caracas	Tokyo/ Osaka/ Nagoya	307,200	
	Peru	Lima	Tokyo/ Osaka/ Nagoya	206,900	
	Bolivia	La Paz	Tokyo/ Osaka/ Nagoya	293,400	
	Honduras	Tegucigalpa	Tokyo/ Osaka/ Nagoya	258,600	
	Mexico	Mexico City	Tokyo/ Osaka/ Nagoya	160,600	
		Guadalajara	Tokyo/ Osaka/ Nagoya	183,800	
		Cancun	Tokyo/ Osaka/ Nagoya	184,800	
		San Luis Potosi	Tokyo/ Osaka/ Nagoya	183,800	
		Mazatlan	Tokyo/ Osaka/ Nagoya	183,800	
		Morelia	Tokyo/ Osaka/ Nagoya	183,800	
		Monterrey	Tokyo/ Osaka/ Nagoya	183,800	
		Algeria	Algiers	Tokyo/ Osaka/ Nagoya	162,100
	*Uganda	Entebbe	Tokyo/ Osaka/ Nagoya	169,700	
	Africa	Egypt	Alexandria	Tokyo/ Osaka/ Nagoya	63,700
			Cairo	Tokyo/ Osaka/ Nagoya	84,100
		*Ethiopia	Addis Ababa	Tokyo/ Osaka/ Nagoya	159,800
		Ghana	Accra	Tokyo/ Osaka/ Nagoya	181,500
Cameroon		Douala	Tokyo/ Osaka/ Nagoya	221,500	
		Yaounde	Tokyo/ Osaka/ Nagoya	224,100	
Kenya		Nairobi	Tokyo/ Osaka/ Nagoya	282,800	
*Zambia		Lusaka	Tokyo/ Osaka/ Nagoya	186,000	
Ndola		Tokyo/ Osaka/ Nagoya	196,000		
Zimbabwe		Harare	Tokyo/ Osaka/ Nagoya	146,500	
*Sudan		Khartoum	Tokyo/ Osaka/ Nagoya	176,700	
Seychelles		Mahe Island	Tokyo/ Osaka/ Nagoya	112,600	
*Senegal		Dakar	Tokyo/ Osaka/ Nagoya	228,200	
*Tanzania		Dar es Salaam	Tokyo/ Osaka/ Nagoya	132,600	
Tunisia		Tunis	Tokyo/ Osaka/ Nagoya	233,600	
Nigeria		Lagos	Tokyo/ Osaka/ Nagoya	242,100	
Namibia		Windhoek	Tokyo/ Osaka/ Nagoya	126,100	
Botswana		Gaborone	Tokyo/ Osaka/ Nagoya	114,700	
*Madagascar		Antananarivo	Tokyo/ Osaka/ Nagoya	240,200	
*Mozambique		Maputo	Tokyo/ Osaka/ Nagoya	110,700	
Mauritius		Mauritius	Tokyo/ Osaka/ Nagoya	157,000	
*Mauritania		Nouakchott	Tokyo/ Osaka/ Nagoya	162,700	
Morocco		Casablanca	Tokyo/ Osaka/ Nagoya	352,300	
South Africa		Johannesburg	Tokyo/ Osaka/ Nagoya	142,600	
*Malawi		Lilongwe	Tokyo/ Osaka/ Nagoya	190,900	
Libya		Tripoli	Tokyo/ Osaka/ Nagoya	174,100	
Middle East		Azerbaijan	Baku	Tokyo/ Osaka/ Nagoya	162,000
		*Yemen	Sanaa	Tokyo/ Osaka/ Nagoya	174,800
	Iran	Tehran	Tokyo/ Osaka/ Nagoya	152,000	
		Tabriz	Tokyo/ Osaka/ Nagoya	155,500	
	Saudi Arabia	Riyadh	Tokyo/ Osaka/ Nagoya	236,300	
	Jordan	Amman	Tokyo/ Osaka/ Nagoya	192,500	
	Lebanon	Beirut	Tokyo/ Osaka/ Nagoya	238,900	
	Ukraine	Kiev	Tokyo/ Osaka/ Nagoya	126,100	
	Serbia	Belgrade	Tokyo/ Osaka/ Nagoya	191,300	
	Kosovo	Pristina	Tokyo/ Osaka/ Nagoya	192,400	
Montenegro	Podgorica	Tokyo/ Osaka/ Nagoya	192,400		
Europe	Turkey	Istanbul	Tokyo/ Osaka/ Nagoya	99,100	
		Antalya	Tokyo/ Osaka/ Nagoya	106,400	
		Izmir	Tokyo/ Osaka/ Nagoya	106,400	
	Macedonia	Skopje	Tokyo/ Osaka/ Nagoya	115,100	

[Table 3] List of Target Countries and Regions

Trainees should be residing in the following countries/regions.

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

- The list above is in alphabetical order, with the generic name for the country being used.
- These countries and regions are mainly developing countries as designated by the OECD/DAC (Organization for Economic Co-operation and Development / Development Assistance Committee).
- The following countries and regions have already been excluded from the list of target countries and regions:
China (Hong Kong, Macau), Singapore, Brunei, United Arab Emirates, Qatar, Kuwait, Bahamas, Greece, Puerto Rico, French Guiana, Israel, Cyprus, Guadeloupe, Saint Pierre and Miquelon, Martinique, Réunion, Bermuda, Cayman Islands, Falkland Islands, Republic of Korea, Aruba, French Polynesia, Gibraltar, Netherlands Antilles, New Caledonia, Northern Mariana Islands, British Virgin Islands, Malta, Slovenia, Bahrain, Estonia, Slovakia, Czech, Hungary, Bulgaria, Poland, Latvia, Lithuania, Romania, Saudi Arabia, Barbados, Oman, Trinidad and Tobago, Croatia

*Developing Countries (Category 1): According to the DAC list of ODA recipients effective on 2014, 2015 and 2016 flows, these are developing countries and regions other than the “Least Developed Countries”, and thus have been recognized by the Japanese government as target countries for ODA.

*Least Developed Countries (Category 2): These are the least developed countries on the DAC list.

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

1. Arrival and Departure Dates:

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

2. Method of Reimbursement:

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

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

- (1) Actual round-trip airfare within the Standard Airfare Limits (the limits of AOTS's standard round-trip airfare amount) specified for the respective area (country).
- (2) The departure tax, airport tax and other taxes indispensable to the usual flight route defined by IATA subject to the submission of evidence.

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

3. Official Receipts:

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

- (1) AOTS can only accept the official receipts duly issued by the issuer in which a breakdown of the total airfare is explicitly described, such as airfare, tax (the departure tax, airport tax and other taxes indispensable to the usual flight route defined by IATA) and commission. It should also contain the name of the issuer's representative, address, telephone number and facsimile number.
- (2) Neither Invoice nor Calculation Sheet will be accepted as the receipt. However, an Invoice/Calculation Sheet using the letter-head of the air ticket issuer stating the word "Received" or "Paid" and including the signature of the air ticket issuer may be accepted.

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

Visa Acquisition Procedures:

1. **Status of Residence:**

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

2. **Visa Acquisition:**

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

3. **Notes:**

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

9. HANDLING OF PERSONALLY IDENTIFIABLE INFORMATION:

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

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

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

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

10. FURTHER INFORMATION:

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@aots.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
	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
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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

The Program for Japanese Corporate Management
 - Learning from Spirits of Japanese Manufacturers -
 [PJCM]

Please fill in the following items by using a personal computer or similar equipment in English. Handwriting should be avoided. HIDA will duplicate and distribute it to lecturers and other participants as a reference material for the group discussion and the presentations to be held during the program.

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

(<http://www.aots.jp/jp/ikusei/management/files/17pjcm-e.doc>)

1. Your name	
2. Name of your country	
3. Name of your company/ organization	
4. Outline of your company/ organization (Please give a brief description or outline of your company/organization. In addition, please also attach a brochure of your company/organization if available)	
5. Your position (preferably by attaching an organizational chart indicating your position)	
6. Your duties in detail	

<p>7. Most critical managerial problems you are now facing, indicating their causes from your viewpoint</p>	
<p>8. Possible measures to solve such problems together with limitation factors</p>	
<p>9. Current condition of implementing 5S within your company</p>	<ol style="list-style-type: none"> 1. Implemented in the entire company 2. Partially implemented 3. Considering implementing 4. No plan to implement at this time
<p>10. Your expectations of the program in relation to the described problems</p>	

Question 3:

(For a representative)

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

About _____ people

Question 4:

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

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

- Others [_____]

Question 5:

Please provide the sales amounts of your company.

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

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

Question 6:

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

- Yes
- No

Question 7:

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

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

End of document