



The Association for Overseas Technical Cooperation and Sustainable Partnerships
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ODA Program

October 2019

Program Outline

&

Participation Requirements

of

The Program for Japanese Corporate Management

[PJCM]

18 February – 4 March 2020

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 194,000 individuals from 171 countries have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2018 exceeded 204,000.

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.

2. COUNTRY:

Please refer to "[Table 3] List of Target Countries and Regions" of this outline.

3. NUMBER OF PARTICIPANTS:

22 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 more than 20 years old.
 - (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.
- * 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 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 2 December 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 and Questionnaire
- (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 available from AOTS Overseas Office listed in Item 10 or Overseas Collaborating Organizations. Please ask them.

5-2) Application from host companies in Japan

Please refer to below website (Japanese).

(<https://www.aots.jp/hrd/technology-transfer/management/oda/>)

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 2 December 2019.**

[Screening Committee Meeting]

The application documents will be forwarded to the AOTS Screening Committee, which will meet on **9 January 2020**, 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 2 December 2019, AOTS will cancel or postpone 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

18 February – 4 March, 2020 (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"(*) 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.

* 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.

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
Associate 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]**

18 February – 4 March 2020 AOTS Kansai Kenshu Center (KKC) <To Be Determined>

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

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 Saturdays and Sundays are 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 via AOTS's overseas office and 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 overseas office and 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 FY2019 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 (the 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 ¥1,800 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>281,347</u> <Breakdown>	187,564 [2/3]	93,783 [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 15 days = [during the study tour]	135,300		
b. Meal Allowance			
@ 2,620 x 1 day(s) =	2,620		
c. Accommodation Allowance			
@ 10,267 x 1 day(s) =	10,267		
(3) Personal Allowance			
@ 1,040 x 17 days =	17,680		
2. Course Implementation Costs	408,000	248,000	160,000
3. Domestic Travel Allowance (Kansai Airport - KKC)	1,800	1,800	
Total	<u>691,147</u>	<u>437,364</u>	<u>253,783</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 - 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>300,147</u>	300,147	0
<Breakdown of Allowance Cost>	<Breakdown>	[3/3]	[None]
(1) International Travel Expenses	126,100		
(2) Accommodation and Meal Allowances			
a. [at the AOTS Kenshu Center]			
@ 8,180 x 1 day (Arrival Day) =	8,180		
@ 9,020 x 15 days =	135,300		
[during the study tour]			
b. Meal Allowance			
@ 2,620 x 1 day(s) =	2,620		
c. Accommodation Allowance			
@ 10,267 x 1 day(s) =	10,267		
(3) Personal Allowance			
@ 1,040 x 17 days =	17,680		
2. Course Implementation Costs	<u>408,000</u>	248,000	160,000
3. Domestic Travel Allowance (Kansai Airport - KKC)	<u>1,800</u>	1,800	
Total	<u>709,947</u>	<u>549,947</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 (FY2019)

*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 Nagoya	119,100 121,400
		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
			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		
	Ahmadabad	Tokyo/Osaka	105,900	
	Nagoya	105,900		
Pune	Tokyo/Osaka	126,500		
Nagoya	126,500			
Sri Lanka	Colombo	Tokyo	57,500	
		Osaka Nagoya	57,500 63,000	
*Nepal	Kathmandu	Tokyo/Osaka Nagoya	124,100 124,100	

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 Nagoya	149,700 124,100		
	*Bangladesh	Dhaka	Tokyo	126,100	
	Osaka		113,700		
Nagoya	126,100				
Chittagong	Tokyo	102,300			
	Osaka Nagoya	92,500 102,300			
Maldives	Male	Tokyo/Nagoya Osaka	319,800 319,800		
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	
		Douala	Tokyo/Osaka/Nagoya	232,700	
	Cameroon	Yaounde	Tokyo/Osaka/Nagoya	235,400	
		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	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	Eritrea
Colombia	Niue	Ethiopia
Congo	North Macedonia	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	Surinam	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
Malaysia	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
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:

AOTS (Japan)

Application from overseas countries: Overseas Cooperation Group, Operations Management Department	30-1, Senju-Azuma 1-Chome, Adachi-ku, Tokyo 120-8534, Japan	
	Tel:	81-3-3888-8256
	Fax:	81-3-3888-8264
	E-mail:	shouhei-au@aots.jp

Application from host companies in Japan: Training Administration Group, Training & Expert Dispatch Administration Department	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

AOTS 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 Unit 12A, Rectangle One, D-4 Saket District Center, New Delhi, 110017 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

*For the contact address of the Overseas Collaborating Organizations, please contact Overseas Cooperation Group.

PRE-TRAINING REPORT

The Program for Japanese Corporate Management
[PJCM]

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.**

Note: Please fill in the following items by using a personal computer or similar equipment in English. Handwriting should be avoided.

1. Your name	
2. 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 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 [_____]

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