



The Association for Overseas Technical Cooperation and Sustainable Partnerships
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ODA Program

July 2019

Program Outline
&
Participation Requirements
of
The Training Program on Program & Project Management

[PPTP]

7 -20 November 2019

1. BACKGROUND OF THE PROGRAM:

The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) is an organization for human resources development mainly in overseas countries to promote technical cooperation through training, experts dispatch and other programs. Through those programs, we aim at contributing to the mutual economic growth of developing countries and Japan as well as enhancing friendly relations between those countries.

AOTS was established in 1959 with the support of the Ministry of International Trade and Industry (which is the present Ministry of Economy, Trade and Industry: METI) as Japan's first technical cooperation organization on a private sector basis. More than 190,000 individuals from 171 countries have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2017 exceeded 201,000.

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.

*** Program & Project Management:** Program management is a set of processes such as conception, basic planning and implementation management of a program that is positioned as a part of realizing an organization's strategy for business expansion, growth and adaptation to changing external environment such as emerging green economy, digital transformation and Society 5.0 (proposed by Japanese Government), 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 unique, new value in a project context (mission driven, time, resources and budget constrained) such as the engineering and construction of land and social infrastructure, oil and gas plants, production facilities, ICT systems, new product development and sustainability in responding to climate changes. 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.

2. COUNTRY

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

3. NUMBER OF PARTICIPANTS:

22 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 plan and/or manage projects in the participant's country. Managers or staff of industrial promotion organizations and/or business associations who support local companies in facilitating project management and energy conservation may also be accepted.
 - (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 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 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.
- * Participants from Japanese companies, business partners of Japanese companies, companies planning to deal with Japanese companies are most desirable. (In the case of applications from Japanese companies, business partners of Japanese companies, companies planning to deal with Japanese companies, the priority for selection becomes higher.)

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 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 via AOTS's overseas office and collaborating organization 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 through AOTS Overseas Office listed in Item 10 or Overseas Collaborating Organizations to the Overseas Cooperation Group of AOTS listed in Item 10, **no later than 3 September 2019**.

As the deadline for the submission of the application documents differ for each organization, please ask AOTS Overseas Office or Overseas Collaborating Organizations. Please contact the Overseas Cooperation Group of AOTS listed in Item 10 for the contact address of Overseas Collaborating Organization. Applicants will be interviewed by AOTS Overseas Office or Overseas Collaborating Organizations.

[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 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 3 September 2019.**

[Screening Committee Meeting]

The application documents will be forwarded to the AOTS Screening Committee, which will meet on **3 October 2019**, 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 20 as of 3 September 2019, AOTS will cancel or postpone 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 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 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 emerging elements of new economic models such as green economy, digital transformation (Internet of Things, AI, robotics), Society 5.0 (by Japanese Government).

-DURATION

7 – 20 November 2019 (2 weeks)

-KEY BENEFITS & CONTENTS

Step 1 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 executing and managing projects. In doing so, the participants will gradually form a method of how to apply project management knowledge and skill to introduce low carbon element in its projects.

Step 2 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 new business model such as business expansion into a new business domain; enhancing sustainability of the company, industry and society; developing a green industry and beyond; promoting energy saving or new energy development; an innovative model of green construction or green infrastructure, etc.

Step 3: Summary: Forming Comprehensive Professional P2M Knowledge and Application Skills

The Course ensures, by way of Project-based Learning (PBL) that the participants understand what they have learned in the training program by way of two x one-day and one x half day 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.

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.

P2M has its English Edition and is taught or practiced in some 25 countries including France, Russia, Ukraine, Senegal, Egypt, Iran, the Philippines, Thailand, Viet Nam, India, Myanmar, Pakistan, Kazakhstan, Sudan, Peru, Mexico and Argentina.

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, Ph.D. (France), Dr.PM Hon. (Ukraine)

Academic Adviser, Past President of Project Management Association of Japan (PMAJ)

Global Professor of Strategy, Project and Program Management

He is a founder and past president (13 years) of Project Management Association of Japan (PMAJ). He has three-phase experience with project management: industry executive, national association president and professor of graduate schools.

He spent 42 years as employee, manager and affiliate company board member with JGC Corporation, Japan's top and the world's top-five engineering, procurement, construction, program and project management (EPC+P2M) company, headquartered in Yokohama, Japan. He was chairman of Project Management Committee of the Engineering Advancement Association of Japan – Japan's project industry research institute while with JGC and served as ambassador of Japanese project management toward the world from 1981 to 2009. With PMAJ founded by him, he served as Acting President and soon President for 13 years until 2011. He was invited as non-resident Professor at French Graduate University SKEMA Business School in 2002 where he has taught Master courses on applied project management and served as doctoral supervisor, which academic capacity has since been expanded to graduate science and technology (S&T) or management schools in Ukraine, Senegal, Russia and Japan.

As such he can teach or train business professionals, students (from Ph.D. to undergraduates) and public administrators. As of May 2019 he maintains academic status in all of the mentioned countries and membership or fellowship with project management associations in Japan, USA, India, Ukraine, Russia and Kazakhstan. Because of his previous status of Japan's project management ambassador, chairman of Global Project Management Forum (2005 to 2007) and world-travelling professor, he has several global networks of project management leaders and academics.

He was travelling JICA expert to Ukraine from 2008 to 2012 and is Course Director of Program and Project Management for AOTS since 2009.

He is a recipient of five state awards (Japan, India, Ukraine, and Russia) and ten professional association awards (USA, Japan, India, Ukraine, Russia, Kazakhstan).

He holds Ph.D. in Strategy and Project and Program Management from Grands école ESC Lille in France.

He speaks Japanese, English (business language), Spanish, Indonesian, and French.

-LECTURERS

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

***PMAJ** - The Project Management Association of Japan – is a non-profit organization with the purpose of advancing and disseminating program and project management knowledge and skills.
(<http://www.pmaj.or.jp/>)

The main activities of PMAJ are:

- Publication and maintenance of Japan’s national program and project management standard guidebook titled “Program and Project Management for Enterprise Innovation (P2M[®])”
- Promotion of P2M both in Japan and abroad in the private and public sectors as well as academic community.
- Conducting education, training and seminars related to program and project management
- Administration of the P2M based PM Professionals Certification
- Operation of project management society platforms for structured or volunteer activities for the advancement of professional and corporate capabilities of program and project management
- Research and development in program, project and other related management areas.
- Global cooperation in the program and project management community e.g. cooperation with other project management associations, contribution to global project management platforms (ISO committees, Global Alliance for Performance-based Standards).

-TRAINING LOCATION AND ACCOMMODATION

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

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

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

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

**Tentative Schedule
of
The Training Program on Program & Project Management [PPTP]**

7 -20 November 2019

AOTS Tokyo Kenshu Center <To Be Determined>

Day	Morning (09:00-12:00)	Afternoon (13:00 – 16:00)
6 Nov. (Wed.)	(Arrival in Japan)	
7 (Thu.)	<ul style="list-style-type: none"> • Administrative Orientation on the Training Program • Inauguration Ceremony • Program Briefing 	Inaugural Lecture by the Course Director: <ul style="list-style-type: none"> • Program & Project Management as Dynamic Management Paradigm & Methodology for Competitiveness, Innovation and Sustainability • Introduction to P2M Guidebook of Japan
8 (Fri.)	Lecture: Project Management (1) <ul style="list-style-type: none"> • Master Planning of a Project 	Lecture : Project Management (2) <ul style="list-style-type: none"> • Project Scope Management • Engaging Project Stakeholders and Project Organization
9 (Sat.)	Day-off	
10 (Sun.)	Day-off	
11(Mon.)	Lecture : Project Management (3) <ul style="list-style-type: none"> • Project Schedule Management 	Lecture : Project Management (4) <ul style="list-style-type: none"> • Project Cost Management • Project Quality Management
12 (Tue.)	Expert Lecture (1) : <ul style="list-style-type: none"> • Concept and Practices on Climate Change Mitigation and Adaptation on the Road to the Low Carbon Society 	Company Visit (1) : Visit to leading general construction company which has attained a “Zero-Energy Building”, and has cases of futuristic low carbon cities
13 (Wed.)	Group Workshop : <ul style="list-style-type: none"> • Project planning exercise, by trainee groups, along the instructor given template on a group proposed project theme, e.g. a new plant construction, introducing an energy saving/energy conversion/resources saving projects, a green innovation project, an affordable social innovation project in community. 	
14 (Thu.)	Lecture: Program Management <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) 	
15 (Fri.)	Lecture: Project Management Advanced (1) <ul style="list-style-type: none"> • Systems Theory for Program and Project management • Risk Management 	Company Visit (2) Visit to Japan’s engineering & project management company
16 (Sat.)	Day-off	
17 (Sun.)	Day-off	
18 (Mon.)	Lecture & Exercise : Expert Lecture (2) Planning and designing a new factory for a Japanese local company in Southeast Asia (or anywhere else other than Japan)	Lecture: Project Management Advanced (2) <ul style="list-style-type: none"> • Finance for Program & Project Materialization • Contract for EPC Project

<p>19 (Tue.)</p>	<p>Group Workshop: Program Management Workshop Indicative Themes (each group of trainees to propose a concrete program theme)</p> <ul style="list-style-type: none"> • Expanding the company’s business area into a new domain • Enhancing sustainability of the (local) industry (and society) • Developing a green and sustainable industry • Promoting energy saving or new energy development • An innovative model of green construction • An innovative model of sustainable infrastructure 	
<p>20(Wed.)</p>	<p>Lecture: Course Completion</p> <ul style="list-style-type: none"> • Course Overall Review • Course Comprehension Test (50 Questions, 90 minutes, Multi-choice, Open Text) 	<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” Closing Ceremony
<p>21(Thu.)</p>	<p>(Departure from Japan)</p>	

- (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 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 (Application from overseas countries):

The training costs and the procedures for the settlement differ depending on whether an overseas company makes the application via AOTS's collaborating organization or a Japanese host company in Japan makes the application. The following is an explanation of the case of the application from an overseas country via AOTS's collaborating organization.

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 FY2018 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 ¥9,020 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 ¥8,180 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 ¥2,620 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 ¥10,267 (upper limit) per day, but the meal allowance (¥2,620 per day) will be paid in cash by AOTS.

(3) Personal Allowance

- AOTS will pay ¥1,040 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 ¥408,000 and the Contribution to Course Implementation Costs (the amount participants should bear) is ¥160,000.

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]**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	Participation Fee
1. Allowance Costs	<u>257,360</u>	171,573	85,787
<Breakdown of Allowance Cost>	<Breakdown>	[2/3]	[1/3]
(1) International Travel Expenses	107,300		
(2) Accommodation and Meal Allowances			
a. [at the AOTS Kenshu Center]			
@ 8,180 x 1 day (Arrival Day) =	8,180		
@ 9,020 x 14 days =	126,280		
[during the study tour]			
b. Meal Allowance			
@ 2,620 x day(s) =			
c. Accommodation Allowance			
@ 10,267 x day(s) =			
(3) Personal Allowance			
@ 1,040 x 15 days =	15,600		
2. Course Implementation Costs	<u>408,000</u>	248,000	160,000
3. Domestic Travel Allowance	<u>5,260</u>	5,260	
(Narita Airport - TKC)			
Total	<u>670,620</u>	<u>424,833</u>	<u>245,787</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.

* The above mentioned are the amounts adopted 10 percent Japanese consumption tax (Its enforcement is scheduled on 1 October 2019). However, the amounts of AOTS Domestic Travel Allowance in Japan remain unchanged since the railway fares adopted 10 percent consumption tax are not announced by the railway companies in Japan presently.

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

(Japanese Yen)

<i>Training Costs</i>	Total Amount	Japanese government Subsidy	Participation Fee
1. Allowance Costs <Breakdown of Allowance Cost>	<u>276,160</u> <Breakdown>	267,930 [3/3]	0 [None]
(1) International Travel Expenses	<u>126,100</u>		
(2) Accommodation and Meal Allowances			
a. [at the AOTS Kenshu Center]			
@ 8,180 x 1 day (Arrival Day) =	8,180		
@ 9,020 x 14 days = [during the study tour]	126,280		
b. Meal Allowance			
@ 2,620 x day(s) =			
c. Accommodation Allowance			
@ 10,267 x day(s) =			
(3) Personal Allowance			
@ 1,040 x 15 days =	15,600		
2. Course Implementation Costs	<u>408,000</u>	248,000	160,000
3. Domestic Travel Allowance (Narita Airport - TKC)	<u>5,260</u>	5,260	
Total	<u>689,420</u>	<u>521,190</u>	<u>160,000</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.

* The above mentioned are the amounts adopted 10 percent Japanese consumption tax (Its enforcement is scheduled on 1 October 2019). However, the amounts of AOTS Domestic Travel Allowance in Japan remain unchanged since the railway fares adopted 10 percent consumption tax are not announced by the railway companies in Japan presently.

[Table 2] Standard Airfare Limits (FY 2019)

*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	122,600
			Nagoya	130,700
		Surabaya	Tokyo/Osaka	130,800
			Nagoya	130,800
		Manado	Tokyo/Osaka/Nagoya	140,000
		Medan	Tokyo/Osaka	119,100
		Nagoya	121,400	
		Yogyakarta	Tokyo/Osaka/Nagoya	135,600
	*Cambodia	Phnom Penh	Tokyo/Osaka/Nagoya	96,400
	Singapore	Singapore	Tokyo/Osaka/Nagoya	81,000
	Thailand	Chiang Mai	Tokyo/Osaka/Nagoya	128,900
		Bangkok	Tokyo/Osaka/Nagoya	107,300
	Philippines	Cebu	Tokyo/Nagoya	62,200
			Osaka	60,000
		Manila	Tokyo/Nagoya	65,500
		Osaka	56,900	
	Vietnam	Hanoi	Tokyo/Osaka	108,400
		Nagoya	118,100	
	Ho Chi Minh City	Tokyo/Nagoya	108,400	
	Osaka	108,400		
Malaysia	Kuala Lumpur	Tokyo/Osaka/Nagoya	63,000	
	Kota Kinabalu	Tokyo/Osaka/Nagoya	75,700	
	Penang	Tokyo/Osaka/Nagoya	75,700	
*Myanmar	Yangon	Tokyo/Osaka/Nagoya	119,800	
*Laos	Vientiane	Tokyo/Osaka/Nagoya	111,800	
North east Asia	Mongolia	Ulaanbaatar	Tokyo	132,600
		Osaka	118,800	
South Asia	India	Kolkata	Tokyo/Osaka/Nagoya	102,100
		Chennai	Tokyo	98,100
			Osaka/Nagoya	106,900
		Coimbatore	Tokyo	105,100
			Osaka/Nagoya	113,900
		Kochi	Tokyo	106,600
			Osaka/Nagoya	115,400
		Thiruvananthapuram	Tokyo	106,800
			Osaka/Nagoya	115,600
		Hyderabad	Tokyo	106,600
			Osaka/Nagoya	115,400
		Bengaluru	Tokyo	103,400
			Osaka/Nagoya	112,200
	Delhi	Tokyo/Osaka/Nagoya	95,900	
	Mumbai	Tokyo/Osaka	98,100	
		Nagoya	98,100	
		Tokyo/Osaka	105,900	
		Nagoya	105,900	
	Pune	Tokyo/Osaka	126,500	
		Nagoya	126,500	
Sri Lanka	Colombo	Tokyo	57,500	
		Osaka	57,500	
		Nagoya	63,000	
*Nepal	Kathmandu	Tokyo/Osaka	124,100	
	Nagoya	124,100		

Area	Country	Place of Departure	Place of Arrival	Airfare Limit
South Asia	Pakistan	Karachi	Tokyo	117,600
			Osaka	134,700
			Nagoya	111,700
		Islamabad	Tokyo	117,600
			Osaka	134,700
			Nagoya	111,700
	Lahore	Tokyo	130,700	
		Osaka	149,700	
		Nagoya	124,100	
	*Bangladesh	Dhaka	Tokyo	126,100
			Osaka	113,700
Nagoya			126,100	
Chittagong	Tokyo	102,300		
	Osaka	92,500		
	Nagoya	102,300		
Maldives	Male	Tokyo/Nagoya	319,800	
		Osaka	319,800	
Central and South America	Argentina	Buenos Aires	Tokyo/Osaka/Nagoya	225,500
	Colombia	Bogota	Tokyo/Osaka/Nagoya	256,200
		Medellin	Tokyo/Osaka/Nagoya	256,200
	Jamaica	Kingston	Tokyo/Osaka/Nagoya	180,000
		Montego Bay	Tokyo/Osaka/Nagoya	180,000
	Paraguay	Asuncion	Tokyo/Osaka/Nagoya	174,800
	Brazil	Sao Paulo	Tokyo/Osaka/Nagoya	259,100
		Brasilia	Tokyo/Osaka/Nagoya	378,700
	Venezuela	Caracas	Tokyo/Osaka/Nagoya	232,900
	Peru	Lima	Tokyo/Osaka/Nagoya	179,600
	Bolivia	La Paz	Tokyo/Osaka/Nagoya	256,200
	Mexico	Mexico City	Tokyo/Osaka/Nagoya	188,300
		Guadalajara	Tokyo/Osaka/Nagoya	169,700
		Cancun	Tokyo/Osaka/Nagoya	170,700
		San Luis Potosi	Tokyo/Osaka/Nagoya	169,700
		Leon	Tokyo/Osaka/Nagoya	169,700
		Mazatlan	Tokyo/Osaka/Nagoya	169,700
Morelia		Tokyo/Osaka/Nagoya	169,700	
	Monterrey	Tokyo/Osaka/Nagoya	169,700	
Africa	Egypt	Alexandria	Tokyo/Osaka/Nagoya	64,400
		Cairo	Tokyo/Osaka/Nagoya	85,100
	*Ethiopia	Addis Ababa	Tokyo/Osaka/Nagoya	157,500
	Ghana	Accra	Tokyo/Osaka/Nagoya	179,000
	Cameroon	Douala	Tokyo/Osaka/Nagoya	232,700
		Yaounde	Tokyo/Osaka/Nagoya	235,400
	Kenya	Nairobi	Tokyo/Osaka/Nagoya	187,500
	*Sudan	Khartoum	Tokyo/Osaka/Nagoya	153,500
	Nigeria	Lagos	Tokyo/Osaka/Nagoya	238,600
	Mauritius	Mauritius	Tokyo/Osaka/Nagoya	180,500
South Africa	Johannesburg	Tokyo/Osaka/Nagoya	160,900	
Middle East	Iran	Tehran	Tokyo/Osaka/Nagoya	137,700
		Tabriz	Tokyo/Osaka/Nagoya	140,900
Europe	Serbia	Belgrade	Tokyo/Osaka/Nagoya	153,400
	Kosovo	Pristina	Tokyo/Osaka/Nagoya	155,100
	Turkey	Istanbul	Tokyo/Osaka/Nagoya	103,100
		Antalya	Tokyo/Osaka/Nagoya	110,300
		Ankara	Tokyo/Osaka/Nagoya	108,500
		Izmir	Tokyo/Osaka/Nagoya	108,500
	Macedonia	Skopje	Tokyo/Osaka/Nagoya	118,600

[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
Colombia	Nigeria	Ethiopia
Congo	Niue	Gambia
Cook Islands	Pakistan	Guinea
Costa Rica	Palau	Guinea-Bissau
Côte d'Ivoire	Panama	Haiti
Cuba	Papua New Guinea	Kiribati
Dominica	Paraguay	Laos
Dominican Republic	Peru	Lesotho
Ecuador	Philippines	Liberia
Egypt	Samoa	Madagascar
El Salvador	Serbia	Malawi
Equatorial Guinea	South Africa	Mali
Fiji	Sri Lanka	Mauritania
Gabon	St. Helena	Mozambique
Georgia	St. Lucia	Myanmar
Ghana	St. Vincent and Grenadines	Nepal
Grenada	Suriname	Niger
Guatemala	Swaziland	Rwanda
Guyana	Syrian Arab Republic	Sao Tome and Principe
Honduras	Tajikistan	Senegal
India	Thailand	Sierra Leone
Indonesia	Tokelau	Solomon Islands
Iran	Tonga	Somalia
Iraq	Tunisia	South Sudan
Jamaica	Turkey	Sudan
Jordan	Turkmenistan	Tanzania
Kazakhstan	Ukraine	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

- 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, 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 for reporting on 2018, 2019 and 2020 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 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:	30-1, Senju-Azuma 1-Chome, Adachi-ku, Tokyo 120-8534, Japan	
Overseas Cooperation Group	Tel:	81-3-3888-3256
	Fax:	81-3-3888-8264
	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. Masaaki 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. Hisashi Kanda
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. Hirokazu Baba
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 Training Program on Program & Project Management -
[PPTP]**

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

Handwriting should be avoided.

This document will be used as a reference material in 1) the screening process of applicants and 2) the group discussion and the presentation to be held during the program by sharing with lecturers and other participants. Therefore, the applicant is requested to fill in all of the items clearly and concretely.

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

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

(<http://www.aots.jp/jp/ikusei/management/files/19pptp-e.docx>)

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>	

2W

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:

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 = 112JPY

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

Question 6:

The AOTS training program costs about 6,000 USD per person to run the course. Do you think the AOTS training programs produce enough benefits to justify the expense (6,000 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 (6,000 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