



The Association for Overseas Technical Cooperation and Sustainable Partnerships

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2019

(Tentative)

Program Outline

&

Participation Requirements

of

The Executive Program on Corporate Management

[EPCM]

2019

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 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 186,000 individuals from 171 countries have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2016 exceeded 199,000.

The Executive Program on Corporate Management (EPCM) is designed as one of AOTS's flagship courses for all the developing countries to learn business management/administration techniques and their underlying ways of thinking which are characteristics of Japanese companies. It was first organized in 1983 to improve the managerial capabilities of corporate executives in developing countries, and the 36th program will be held this year.

2. COUNTRY:

Please refer to the List of Target Countries and Regions.
(<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, director-level senior executives who have overall responsibility for their organizational management.
- (2) Participants should be, in principle, between 30 and 60 years of age, with three years or more of business experience.
- (3) Participants should be university graduates and/or have equivalent professional experience.
- (4) Participants should have a sufficient working knowledge of English.
- (5) Participants should be healthy enough to undergo an intensive training program in Japan.
- (6) Participants should be residing in the developing countries and/or regions.
- (7) Participants should not be students or armed forces personnel.
- (8) Former participants of AOTS management 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 returned home.

Notes:

- (1) Participants shall attend all the events in the curriculum provided for each management training program.
- (2) Family members are not allowed to accompany participants on their journey in Japan.
- (3) Participants shall not request 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 25 May 2018**.

[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
- (7) Overseas Travel Insurance Consent Form
- (8) About the handling of Personal Information Concerning Trainees (AOTS official form)
*The applicant's signature is needed for authorization to proceed. In the absence of agreement, or failure of submission, course participation will not be granted.
- (9) About the Benefits of Management Training Program (AOTS official form)
*In principle, a representative of the applicant's employer shall fill in the questionnaires.
*The form is attached to the end of the outline.
- (10) Enquiry into Training Contract (For Japanese Joint-Venture-Companies and Companies exclusively funded by Japanese Enterprises)

Notes:

*A soft copy of the application documents will not be accepted.

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

The formats are readily downloadable at our website.

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

5-2) Application from host companies in Japan

Please refer to below website (Japanese).

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

Host companies should ensure the delivery of application documents to the Training Administration Group of AOTS, the address of which appears in Item 10, **no later than 25 May 2018**.

[Screening Committee Meeting]

The application documents will be forwarded to the AOTS Screening Committee, which will meet on **21 June 2018**, for official approval of participation. Those who have successfully passed the screening process will be notified when they receive the invitation documents.

Notes: If the number of participants is less than 13 as of 25 May 2018, AOTS may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVE

The objective of the program is to enhance participants' capabilities of corporate management, with utilizing managerial functions, pursuing to upgrade corporate management of their companies as executives.

- KEY BENEFITS

- (1) To help participants gain the insights necessary for corporate executives to change and enhance the corporate quality of their companies using cases and examples of Japanese companies mainly, and
- (2) To enhance participants' capabilities as executives through discussions on corporate philosophy and strategy.

- CONTENTS

A curriculum emphasizing discussions using a unique case method:

One of the characteristics of the course is the inclusion of many participative sessions using a unique case method. Participants will be divided into several groups to hold discussions on a topic given by a lecturer. The lecturer will introduce case studies on managerial strategies, business development of a company, etc. Then there will be an overall discussion with all course participants and the lecturer. The discussion will offer a great opportunity for participants to exchange their opinions with other members from different countries under the guidance of their lecturer. The effectiveness of this session has been proved by positive evaluations given by past participants.

Course Design

[Step 1]

First, participants will learn about the characteristics of Japanese companies and actual corporate management practices in Japan.

[Step 2]

Participants will deepen their understanding of corporate management through lectures and case studies via examining various managerial functions in an organization such as business ethics, marketing, finance, strategy, and so on. A three-day study tour will help participants see actual management practices at Japanese companies and offer them chances to exchange their views with Japanese counterparts.

[Step 3]

Participants will deepen their understanding of each other's corporate culture through discussions with lecturers, Japanese business people and among themselves. At the same time, they will confirm their roles as corporate executives in improving their management practices. At the end of the program, participants will work on a case study and present a corporate strategy from the case.

The typical daily schedule consists of a three-hour morning session and a three-hour afternoon session. Some evening sessions may be organized after dinner.

Please refer to the Tentative Schedule.

- LANGUAGE

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

- PROGRAM DIRECTOR

Dr. Tsuneo Yahagi, Ph.D.

Professor Emeritus, Keio University

Provost, Dean of the Graduate School, Sakushin Gakuin University

Dr. Yahagi graduated from Keio University (BS). After working at Mitsubishi Corporation, he went to Stanford University, where he obtained an MBA (with Distinction), and Ph.D (Most Excellent Ph.D. Thesis Award in management of the year). He has established and managed his own venture businesses as well as ran small and medium sized enterprises. He joined the Graduate School of Business of Keio University as an associate professor. He became Mitsubishi Chaired professor and also served as Dean of the Graduate School of Business before becoming Executive Vice President of Keio University. He has served as an advisor to many governmental agencies and private companies both in Japan and the United States. He has been serving a bank and several companies listed on Tokyo Stock Exchange as outside board members. He has published many books and articles.

-TRAINING LOCATION AND ACCOMMODATION

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

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

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

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

**Tentative Schedule
of
The Executive Program on Corporate Management [EPCM]**

23 July – 3 August 2018 AOTS Tokyo Kenshu Center (TKC) <To Be Determined>

Morning Session		Afternoon Session	
(Arrival in Japan)			
Orientation Opening Ceremony		LECTURE: Japanese Management	Guidance for Final Report Presentation
LECTURE: Competitive Strategy			
CASE STUDY*: Marketing Strategy			
CASE STUDY*: Corporate Finance			
CASE STUDY*: Organization and Human Resource Management		LECTURE by Japanese Corporate Director (1)	
Day off			
Day off			
STUDY TOUR	COMPANY VISIT: Management Principle and Innovation for New Growth		
	COMPANY VISIT: Corporate Philosophy and Production Management		
	COMPANY VISIT: Corporate Philosophy and Corporate Social Responsibility (CSR)		
CASE STUDY*: Business Ethics			
LECTURE by Japanese Corporate Director (2)		Final Report Presentation Evaluation of the Program Closing Ceremony	
(Departure from Japan)			

* CASE STUDY: Discussion on management policy and strategy using cases of companies both in Japan and abroad

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

7. Arrival and Departure Dates:

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

8. TRAINING COSTS (Application from overseas countries):

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

8-1) Outline

AOTS training programs are financed by 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.

Attention: The contents of this column are rules for FY2017, so it may be changed in FY2018.

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.

(3) Personal Allowance

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

2. Course Implementation Costs

Course Implementation Costs, which is the cost to carry out a 2-week AOTS Management Training Program, is ¥393,000 and the Contribution to Course Implementation Costs (the amount participants should bear) is ¥148,000.

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 1-1] Estimate of the Fees and Costs [Category 1 Country]**(To be changed)****Country: Thailand****International Travel Expenses:****Bangkok - Narita /Japan, Roundtrip****Management Training Course:****2 -week Course**

(Japanese Yen)

<i>Training Costs</i>	Total Amount	ODA Subsidy	Part icipat ion Fee
1. Allowance Costs	<u>214,890</u>	143,260	71,630
<Breakdown of Allowance Cost>	<Breakdown>	[2/3]	[1/3]
(1) International Travel Expenses	79,800		
(2) Accommodation and Meal Allowances			
a. [at the HIDA Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	8,030		
@ 8,850 x 10 days =	88,500		
[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 13 days =	13,260		
2. Course Implementation Costs	<u>393,000</u>	245,000	148,000
3. Domestic Travel Allowance	<u>5,260</u>	5,260	
(Narita Airport - KKC)			
Total	<u>613,150</u>	<u>393,520</u>	<u>219,630</u>

* The maximum amount of airfare claimable to subsidize the air ticket's purchase. The air ticket should be purchased by the participant . HIDA will subsidize the amount in accordance with its rules & regulations.

* : those amounts highlight ed in grey will be paid in kind. [1.-(2)-a. /1.-(2)-c.]

* : those amounts highlighted in yellow will be paid in cash to participants by HIDA
[1.-(1) /1.-(2)-b. /1.-(3) /3.]

* International travel expenses subsidy will be provided if the air ticket and its receipt satisfy the required conditions; they are not provided if the condit ions are not satisfied or the participant is travelling on a free ticket.

In the event that the internat ional 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]**(To be changed)****Country: Bangladesh****International Travel Expenses:****Dhaka - Narita /Japan, Roundtrip****Management Training Course:****2 -week Course**

(Japanese Yen)

<i>Training Costs</i>	Total Amount	ODA Subsidy	Part icipat ion Fee
1. Allowance Costs	250,290	250,290	0
<Breakdown of Allowance Cost>	<Breakdown>	[3/3]	[None]
(1) International Travel Expenses	115,200		
(2) Accommodation and Meal Allowances			
a. [at the HIDA Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	8,030		
@ 8,850 x 10 days =	88,500		
[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 13 days =	13,260		
2. Course Implementation Costs	393,000	245,000	148,000
3. Domestic Travel Allowance	5,260	5,260	
(Narita Airport - TKC)			
Total	648,550	500,550	148,000

* The maximum amount of airfare claimable to subsidize the air t icket's purchase. The air t icket should be purchased by the part icipant. HIDA will subsidize the amount in accordance with its rules & regulations.

* : those amounts highlighted in grey will be paid in kind. [1.-(2)-a. /1.-(2)-c.]

* : those amounts highlighted in yellow will be paid in cash to part icipant s by HIDA
[1.-(1) /1.-(2)-b. /1.-(3) /3.]

* International travel expenses subsidy will be provided if the air ticket and it s receipt satisfy the required condit ions; they are not provided if the conditions are not satisfied or the participant istravelling 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) (To be changed for FY2018)

*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	117,700 121,700
	*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 Osaka	63,100 60,800
		Manila	Tokyo/ Nagoya Osaka	61,300 59,000
		Davao	Tokyo/ Nagoya Osaka	71,400 69,000
	Vietnam	Da Nang	Tokyo/ Osaka Nagoya	107,500 110,000
		Hanoi	Tokyo/ Osaka Nagoya	107,500 119,800
		Ho Chi Minh City	Tokyo/ Osaka/ Nagoya	107,500
	Malaysia	Kuala Lumpur	Tokyo/ Osaka/ Nagoya	66,600
		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 East Asia	Mongolia	Ulaanbaatar	Tokyo Osaka	134,500 120,500
Middle Asia	*Afghanistan	Kabul	Tokyo/ Osaka Nagoya	334,900 385,100
	Uzbekistan	Tashkent	Tokyo Osaka	191,900 177,900
	Kazakhstan	Almaty	Tokyo Osaka	366,200 218,600
South Asia	India	Kolkata	Tokyo/ Osaka/ Nagoya	99,700
		Chennai	Tokyo Osaka/ Nagoya	93,700 104,400
		Coimbatore	Tokyo Osaka/ Nagoya	100,400 111,200
		Kochi	Tokyo Osaka/ Nagoya	101,900 112,700
		Thiruvananthapuram	Tokyo Osaka/ Nagoya	102,100 112,900
		Hyderabad	Tokyo Osaka/ Nagoya	102,000 112,700
		Bengaluru	Tokyo Osaka/ Nagoya	98,800 109,600
		Delhi	Tokyo/ Osaka/ Nagoya	93,700
		Mumbai	Tokyo/ Osaka Nagoya	93,700 108,600
		Ahmadabad	Tokyo/ Osaka Nagoya	102,800 117,800
		Pune	Tokyo/ Osaka Nagoya	120,800 139,500
	Sri Lanka	Colombo	Tokyo Osaka Nagoya	62,000 57,000 67,200
	*Nepal	Kathmandu	Tokyo/ Osaka Nagoya	105,300 128,200
	Pakistan	Karachi	Tokyo Osaka Nagoya	118,600 115,500 115,200
		Islamabad	Tokyo Osaka Nagoya	118,600 115,500 115,200
		Lahore	Tokyo/ Osaka/ Nagoya	167,000
	*Bangladesh	Dhaka	Tokyo Osaka Nagoya	127,900 111,400 144,800
		Chittagong	Tokyo Osaka Nagoya	103,800 90,600 117,400
	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
Central and South America	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
	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
	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
Europe	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
	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	Malaysia	Afghanistan
Algeria	Maldives	Angola
Antigua and Barbuda	Marshall Islands	Bangladesh
Argentina	Mauritius	Benin
Armenia	Mexico	Bhutan
Azerbaijan	Micronesia	Burkina Faso
Belarus	Moldova	Burundi
Belize	Mongolia	Cambodia
Bolivia	Montenegro	Central African Rep.
Bosnia and Herzegovina	Montserrat	Chad
Botswana	Morocco	Comoros
Brazil	Namibia	Congo, Dem. Rep.
Cabo Verde	Nauru	Djibouti
Cameroon	Nicaragua	Eritrea
China	Nigeria	Ethiopia
Colombia	Niue	Gambia
Congo	Pakistan	Guinea
Cook Islands	Palau	Guinea-Bissau
Costa Rica	Panama	Haiti
Côte d'Ivoire	Papua New Guinea	Kiribati
Cuba	Paraguay	Laos
Dominica	Peru	Lesotho
Dominican Republic	Philippines	Liberia
Ecuador	Samoa	Madagascar
Egypt	Serbia	Malawi
El Salvador	South Africa	Mali
Equatorial Guinea	Sri Lanka	Mauritania
Fiji	St. Helena	Mozambique
Gabon	St. Lucia	Myanmar
Georgia	St. Vincent and Grenadines	Nepal
Ghana	Suriname	Niger
Grenada	Swaziland	Rwanda
Guatemala	Syrian Arab Republic	Sao Tome and Principe
Guyana	Tajikistan	Senegal
Honduras	Thailand	Sierra Leone
India	Tokelau	Solomon Islands
Indonesia	Tonga	Somalia
Iran	Tunisia	South Sudan
Iraq	Turkey	Sudan
Jamaica	Turkmenistan	Tanzania
Jordan	Ukraine	Timor-Leste
Kazakhstan	Uzbekistan	Togo
Kenya	Venezuela	Tuvalu
Kosovo	Viet Nam	Uganda
Kyrgyzstan	Wallis and Futuna	Vanuatu
Lebanon	West Bank and Gaza Strip	Yemen
Libya	Zimbabwe	Zambia
Macedonia, Former Yugoslav		

- 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, Chile, Seychelles, Uruguay

*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

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 Overseas Human Resources and Industry Development Association (AOTS)

Group in charge: General Affairs Group, General Affairs & Planning Department, AOTS



Tel: 81-3-3888-8211

E-mail: kojinjoho-cj@aots.jp

- Use of Personally Identifiable Information

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

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

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

10. FURTHER INFORMATION:

Training Administration Department of AOTS

Application from overseas countries:	Hakutsuru Bldg. 4F, Ginza 5-12-5, Chuo-ku, Tokyo 104-0061, Japan
Management Training Administration Group	Tel: 81-3-3549-3052
	Fax: 81-3-3549-3055
	E-mail: shouhei-au@aots.jp

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

OVERSEAS OFFICES

1. Bangkok Office / (Senior Deputy Representative) Mr. Hidenobu Toda Nantawan Building 16F, 161 Rajadamri Road, Pathumwan,,Bangkok 10330 TEL: 66-2-255-2370 FAX: 66-2-255-2372 E-mail: information@aots.or.th	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: information@aots.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@aots.org.in	4. Yangon Office / (Representative) Mr. Kenichiro Eguchi Room Unit 401, Yuzana Hotel 4th Floor 130 Shwe Gon Taing Road, Bahan Township, Yangon TEL: 95-1-8604922 E-mail: info@aots.org.mm

Pre-training Report

- The Executive Program on Corporate management -
[EPCM]

Please fill in the following items by using a personal computer or similar equipment, or by handwriting in block letters in English. AOTS 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/18epcm-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)	

<p>6. Your duties in detail</p>	
<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. Your expectations of the program in relation to the described problems</p>	
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(Tentative)

2W English

About the Benefits of Management Training Program

Concerning the benefits of the management training program, please answer the following questions. Your individual answers will remain confidential.

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

(<http://www.aots.jp/jp/ikusei/training/doc01.html#koka>)

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:

The management training program receives financial support from Official Development Assistance (ODA). 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 5,500 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 [_____]

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