



**The Association for Overseas Technical Cooperation and Sustainable Partnerships**  
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# C RTP Program

**November 2018**

**Program Outline**

**&**

**Participation Requirements**

**of**

**The Production Management Training Program**

**- For Productivity Improvement and Energy Conservation -**

**[PMTP]**

**(Carbon Reduction Technology Promotion Program)**

**6 – 19 February 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 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 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.

The Production Management Training Program (PMTP) is one of the management training courses conducted by AOTS under the scheme of Carbon Reduction Technology Promotion (hereinafter abbreviated as CRTP) Programs. A management training course is being organized under this category with the purpose of allowing the participants to smoothen the path to carbon reduction within their organizations, through a better understanding of the significance of carbon reduction technology, and the study of administration and management techniques as well as concepts, all of which are necessary to promote related activities.

Open to all countries, this training program is designed to study production management techniques and their underlying concepts, which are characteristic of Japanese companies. It also aims to help middle and senior managers at manufacturing companies improve their capacities in production management, which is necessary to effectively promote production activities and energy conservation in their companies.

## 2. COUNTRY:

All Countries and Regions

## 3. NUMBER OF PARTICIPANTS:

22 participants

## 4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, senior to middle managers or plant managers who are engaged in production management, productivity enhancement, and/or factory management and the like in the manufacturing industry.
- (2) Participants should be, more than 20 years of age, with three years or more of business experience in either production management, productivity enhancement, and/or factory management.
- (3) Participants should be university graduates and/or have equivalent professional experience.
- (4) Participants should have a sufficient working knowledge of English.
- (5) Participants should be healthy enough to undergo an intensive training program in Japan.
- (6) Participants should be residing in all countries and/or regions except for Japan.
- (7) Participants should not be students or armed forces personnel.
- (8) Former participants of AOTS training programs (ODA-funded programs and CRTP Programs) organized in Japan are not entitled to apply for any program which starts within six months (183 days) after they returned home.

Notes:

- (1) Participants shall attend all the events in the curriculum provided for each management training program.
- (2) Family members are not allowed to accompany participants on their journey in Japan.
- (3) Participants shall not request AOTS to arrange, nor arrange by themselves, any additional programs, and shall leave Japan and return to their home country soon after the completion of the program.
- (4) In the case of applications from other than Japanese-affiliated companies or local companies that hold local capital, the priority for selection may become lower.
- (5) Those who work in the national government (agency) or the local government (agency) are not eligible to

participate in the AOTS management training programs, since the programs are mainly targeted at the people working in the companies/organizations in the private sector.

- (6) The number of participants from the same host company in Japan or the same sending company from overseas may be limited if there are more applicants than AOTS can accept.

## 5. APPLICATION PROCEDURE:

The application procedures differ depending on whether an overseas company makes the application via AOTS's 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 to the Overseas Cooperation Group of AOTS, **no later than 10 December 2018 via AOTS's collaborating organization.** (AOTS will not accept any application documents directly sent from individual applicants.) It is therefore recommendable to ask **AOTS's collaborating organization** to confirm the deadline for bulk shipping of the materials collected from individual applicants, to Japan.

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

#### Notes:

- \*A soft copy of the application documents will not be accepted.
- \*AOTS may ask the applicants to submit additional documents other than above listed, if necessary.

The formats are readily downloadable at our website.

<http://www.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 **no later than 10 December 2018.**

#### **[Screening Committee Meeting]**

The application documents will be forwarded to the AOTS Screening Committee, which will meet on **10 January 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 11 as of deadline of application, AOTS may postpone or cancel this program.

## 6. OUTLINE OF THE PROGRAM:

### - OBJECTIVES

The objective of the program is to improve the capabilities of middle and senior managers as well as factory managers, all of who are directly involved in production management at production sites, in terms of production management that helps promote energy conservation in the manufacturing process; through a better understanding of the concept and methods of Japanese manufacturing companies' *Monozukuri*, as well as productivity improvement, failure rate reduction, and waste elimination.

\* *Monozukuri*, a combination of the words *mono* (thing) and *zukuri* (process of making), has a deeper meaning than its literal meaning in Japanese. *Monozukuri* means having the spirit to produce excellent products and the ability to constantly improve a production system and process.

### - KEY BENEFITS

By the end of this program, participants will have:

- (1) Deepened their understanding of the Japanese way of thinking in production management and effective production systems in Japan that are necessary to enforce effective production activities.
- (2) Deepened their understanding of the operational procedure in production management techniques in order to establish the production site base necessary for introducing/implementing a higher level production management system such as lean production management.
- (3) Improved their ability enough to perform a re-study of the plausibility of accomplishing the targets set before coming to Japan, and to create action plans to be followed after returning home for solving problems at the company or departmental level by introducing, promoting and implementing management techniques suitable for their companies.

### - DURATION

6 – 19 February 2019 (2 weeks)

### - CONTENTS

#### *Preparatory Step*

Participants will prepare for their presentations on the final day by referring to the descriptions of the “Pre-training Report” and “Questionnaire 2” (e.g., your company’s present situation, challenges, problems, and *Kaizen* numerical targets). Participants thus need to prepare to bring the data and other information used as the basis for identifying the current values and setting the numerical targets written in the forms, before coming to Japan.

#### *First Step*

Participants will first examine the current situations of manufacturing industries and their mindset in Japan. Then, participants will overview production management in highly regarded Japanese manufacturing companies.

#### *Second Step*

Participants will study the means essential for productivity improvement such as 5S and Visual Management, and will learn various practical management tools to make improvements in quality and productivity through exercises. Then, participants will deepen their understanding of how those management tools are actually put into practice at production sites of Japanese companies through company visits. Participant will re-examine

feasibility of numerical goals of energy saving through exercises after learning energy saving methods at lectures.

### *Third Step*

Participants will identify the causes hindering productivity improvement at their companies through the training. Thereafter, participants will establish practical action plans to specify how to promote and implement Japanese-style production management techniques that are learnt through the training program, for accomplishing the challenges at their companies, which will lead to energy conservation and other improvements, and make presentations on the final day.

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

### **- PROGRAM DIRECTOR**

Mr. Shigenobu Wada  
President, JOTOC Limited

Mr. Wada is a management consultant and specializes in manufacturing systems (production system) and production management systems (information system). He has guided many companies in introducing factory improvement, operation improvement, 5S, IE, QC, VE/VA, JIT, TQM, PM, etc. Also, he has been engaged in efforts to enhance the quality control level in companies and to contribute to reducing global environment degradation through providing his expert guidance to companies in preparation for ISO9001 and ISO14001 screening and certificate acquisition. He is often invited as a speaker/lecturer at corporate seminars on production management, quality management, and related subjects.

### **- 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, Osaka 558-0021

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

## Tentative Schedule of

### The Production Management Training Program [PMTTP]

6 – 19 February 2019

AOTS Kansai Kenshu Center&lt;To Be Determined&gt;

Date	Morning Session		Afternoon Session
5 February (Tue)	(Arrival in Japan)		
6 (Wed)	Opening Ceremony / Orientation LECTURE: Low Carbon Society and Challenge by the Japanese Companies		LECTURE: The Current Situation of Manufacturing Industries in Japan and Their Competitiveness - A low carbon society is being called for-
7 (Thu)	LECTURE & EXERCISE: 5S and Visual Management		COMPANY VISIT: Practical Case Study of 5S Implementation
8 (Fri)	LECTURE & EXERCISE: Company-wide Activity of Equipment Maintenance and Productive Maintenance -Outline of equipment maintenance/productive maintenance involving all the staff/workers		
9(Sat)	Day off		
10 (Sun)	Day off		
11 (Mon)	LECTURE & EXERCISE: Overview of JIT Production System (1) -Concept of waste elimination (7 Mudass) -Factors composing JIT production system in Japan (Kanban, Takt time, Standardized Operations, Heijunka, Just-in-Time, Automation)		LECTURE & EXERCISE: Overview of JIT Production System (2) -Human Resource Development and Organizational Management Method among Group Companies -Roles required of management at the production site in implementing the Japanese production system
12 (Tue)	LECTURE: Quality Assurance and Quality Control at Production Sites		
13 (Wed)	STUDY TOUR	COMPANY VISIT: Case Study of Energy Conservation	
14 (Thu)		COMPANY VISIT: Case Study of <i>Kaizen</i> Activities/Visual Management	
15 (Fri)		COMPANY VISIT: Case Study of the Japanese Production System	
16 (Sat)	Day off		
17 (Sun)	Day off		
18 (Mon)	LECTURE & EXERCISE: Energy-Saving Activities at Production Sites		
19 (Tue)	Final Report Presentation		Final Report Presentation Closing Ceremony
20 (Wed)	(Departure from Japan)		

## Remarks:

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

## 7. Arrival and Departure Dates:

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

## 8. TRAINING COSTS (Application from overseas countries):

The training costs and the procedures for the settlement differ depending on whether an overseas company makes the application 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 Japanese government subsidy from the Japanese Ministry of Economy, Trade and Industry (METI) together with the Participation Fee from the participants themselves.

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

The Estimate of the Participation Fee is shown in Tables 1.

**\*There is NO difference between "Developing Countries" and "Least Developed Countries in accordance with the DAC (Development Assistance Committee) list for CRTP Programs.** Therefore, only one Estimate of the Participation Fee is listed here.

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

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

### 8-2) Breakdown

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

#### 1. Allowance Cost

Allowance cost is composed of the following items.

The Contribution to Allowance Costs for the participants is 1/3 of the Allowance Costs.

**\*There is NO difference between "Developing Countries" and "Least Developed Countries in accordance with the DAC (Development Assistance Committee) list for CRTP Programs.** The Contribution to Allowance Costs is 1/3 of the Allowance Costs regardless of the participant's country of residence.

##### (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 FY2016 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 a AOTS Kenshu Center. AOTS will provide a participant with accommodation in a single room to the value of ¥8,850 per day with meals (lunch, dinner and breakfast), while the participant stays at a AOTS Kenshu Center.
- For the arrival day, AOTS will provide a participant with accommodation to the value of ¥8,030 per day with dinner and breakfast at a AOTS Kenshu Center.
- Please note that AOTS Kenshu Center canteens are closed on Sundays. The participant will receive ¥2,570 in cash per day for meals to cover the day of closure.

During the study tour

- When a study tour is implemented during the training program, a participant will be provided with accommodation to the value of ¥10,080 (the upper limit) per day, but the meal allowance (¥2,570 per day) will be paid in cash by AOTS.

## **(3) Personal Allowance**

- AOTS will pay ¥1,020 per day in cash to a participant.

## **2. Course Implementation Costs**

Course Implementation Costs, which is the cost to carry out a 2-week AOTS Management Training Program, is ¥311,000 and the Contribution to Course Implementation Costs (the amount participants should bear) is ¥122,000.

## **3. Domestic Travel Allowance**

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

## **Contribution to AOTS's Administration Cost**

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

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




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

(Japanese Yen)

<i>Training Costs</i>	Total Amount	Japanese government Subsidy	Participation Fee
1. Allowance Costs	<u>263,730</u>	175,820	87,910
<Breakdown of Allowance Cost>	<Breakdown>	[2/3]	[1/3]
(1) International Travel Expenses	<u>108,900</u>		
(2) Accommodation and Meal Allowances			
a. [at the HIDA Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	<u>8,030</u>		
@ 8,850 x 12 days =	<u>106,200</u>		
[during the study tour]			
b. Meal Allowance			
@ 2,570 x 2 day(s) =	<u>5,140</u>		
c. Accommodation Allowance			
@ 10,080 x 2 day(s) =	<u>20,160</u>		
(3) Personal Allowance			
@ 1,020 x 15 days =	<u>15,300</u>		
2. Course Implementation Costs	<u>311,000</u>	189,000	122,000
3. Domestic Travel Allowance	<u>1,780</u>	1,780	
(Kansai Airport - KKC)			
Total	<u>576,510</u>	<u>366,600</u>	<u>209,910</u>

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

\*  : those amounts 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 HIDA [1.-(1) /1.-(2)-b. /1.-(3) /3.]

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

In the event that the international travel expenses subsidy will not be provided, the amount of 1.-(1) in the above figure will be zero and therefore, the "Allowance Costs" and "Total Cost" will change accordingly.

[Table 2] Standard Airfare Limits for CRTF program (FY 2018)

Unit: Japanese Yen

Area	Country	Place of Departure	Place of Arrival	Airfare Limit			
South East Asia	Indonesia	Jakarta	Tokyo/Osaka Nagoya	117,300 125,100			
		Surabaya	Tokyo/Osaka Nagoya	125,200 125,200			
		Manado	Nagoya	134,000			
		Medan	Tokyo/Osaka Nagoya	114,000 116,200			
		Yogyakarta	Tokyo/Osaka/Nagoya	129,800			
		Cambodia	Phnom Penh	Tokyo/Osaka/Nagoya	92,200		
	Singapore	Singapore	Tokyo/Osaka/Nagoya	77,600			
	Thailand	Chiang Mai	Tokyo/Osaka/Nagoya	123,400			
		Bangkok	Tokyo/Osaka/Nagoya	102,700			
	Philippines	Cebu	Tokyo/Nagoya Osaka	59,600 57,400			
		Manila	Tokyo/Nagoya Osaka	62,700 54,500			
	Vietnam	Hanoi	Tokyo/Osaka Nagoya	103,800 113,100			
		Ho Chi Minh City	Tokyo/Nagoya Osaka	103,800 103,800			
	Malaysia	Kuala Lumpur	Tokyo/Osaka/Nagoya	60,300			
		Kota Kinabalu	Tokyo/Osaka/Nagoya	72,500			
		Penang	Tokyo/Osaka/Nagoya	72,500			
Myanmar	Yangon	Tokyo/Osaka/Nagoya	114,700				
Laos	Vientiane	Tokyo/Osaka/Nagoya	107,000				
Northeast Asia	Mongolia	Ulaanbaatar	Tokyo Osaka	126,900 113,700			
	China	Shanghai	Tokyo Osaka Nagoya	105,100 86,400 100,100			
		Shenzhen	Tokyo Osaka Nagoya	130,100 129,100 147,300			
		Beijing	Tokyo Osaka Nagoya	149,700 135,700 129,100			
	Guangzhou	Tokyo Osaka Nagoya	116,800 107,200 109,200				
	Nanjing	Tokyo Osaka Nagoya	135,500 114,600 125,900				
	Chongqing	Tokyo Osaka Nagoya	182,300 156,200 175,200				
	Chengdu	Tokyo Osaka Nagoya	180,300 163,800 191,800				
	Dalian	Tokyo Osaka Nagoya	137,500 122,600 120,600				
	Tianjin	Tokyo Osaka Nagoya	152,800 135,700 149,700				
	Liuzhou	Tokyo Osaka Nagoya	126,600 117,000 119,100				
	India	Kolkata	Tokyo/Osaka/Nagoya	97,700			
		Chennai	Tokyo Osaka/Nagoya	93,900 102,400			
		Coimbatore	Tokyo Osaka/Nagoya	100,600 109,000			
		Kochi	Tokyo Osaka/Nagoya	102,000 110,500			
		Thiruvananthapuram	Tokyo Osaka/Nagoya	102,200 110,600			
		Hyderabad	Tokyo Osaka/Nagoya	102,100 110,500			
		Bengaluru	Tokyo Osaka/Nagoya	99,000 107,400			
		Delhi	Tokyo/Osaka/Nagoya	91,800			
		Mumbai	Tokyo/Osaka Nagoya	93,900 93,900			
		Ahmadabad	Tokyo/Osaka Nagoya	101,400 101,400			
		Pune	Tokyo/Osaka Nagoya	121,100 121,100			
		South Asia	Sri Lanka	Colombo	Tokyo Osaka Nagoya	55,000 55,000 60,300	
				Nepal	Kathmandu	Tokyo/Osaka Nagoya	118,800 118,800
				Pakistan	Karachi	Tokyo Osaka Nagoya	112,600 129,000 106,900
			Islamabad		Tokyo Osaka Nagoya	112,600 129,000 106,900	
			Lahore		Tokyo Osaka Nagoya	125,100 143,300 118,800	
			Bangladesh	Dhaka	Tokyo Osaka Nagoya	120,700 108,900 120,700	
	Chittagong			Tokyo Osaka Nagoya	98,000 88,500 98,000		
	Maldives			Male	Tokyo/Nagoya Osaka	306,100 306,100	
Central and South America	Argentina		Buenos Aires	Tokyo/Osaka/Nagoya	215,900		
	Colombia		Bogota	Tokyo/Osaka/Nagoya	245,200		
			Medellin	Tokyo/Osaka/Nagoya	245,200		
	Jamaica		Kingston	Tokyo/Osaka/Nagoya	172,300		
			Montego Bay	Tokyo/Osaka/Nagoya	172,300		
	Chile		Santiago	Tokyo/Osaka/Nagoya	289,800		
	Paraguay		Asuncion	Tokyo/Osaka/Nagoya	167,300		
	Brazil		Sao Paulo	Tokyo/Osaka/Nagoya	248,000		
			Brasilia	Tokyo/Osaka/Nagoya	362,600		
	Venezuela		Caracas	Tokyo/Osaka/Nagoya	222,900		
	Peru		Lima	Tokyo/Osaka/Nagoya	172,000		
	Bolivia		La Paz	Tokyo/Osaka/Nagoya	245,200		
	Mexico		Mexico City	Tokyo/Osaka/Nagoya	180,300		
			Guadalajara	Tokyo/Osaka/Nagoya	162,500		
			Cancun	Tokyo/Osaka/Nagoya	163,400		
			San Luis Potosi	Tokyo/Osaka/Nagoya	162,500		
			Leon	Tokyo/Osaka/Nagoya	162,500		
Mazatlan			Tokyo/Osaka/Nagoya	162,500			
Morelia			Tokyo/Osaka/Nagoya	162,500			
Monterrey			Tokyo/Osaka/Nagoya	162,500			
Africa	Egypt		Alexandria	Tokyo/Osaka/Nagoya	61,600		
			Cairo	Tokyo/Osaka/Nagoya	81,400		
	Ethiopia		Addis Ababa	Tokyo/Osaka/Nagoya	150,800		
	Ghana		Accra	Tokyo/Osaka/Nagoya	171,300		
	Cameroon	Douala	Tokyo/Osaka/Nagoya	222,700			
		Yaounde	Tokyo/Osaka/Nagoya	225,400			
	Kenya	Nairobi	Tokyo/Osaka/Nagoya	179,500			
	Sudan	Khartoum	Tokyo/Osaka/Nagoya	146,900			
	Nigeria	Lagos	Tokyo/Osaka/Nagoya	228,400			
	Mauritius	Mauritius	Tokyo/Osaka/Nagoya	172,800			
South Africa	Johannesburg	Tokyo/Osaka/Nagoya	154,000				
Middle East	Iran	Tehran	Tokyo/Osaka/Nagoya	131,900			
		Tabriz	Tokyo/Osaka/Nagoya	134,900			
Europe	Serbia	Belgrade	Tokyo/Osaka/Nagoya	146,800			
	Kosovo	Pristina	Tokyo/Osaka/Nagoya	148,500			
	Turkey	Istanbul	Tokyo/Osaka/Nagoya	98,700			
		Antalya	Tokyo/Osaka/Nagoya	105,600			
		Ankara	Tokyo/Osaka/Nagoya	103,900			
	Izmir	Tokyo/Osaka/Nagoya	103,900				
	Macedonia	Skopje	Tokyo/Osaka/Nagoya	113,600			
	Bulgaria	Sofia	Tokyo/Osaka/Nagoya	156,600			
Hungary	Budapest	Tokyo/Osaka/Nagoya	125,800				

### ***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 HIDA 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 HIDA 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](mailto: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:

Please ask AOTS's collaborating organization for further information. AOTS does not reply to any inquiries about further information about this program.

## PRE-TRAINING REPORT

- The Production Management Training Program -
  - For Productivity Improvement and Energy Conservation -
- [PMTP]

The form of “Pre-Training Report” for this training program is composed of the following three documents: Pre-Training Report itself and Questionnaires 1 & 2.

These documents 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 a AOTS training program.**

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

( <http://www.aots.jp/jp/ikusei/management/files/18pmt-p-e.doc> )

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. Your country	
3. Name of your company/ organization	
4. Outline of your organization  (preferably attach an organization brochure)	
5. Your position and name of your department/division  (preferably attach an organizational chart, indicating your position)	
6. Your duties in detail	

<p>7. Present situation of production management in your organization</p>	
<p>8. Most critical managerial problems related to production management you are now facing, indicating their causes from your viewpoint</p>	
<p>9. Possible measures to solve such problems together with limitation factors</p>	
<p>10. Your expectations of the program in relation to the described problems</p>	

Name
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## Questionnaire 1

### 1. Level of Comprehension

Please indicate the level of your comprehension by checking the appropriate boxes.

**Level a:** You can explain what it is to others. Or you have applied it in your work.

**Level b:** You know what it is. Or you have learned it at college/university or by yourself.

**Level c:** You do not know it well. Or you have never heard of it.

Item		a	b	c	Item		a	b	c
1	Just-in-time (JIT)				18	Production of many models in small quantities			
2	<i>Kanban</i> system				19	SMED (Single Minute Exchange of Die)			
3	Production leveling				20	Small-lot production			
4	Pull system				21	PM			
5	Takt time				22	Preventive maintenance			
6	Continuous flow processing				23	Maintenance Prevention			
7	Multi-process handling				24	<i>Karakuri Kaizen</i>			
8	Standardized Operation				25	7 major losses			
9	Standard in-process stock				26	Individual Improvement			
10	<i>JIDOKA</i> (Autonomation)				27	Autonomous maintenance			
11	5S				28	Planned maintenance			
12	Visual control				29	Quality maintenance			
13	<i>Poka yoke</i> (fool proof)				30	Mean Time Between Failures (MTBF)			
14	<i>Muda</i> (waste)				31	Mean Time To Repair (MTTR)			
15	Cycle time				32	Daily maintenance			
16	<i>Kaizen</i> (Continuous improvement)				33	Overall Equipment Efficiency (OEE)			
17	Liveliness index of transportation				34	Small Group Activities			

### 2. The Standard and Tools Your Company Has Adopted

Please indicate the current situation in your company by checking the appropriate boxes.

Techniques / Tools	Implemented with Japanese Consultant	Adopted	Not Adopted
5S			
ISO9000			
JIT			
TQM			
PM			

Name	Country
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***Questionnaire 2***  
**Observed Data and Numerical Targets for *Kaizen* at the Production Site**

When filling out this form, the course participant should consider the possibility of achieving the targets set at his or her company by applying what s/he will have learnt through this training course. Failure to fill out all required information below is likely to undermine the prospect of training success.

1	<p>What has been done toward realizing energy conservation at the company and/or departmental levels?</p> <p>NOTE: If there has been no action taken, please write this fact. Then, add something you want to take on for the future, and fill out the following sections.</p>	
2	<p>What types of measuring tools have you used to identify the results of the aforesaid actions (<i>e.g.</i>, failure rates, waste quantity, utilization rates, labor productivity per person, and tact time)? Specify all of them if there is more than one.</p>	
3	<p>What are the current values expressed in the measuring tools?</p>	



4	<p>What are the target values that are expressed in the measuring tools, and need to be achieved by applying the content to be studied during this training program?</p> <p>NOTE: The target values should be practical.</p>				
5	<p>What are the current values, and the target values that need to be achieved after returning home, as to your choice of either A or B (right)?</p> <p>No need to fill in both A and B.</p> <p>NOTE: If your department is INDIRECTLY involved in manufacturing, write about the whole of your factory. The target values should be practical.</p>	Choose A or B	Current Values		Target Values
		A: Yearly power consumption of the whole of your factory	_____ (kWh/year)	⇒	_____ (kWh/year)
		B: Yearly power consumption of a process at your manufacturing department (or factory)	_____ (kWh/year)	⇒	_____ (kWh/year)
		NOTE: If you choose B, write about the process you referred to, in the right column.			

**2W** English (CRTP Program)

### About the Benefits of Management Training Program

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

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

(<http://www.aots.jp/jp/teitanso/training/doc01.html>)

Name of training course (may be in acronym names, such as SHOP and PQM):

Country:

Company name:

Name of person filling out questionnaire form (representative of organization):

Job title of person filling out questionnaire form (representative of organization):

Names of participants of the training program:

#### Question 1:

This management training program receives financial support from Japanese government subsidy. Is there a difference in benefits by utilizing the AOTS training program compared to other cases where a training program on the same subject is provided by your own or an external agency of human resource development? Tick the following statement that applies to you (multiple answers allowed).

- ☐ Understanding in the subject of the training program increases further.
- ☐ Motivation improves further.
- ☐ Understanding of Japan increases further.
- ☐ Communication ability improves further.
- ☐ The stability of the work force in the company improves further.
- ☐ Others: [                      ]

#### Question 2:

Are you going to use what is learned from the AOTS training in your company after the participants return? Tick the following statement that applies to you.

- ☐ Yes, I am.
- ☐ No, I am not.

## Question 3:

(For a representative)

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

About people

## Question 4:

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

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

## Question 5:

Please provide the sales amounts of your company.

Actual sales for the last fiscal year [\_\_\_\_\_] USD \* 1 USD = 107 JPY

Estimated sales for this fiscal year [\_\_\_\_\_] USD \* 1 USD = 107 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 [\_\_\_\_\_]

End of document