



ODA Program

October 2022

Program Outline
&
Participation Requirements
Of
The Lean Management Training Program for Latin America
[LALM]

The Country classified as Group “Blue”

18 - 27 January 2023

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 200,000 individuals from 198 countries and regions have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2021 exceeded 230,000.

AOTS organizes and develops a various range of training courses based on requests from returning participants and industry in developing countries.

The Lean Management Training Program for Latin America (LALM) is one of the management training courses that is conducted by the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) which is being organized in collaboration with the Federation of Latin American AOTS Alumni Societies (FELAAS). This program aims to enable participants to review and improve the production processes at their own production sites, improve productivity, save labor and reduce costs by learning the concepts and management methods of the Lean Production System.

2. COUNTRY:

Argentina, Belize, Bolivia, Brazil, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Montserrat, Nicaragua, Panama, Paraguay, Peru, St. Lucia, St. Vincent and Grenadines, Suriname, Venezuela

3. NUMBER OF PARTICIPANTS:

20 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, company executives, middle to senior managers, supervisors who are engaged in production management, productivity improvement and factory management in manufacturing companies. Staff/managers of public organizations and/or business associations, researchers/lecturers of research/education institutes and business consultants who are expected to diffuse what is learned in this program may also be accepted.
 - (2) Participants should be, in principle, more than 20 years old and over.
 - (3) Participants should be university graduates and/or have equivalent professional experience.
 - (4) Participants should have a sufficient working knowledge (e.g. skill of audit, discussion, debate, presentation and report writing) of Spanish.
 - (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 countries 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 countries 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) have lower priority for selection to participate in this 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 collaborating organization or a Japanese host company in Japan makes the application. Please see below for details.

- (1) If participants apply to take part in practical training (on-site training) at a Japanese host company after participating in management training, they must apply through a legal entity in Japan (e.g., parent company) that will be their host company in Japan.
- (2) If participants apply through a Japanese host company, international travel expenses are not eligible for subsidy. Only in the case of participants from African countries, international travel expenses are eligible for subsidy.

(Application from host companies in Japan)

- (1) **Advance application:** The Japanese host company should contact the training and expert dispatch administration group of AOTS, the address of which appears in Item 13, by telephone or e-mail with an outline of the training plan (e.g., duties and background of the participants, whether practical training is required or not, etc.).

Please submit the following application documents to the training and expert dispatch administration group by **no later than 17 November 2022**.

1. AOTS Training Application Form (outline)
2. The trainee's personal record and enquiry into training contract
3. Pre-training report

- (2) **Formal application:** After receiving notification of acceptance of the advance application, the host company will be informed about the preparation of the necessary documents and arrangements for the formal application.

*If you have any questions, please contact the training and expert dispatch administration group (see Item 13).

*The above-mentioned AOTS prescribed forms can be downloaded from the website below.

<https://www.aots.jp/hrd/technology-transfer/download/#kanri-shinkokoku> (Japanese).

(Application from overseas countries)

Individual applicants should ensure the delivery of the following application documents in both PDF and Excel format through Overseas Collaborating Organizations to the Overseas Cooperation Group of AOTS listed in Item 13, **no later than 17 November 2022**

As the deadline for the submission of the application documents differs for each organization, please ask the Overseas Collaborating Organizations. Please contact the Overseas Cooperation Group of AOTS listed in Item 13 for the contact address of the Overseas Collaborating Organization.

Applicants will be interviewed by the Overseas Collaborating Organizations.

[Application Documents]

- (1) AOTS Training Application Form and Applicant's Personal Record (AOTS official form: Handwriting should be avoided.)
*Soft copies of both PDF and Excel file will be required to submit.
- (2) Enquiry about your Interest in doing business with Japanese companies and/or Entry into Japanese market
*Excel file
- (3) Medical Check Sheet (AOTS official form: Handwriting should be avoided.) *PDF file
- (4) About the handling of Personal Information Concerning Trainees (AOTS official form) *PDF file
- (5) Overseas Travel Insurance Consent Form *PDF file
- (6) Enquiry into Training Contract (For Japanese Joint-Venture-Companies and Companies exclusively funded by Japanese Enterprises) *PDF file
- (7) Pledge to Comply with the COVID-19 Disease Control Measures Specified by AOTS *PDF file
*For application forms (1) and (3) and (4) to (7) above 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.
- (8) A brochure of the applicant's company/organization *PDF file
- (9) Digital image of face photo (Please enter your name in the data title.)
- (10) Photocopy of the applicant's passport *JPEG or PDF file
*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 letters) and date of birth should be submitted instead.
- (11) Pre-Training Report and Questionnaire *Word

Notes:

**AOTS may ask the applicants to submit additional documents such as an official registration document and the latest financial statement of the company/organization, etc. , other than the above listed, if necessary.

** The formats are available from the Overseas Collaborating Organizations. Please ask them.

[Screening Committee Meeting]

The application documents will be forwarded to the AOTS Screening Committee, which will meet on 8 **December 2022**, for official approval of participation. Those who successfully pass the screening process will be notified when they receive the invitation documents.

Notes: If the number of participants is less than 20 as of the application deadline, AOTS may cancel or postpone this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

This program aims to enable company executives, middle to senior managers, supervisors and so on who are engaged in production management, productivity improvement and factory management to review and improve the production processes at their own production sites, improve productivity, save labor and reduce costs by learning the concepts and management methods of the Lean production system.

- KEY BENEFITS

- (1) To understand the aim and the basic concept of the Lean production system in a systematic way.
- (2) To gain a deeper understanding of QCD management methods (5S, visual management, improvement activities, quality assurance, etc.), which form the basis of the Lean production system.
- (3) To learn the improvement methods that utilize the IoT as a new way of improvement activities.
- (4) To improve the ability to apply the concepts and management methods of the Lean production system to their own production sites and create specific plans for improving production processes.

- DURATION

18 – 27 January, 2023

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[Pre-step]

Participants will bring to Japan the evidential data and information about the current status of the production processes at their own companies, and facing problems, etc., which they described in a pre-training report. On the final day of training, participants will make a presentation using those data and information.

[1st Step]

Through lectures, participants will deepen the understanding of the concept of manufacturing, which is characteristic of Japanese companies, and the concepts and mechanisms of production planning and production control, process control, Just-In-Time, automation, etc. which Japanese manufacturing companies practice. After that, through exercises participants will learn how to implement improvement activities based on the concept of the Lean production system.

[2nd Step]

Participants will learn 5S, visual management, improvement methods and quality assurance which are essential elements for productivity improvement and the Lean production system.

Participants will also learn improvement utilizing the IoT as a new way of improvement activities.

[3rd Step]

Through the company visits, participants will deepen their understanding of how the corporate philosophy, management policy, production system and QCD management methods are actually implemented in companies that have introduced the Lean production system. In addition, participants will learn the case studies of improvement utilizing IoT.

[4th Step]

Based on what they have learnt during the training, participants will examine the problems faced by their own production sites, which were initially described in the pre-training report. Then participants will clarify the causes which preventing from improving their own productivity, and prepare the action plans and make presentation on how they will apply the production management methods to their own companies to improve their own production processes.

The course will usually consist of a three hours in the morning and three hours in the afternoon. Group Discussion may take place after dinner. Please see the Tentative Schedule for further details.

- LANGUAGE

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

- PROGRAM DIRECTOR

Mr. Mitsuru Suzuki

Senior Consultant, Trainer of TPS Practice Dojo, Hirayama Co., Ltd.

Worked for Toyota Motor Corporation for more than 40 years, and had been at the chief leader of production department at the plant, serving as chief leader in charge of overseeing several production groups at the plant and supported the production site at the front line. He had also been active as technical trainers inside and outside of the company and have provided guidance on various on-site training courses, including the Toyota Production System. After retirement, he has been active as a management consultant and has instructed a large number of foreign companies.

-TRAINING LOCATION AND ACCOMMODATION

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

<http://www.aots.jp/jp/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 Lean Management Training Program for Latin America [LALM]
 18 to 27 January 2023
 AOTS Tokyo Kenshu Center (TKC) <To Be Determined>

| Date | Morning | Afternoon |
|-------------------|---|---|
| 17-Jan. (Tue.) | (Arrival in Japan) Conduct antigen qualitative test and report the results. *For information on the request and contents to undergo testing, see the “Pledge of compliance with AOTS preventive measures against COVID-19” in the training application from | |
| 18-Jan. (Wed.) | Course Orientation/ Opening Ceremony [Workshop] Presentation of Pre-Training Report by participants | [Lecture] Basic Concept of the Lean Production System (1) -The importance of cost reduction -The basic concept of the Lean production system. -The concept of improvement -Standardized operations |
| 19-Jan. (Thu.) | [Lecture] Basic Concept of the Lean Production System (2) -5S concept and production efficiency -Key points for establishing 5Ss | [Lecture] How to proceed with problem solving -Problem-solving steps -How to identify and tackle problems -Visual management |
| 20-Jan. (Fri.) | [Lecture] Quality assurance and quality control -Basic approach to quality control -Problem solving using QC story method | [Lecture] Improvement Activities utilizing IoT |
| 21-Jan. (Sat.) | Day off | |
| 22-Jan. (Sun.) | Day off | |
| 23-Jan. (Mon.) | Study Tour | [Visit] Case study of the Lean Production System (1) |
| 24-Jan. (Tue.) | | [Exercise] Practical Exercises in Hirayama Training Center -Measuring Cycle Time and Setting “Takt” Time -Improvement Practices by Groups |
| 25-Jan. (Wed.) | | [Visit] Case study of the Lean Production System (2) |
| 26-Jan. (Thu.) | [Visit] Improvement Activities utilizing IoT | [Visit] Production System and QCD Management Methods Preparation for Final Presentation |
| 27-Jan. (Fri.) | [Workshop] Final Presentation | [Workshop] Final Presentation Closing Ceremony |
| 28-Jan. (Sat.) | (Departure from Japan) | |

Remarks: (1) The above schedule is subject to change for the convenience of lecturers and cooperating companies, or for other unavoidable reasons.

(2) Several group discussion sessions will be arranged in the evening.

(3) Though 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.

On the day before the commencement of the training program, conduct the antigen qualitative test kit provided by AOTS when you check in the AOTS Kenshu Center and report the results to AOTS.

*For information on the request and content to undergo testing, see the “Pledge of compliance with AOTS preventive measures against COVID-19” in the training application form.

8. TRAINING COSTS (Application from overseas countries):

The training costs and the procedures for their settlement differ depending on whether an overseas company makes the application via the Overseas 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 a 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.
- Participants shall purchase their air tickets by themselves. For information on how to purchase tickets, please refer to p. 13 'Guidelines for participants' air travel and reimbursement by AOTS'.
- In principle, the subsidy from the Japanese Government applies from two days before the start of the training until the last day of the training.
- Please refer to Table 2 “List of Target Countries and Regions” for the classification of category 1 and category 2 on page12.
- The Estimates of the Participation Fee for the countries of Category 1* is shown in Tables 1-1 listed on page 11.
- Participants are encouraged to enter the round-trip amount of the airline ticket they intend to purchase in order to ascertain the approximate amount of the participation fee when applying for training.
- For Category 1, the participation fee is the sum of 1. 1/3 of the allowance cost and 2. Course Implementation Fee.

8-2) Advance payment of participation fees/ Reimbursement of International travel expenses and final settlement after arrival in Japan

(1) Participants are required to pay in advance to AOTS, based on the invoice issued by AOTS, a fixed amount [B] of **60,000 yen** as stated on p. 11, due one week prior to their arrival in Japan.

(2) Advance payment can be made by 1) overseas remittance from a bank or 2) credit card payment, whichever method the participant prefers.

After submitting the payment method in the form specified by AOTS in advance, the participant should complete the payment procedures in their countries by the deadline of one week before their arrival in Japan.

*Advance payment fees are to be borne by the participant and are not subsidized. AOTS will invoice the participant for the fees incurred for the pre-payment procedures after the participant's arrival in Japan, and the fee amount will be deducted together with other expenses to be settled at the final settlement.

(3) The amount of the subsidy [C] will be reimbursed to the participant after the participant has submitted the evidence documents for the purchase of the ticket and the amount of the travel expenses is finalized based on AOTS' rules and regulations.

(4) In order to reduce the exchange of payments for final settlement between AOTS and the participant after arrival in Japan, AOTS will settle with the participant the difference [D] as shown below.

$$[D] = [A] - ([B] + [C])$$

[A]: The Participation Fee paid by the participant

[B]: The fixed amount of **60,000 JPY** paid by the participant to AOTS in advance

[C]: The travel expenses reimbursed by AOTS to the participant.

8-3) 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 and 2. Course Implementation Costs. The Participation Fee, the amount that participants should bear, consists of “Contribution to Allowance Costs” and “Contribution to Course Implementation Costs” [A].

1. Allowance Cost

The 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

- International travel expenses are provided if an air ticket and its evidence document for purchase of the air ticket 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 round-trip air tickets by themselves. Please refer to “Guidelines for Purchase of Air Tickets by the Participant” listed on page 13 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 the participant’s 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 ¥9,440 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 ¥8,600 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 days 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, and the meal allowance (¥2,620 per day) will be provided to participants in kind or paid in cash by AOTS.

(3) Personal Allowance

- AOTS will pay ¥1,040 per day in cash to a participant.

(4) Domestic Travel Allowance

- AOTS will arrange for the participants a chartered bus or other means of transport from the international airport to the AOTS training center on arrival in Japan, or provide part of the transport costs in cash, as per the table below.

| Airport of arrival in Japan | Training Center | Standard Amount (Round trip) | Standard Route |
|--------------------------------------|--------------------------|------------------------------|--|
| Narita International Airport (Tokyo) | AOTS Kenshu Center (TKC) | 5,460JPY | Narita international Airport (Tokyo) – AOTS Tokyo Kenshu Center (TKC) |
| Kansai International Airport (Osaka) | AOTS Kenshu Center (KKC) | 1,800JPY | Kansai International Airport (Osaka) – AOTS Kansai Kenshu Center (KKC) |

(5) Welfare costs (Overseas Travel Insurance premiums, Antigen qualitative test fees)

- These are the costs of overseas travel insurance insured by AOTS for the participants and antigen qualitative tests taken after their arrival in Japan, one day before the course starting day.

2. Course Implementation Costs

The Contribution to Course Implementation Costs for a two-week course (the amount participants should bear) is ¥168,000.

Contribution to AOTS's Administration Cost

AOTS would like to ask the participants to support us by offering ¥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. AOTS will issue the receipt for the participants.

[Table 1-1] Estimate of the Fees and Costs [Category 1 Country]

Estimate of the Training Costs

Country: Mexico
 International Travel Expenses: Mexico City/ Mexico - Tokyo/ Japan, Roundtrip
 Management Training Course: LALM(2-Week course)

Please enter your airfare in green-colored column to make calculation.

1. Overview of the Estimate of the Training Costs

(Japanese Yen)

| Training Costs | Total Amount | ODA Subsidies | Participation Fee |
|--|----------------|----------------|------------------------|
| 1. Allowance Costs <Breakdown of Allowance Cost> | <Breakdown> | | |
| (1) International Travel Expenses | 250,000 [C] | | |
| (2) Accommodation and Meal Allowances a. [at the AOTS Kenshu Center] @ 8,600 x 1 day (Arrival Day) = | 8,600 | | |
| @ 9,440 x 8 days = [during the study tour] | 75,520 | | |
| b. Meal Allowance @ 2,620 x 2 day(s) = | 5,240 | | |
| c. Accommodation Allowance @ 10,267 x 2 day(s) = | 20,534 | | |
| (3) Personal Allowance @ 1,040 x 11 days = | 11,440 | | |
| (4) Domestic Travel Allowance (Narita Airport - TKC) | 5,460 | | |
| (5) Welfare Costs | | | |
| Overseas Insurance | 1,490 | | |
| Antigen qualitative test | 7,700 | [2/3] | [1/3] |
| Subtotal (1)~(5) | 385,984 | 257,322 | 128,662 |
| 2. Course Implementation Costs | 516,000 | 348,000 | 168,000 |
| Total | 901,984 | 605,322 | 296,662 ... [A] |

The amount of International Travel Expenses shown here is for reference only. Please put the airfare you plan to purchase and make calculation by yourself. Please also see 3. Notes at the bottom of the page.

Grey colored column = The amount paid in kind to participant by AOTS.

Yellow colored column = The amount paid in cash to participant by AOTS during the training. The total amount will be 22,140 yen.

2. Settlement Method and Breakdown

After arrival in Japan, the participant and AOTS shall make a settlement $[D]=[A]-([B]+[C])$ shown below.
 If the difference [D] is negative (-), it means that the amount will be paid from AOTS to the participant.
 If the difference [D] is positive (+), it means that the amount will be paid from participant to AOTS.

| | Item | Amount (Japanese Yen) | Note |
|-----|---|-----------------------|---|
| [A] | Participation Fee (Participation Fee consists of one third of 1. Allowance Costs and 2. Course Implementation Costs) | 296,662 | This is the amount participants should bear, and the value of which varies with the International Travel Expenses amount, and participants' staying days. PCR testing fees may also vary. |
| [B] | Amount paid completed from participant to AOTS before coming to Japan (Fixed amount) | 60,000 | Payment due is one week before arrival in Japan. |
| [C] | International Travel Expenses paid back from AOTS to participant during the training. | 250,000 | The amount of International Travel Expenses shown here is for reference only. |
| [D] | Amount to be settled after coming to Japan $[D]=[A]-([B]+[C])$ | -13,338 | - |

(Japanese Yen)

| | | | |
|--|---|--------|---|
| | Amount paid to participants from AOTS to participant in cash during the training. | 22,140 | Total amount of yellow colored column in the table. |
|--|---|--------|---|

3. Notes

Air ticket will be purchased by participant. AOTS will subsidize the amount in accordance with rules & regulations.

International travel expenses subsidy will be provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket.

In case 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 be changing accordingly.

[Table 2] List of Target Countries and Regions (2022-2023)

Trainees should be residing in the following countries/regions.

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

1. The list above is in alphabetical order, with the generic name for the country being used.
2. These countries and regions are mainly developing countries as designated by the OECD/DAC (Organization for Economic Co-operation and Development / Development Assistance Committee).

*Low/Lower Middle/Upper Middle Income Countries (Category 1):

According to the DAC list of ODA recipients effective for reporting on 2022 and 2023 flows, these are Low/Lower Middle/Upper Middle Income Countries and regions which are not "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:

In principle, arriving in Japan **on the day before** the commencement of the program and departing on the day after the closing day of the program.

2. Method of Reimbursement:

When purchasing an air ticket, participants are requested to submit purchase evidence documents to show that participants have compared prices with at least two companies under the same conditions, such as flight date, flight time, route and seat class (e.g., economy class), **and have purchased the ticket with the lower price.**

(1) International Travel Expenses eligible to be Subsidized (Reimbursement)

During the training program in Japan, participants should present to AOTS their air tickets and submit purchase evidence documents (2) (i) to (iii) below. AOTS finalizes the travel expenses based on these documents and will reimburse the participant in cash (JPY) the amount eligible for subsidy out of the sum of the following items (i) and (ii).

(i) In principle, the actual round-trip airfare for a discounted economy class flight on a direct flight or a connecting flight on a reasonable route.

*If there is no discounted economy class on the flight, normal economy class is also eligible for the subsidy.

*If the participant purchases a ticket that does not satisfy the above (i) required conditions, such as business class, the subsidized amount for travel expenses will not be reimbursed.

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

(ii) The departure tax, airport tax and security insurance fees, other taxes and actual costs of ticketing fees by travel agents indispensable to above (i) flight.

(2) Evidence Documents of Purchasing of Air Ticket

When purchasing air tickets, participants are requested to arrange an air ticket that meets the conditions in (1) (i) above, then obtain at least two quotations issued by travel agents or obtained via an Internet service for purchasing air tickets. The participants should then compare the two quotations at least and then purchase the cheaper airline ticket and submit the payment evidence documents in (i) to (iii) below.

| Purchase Evidence Documents | Details | |
|---|---|---|
| (i) Evidence Documents confirming the amount quoted by at least two companies at the time of ticket purchase. | -Estimates from at least two companies obtained by any of the methods a) to c) listed on the right must be submitted. -Quotations may be submitted by combining quotations obtained by more than one method, e.g., a) for one company and b) for one company. | a) Quotation issued by the travel agency. b) An email with the quoted price sent by the travel agency (copy) c) A screenshot of websites comparing the prices of two or more companies on the Internet. *The quotations in a) to c) above, (quotation) or a screenshot of a price comparison screen on the Internet shall contain the following information. (The conditions such as date of travel and seat classes (e.g., economy class) must be the same) |
| (ii) Receipt | -Receipts issued by travel agencies. -If purchased via the internet, a screenshot of the credit card authorization screen or a copy of the credit card statement is acceptable. -E-tickets with the word 'receipt' and statement of the actual purchase price are also acceptable). | |
| (iii) E ticket | | |

(3) Methods of Reimbursement**(i) Before coming to Japan.**

Please submit above-mentioned quotations from at least two companies to AOTS for prior confirmation by the

deadline of two weeks before arrival in Japan.

(ii) After arrival in Japan and during the training

AOTS will confirm the air ticket submitted by the participant and the above purchase evidence documents and calculate the actual JPY value of the airline ticket at the exchange rate on the date of issue. If the airline ticket does not meet the conditions in (1) (i) above or if any participant fails to submit the purchase evidence documents specified in (2) (i) to (iii) above, the **participant will not receive any subsidy towards his/her international travel expenses.**

9. Visa Acquisition Procedures:

(1) Status of Residence:

The status required for your training in Japan is a “Trainee.”

(2) Visa Acquisition

A participant shall apply for and obtain a “Trainee” visa at a Japanese embassy or a 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. Please note that it is strongly recommended to apply well in advance as the application documents may be referred to the ministry in Japan, which can take time.

(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.

10. Overseas travel insurance coverage:

AOTS provides participants with travel insurance from the time of departure from their home country until the time of return to their home country. The cover consists of medical expenses for medical treatment at a medical institution for injuries and illnesses, as well as liability and rescue costs. Please refer to “Overseas Travel Insurance Consent Form” and submit a signed agreement to confirm your agreement with the overseas travel insurance coverage when you apply for the training.

11. Pledge to Comply with the COVID-19 Disease Control Measures Specified by AOTS:

When applying to participate in AOTS training, participants must pledge to ensure that they comply with the quarantine requirements set out by AOTS before and during their stay in Japan, that they will take the necessary measures to prevent COVID-19 infection during their stay in Japan, and that they will take the utmost care not to interfere with the training. The participant must pledge to take the necessary precautions to ensure that the training will not be disrupted. Participants must confirm the said pledge in the training application form and submit a signed agreement to confirm their consent at the time of application for training.

12. 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 and Personnel 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>

13. FURTHER INFORMATION:

| AOTS (Japan) | |
|--|--|
| Application from overseas countries: | 30-1, Senju-azuma 1-chome, Adachi-ku Tokyo 120-8534, Japan |
| Overseas Cooperation Group, Operations Management Department | Tel: 81-3-3888-8256 |
| | Fax: 81-3-3888-8242 |
| | E-mail: shouhei-au@aots.jp |
| Application from host companies in Japan: | 30-1, Senju-azuma 1-chome, Adachi-ku Tokyo 120-8534, Japan |
| Training & Expert Dispatch Administration Group, Corporate Liaison Department | Tel: 81-3-3888-8221 |
| | Fax: 81-3-3888-8428 |
| | E-mail: g-ukeire-ak@aots.jp |

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

*The requirements written in this program outline are based on the Japanese Government's border measures as of 5 October 2022. The requirements may change due to changes in the Japanese Government's border measures and conditions for the termination of isolation.

PRE-TRAINING REPORT

The Program on The Lean Management Training Program
for Latin America
[LALM]

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

| | |
|--|--|
| 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 department (preferably attach an organizational chart, indicating your position) | |
| 6. Your duties in detail | |
| 7. Present situation of production management in your organization | |

| | |
|--|--|
| <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> | |