



The Association for Overseas Technical Cooperation and Sustainable Partnerships

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ODA Program

November 2022

Program Outline

&

Participation Requirements

of

The Training Program on Program & Project Management

[PPTP]

1–13 March 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 Training Program on Program & Project Management* (PPTP) is one of such management training programs conducted by AOTS organized in order to impart the system and method of project management based on the P2M[®] of Japan * to training program participants.

* **Program & Project Management:** Program management is a set of processes such as conception, basic planning and implementation management of a program that is positioned as a part of realizing an organization's strategy for business expansion, growth and adaptation to changing external environment such as emerging green economy, technology disruption, digital transformation and Society 5.0 (proposed by Japanese Government), and is a cluster of component projects to deliver a specific part of such a strategy, connected with each other organically under a holistic program mission.

Project management is a set of management processes for creating unique, new value in a project context (mission driven, time, resources and budget constrained) such as the engineering and construction of land and social infrastructure, oil and gas plants, production facilities, ICT systems, new product development and sustainability in responding to climate changes. A project can be initiated on a stand-alone basis (discrete projects) or as an integral part of a program.

* **P2M :** P2M is the "Guidebook of Program & Project Management for Enterprise Innovation" originally issued by the Engineering Advancement Association of Japan in 2001 after three years of research in response to a commission from the Ministry of Economy, Trade and Industry of Japan (METI), and has been owned, disseminated and enhanced, since 2002, by Project Management Association of Japan (PMAJ). Originally, P2M was developed as a vehicle to support Japanese enterprises, organizations, and the government agencies to reinforce their competitiveness through innovation and serves as a program management methodology that considers not only how to make one project successful by meeting the quality, budget and delivery time requirements, but also is an edifice of knowledge that integrates a program consisting of plural projects under a common program mission, for conceiving and delivering innovation, high value added and sustainability by intellectually combining a variety of management disciplines as well as strength of the Japanese industry, and helping pursue total optimization from higher and wider perspectives.

P2M has its English Edition and has been taught or practiced in some 25 countries including France, Ukraine, Russia, the Philippines, Senegal and Bangladesh.

2. COUNTRY:

Please refer to "[Table 2] List of Target Countries and Regions" of this program outline.

3. NUMBER OF PARTICIPANTS:

20 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be directors, senior managers in companies and/or project leaders or managers who are in a position to plan and/or manage projects in the participant's country. Managers or staff of industrial promotion organizations and/or business associations who support local companies in facilitating project management 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 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 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) are not eligible 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 14, 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 22 December 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 14).

*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 14, **no later than 22 December 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 14 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 *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 **26 January 2023**, 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 training program is designed for the participants to (1) acquire the fundamental methods and basic application skills of project management used to manage a single project, (2) familiarize themselves with “agile project management method”, an emerging variation of project management which is suited to software development, development of a highly innovative product or service, and stepwise corporate innovation where no model or prototype exists hence, it is difficult to define what to make from the beginning, (3) learn the concept of program management at an advanced level which is gaining increasingly important roles for business competitiveness, innovation in a variety of sectors, and sustainability in global competition, and (4) enable the participants to obtain deeper understanding of roles of project managers and program managers in the contemporary fast moving economy and industry and the society.

The participants are provided opportunities to learn how to apply project management and program management to, from immediate target of attaining business goals through efficient and well informed objective setting, efficient project planning and management, quality management and well organized resources management, to a more advanced target of forming business expertise to package emerging elements of new economic models such as green economy, digital transformation, Society 5.0 (by Japanese Government).

- KEY BENEFITS & CONTENTS

Pre-Step: Pre-study Requirements in the Application Sheet

Participant is required to enter responses to the questions and pre-study guideline laid out in Pre-Training Report, which will be utilized during the discussions and group workshops of the Program. The pre-study requirements include, in addition to the corporate profile, business operations characteristics and project management environment of applicant’s firm. The participant is requested to bring with him/her supporting data and information.

Step 1 Project Management, including Agile Project Management

Learn the terms, knowledge areas and the integration framework (the methods) of Project Management and its basic application skills which will become the common language in executing and managing projects. In doing so, the participants will gradually form a method of how to apply project management knowledge and skill to enterprise and industry objectives.

Step 2 Program Management

Learn the concept of Program Management, which is a methodology for the conception, formulation, design & structuring, implementation management, and innovative product servicing, of a program, as an organizational vehicle to realize an organization’s strategy, formed into a cluster of component projects, to focus on innovative mechanism creation and realization of high added value in program product. In this concept, participants would challenge a program to build a new business model such as business expansion into a new business domain; enhancing sustainability of the company, industry and society; developing a green industry and beyond; promoting energy saving or new energy development; an innovative model of green construction or green infrastructure, etc.

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

The Course ensures, by way of Project-based Learning (PBL), that the participants understand what they have learned in the training program by way of a series of hands-on case exercises provided in most sessions, two half-day corporate application case studies, and one full-day overarching group workshop based on the respective group’s thematic initiatives. Participants recognize their own roles in carrying out or implementing Program & Project Management.

This training program is designed to learn the system and methods of program and project management based on P2M.

By attending this program, participants will be able to have a more concrete image of their own roles as the persons responsible for project management and in the future as a program manager for innovation, as well as to acquire the systematic knowledge covered by P2M. **Those participants who have successfully completed the training program and has been conferred AOTS's official certificate, will also be awarded International P2M Practitioner (iP2M) credential by Project Management Association of Japan.**

Further, by learning the P2M-based program and project management and by having a close look at actual examples of its application in Japanese corporations, participants will have a chance to know the efforts taken by the Japanese corporations, and can extend their knowledge, which will become the basis by which they facilitate effective and efficient communications in various business environments with Japanese industries after returning to home country.

A daily schedule consists of a 3-hour morning session and a 3-hour afternoon session.
Please refer to the Tentative Schedule.

- DURATION

Wednesday 1 – Monday 13 March 2023 (9 working days)

- LANGUAGE

All lectures, discussions and project company visits will be conducted in English (lectures, full-day workshop and case studies), except for one case study with translation. All the program documents and training materials will be prepared in English.

- PROGRAM DIRECTOR

Professor, Dr. Hiroshi Tanaka, Ph.D. (France), Dr.PM Hon. (Ukraine)
Academic Adviser, Past President of Project Management Association of Japan (PMAJ)
Global Professor of Strategy, Project and Program Management

Dr. Hiroshi TANAKA is Course Director since 2009 for AOTS training programs coded PPTP/PHPP on program and project management. Originally, he spent 42 years at JGC Holdings Corporation, Japan's top and the world's top five global engineering and construction company in oil and gas, chemical, life science, energy transition and infrastructure domains. He is the founder and first president for 14 years of Project Management Association of Japan (PMAJ), the owner of Japan's program and project management standard "P2M Guidebook". Over the past two decades since 2002, Dr. Tanaka has been time-sharing professor of strategy, project and program management at totally nine graduate schools in France, Ukraine, Russia, Senegal, and Japan. He is the most senior leader in the global project management community and has served as keynote or invited speaker at 168 world/international project management conferences in thirty countries, including the most recent, keynote presentation at IPMA World Congress hosted by Russia in September 2021 with 1,500 delegates from seventy-three countries and World Project Management Forum 3rd organized in India with 1,000 delegates from 50 countries in December 2021. He has dozens of governments (five countries), industry, and project management association awards. He holds Ph.D. of France in Strategy, Project and Program Management and Dr.PM. Hon. of Ukraine. He speaks Japanese, English (business language); uses Spanish, French and Portuguese in teaching project management; and speaks daily Indonesian.

-LECTURERS

Lecturers registered at Project Management Association of Japan (PMAJ)*; two have Ph.D. degrees in Project Management and all of six have project management certification credential (US or Japan, or both).

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

The main activities of PMAJ are:

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

-TRAINING LOCATION AND ACCOMMODATION

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

<http://www.aots.jp/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 Training Program on Program & Project Management [PPTP]
 1 –13 March 2023
 AOTS Tokyo Kenshu Center (TKC)

Date	Morning (09:00 - 12:00)	Afternoon (13:00 - 16:00)
28 Feb. (Tue) Day before the start of the training	Arrival in Japan	
1 March (Wed.)	<ul style="list-style-type: none"> • Administrative Orientation on the Training Program • Opening Ceremony 	Inaugural Lecture by the Course Director: <ul style="list-style-type: none"> • Program & Project Management as Dynamic Management Paradigm & Methodology for Competitiveness, Innovation and Sustainability in 21st Century • Introduction to P2M Guidebook of Japan •
2 (Thu.)	Lecture & Case Studies: Project Management (1) Project Development and Front-end Planning before Final Project Investment Decision	Lecture & Case Studies: Project Management (1) Continuation of the morning session
3 (Fri.)	Lecture & Case Studies: Project Management (2) <ul style="list-style-type: none"> • Agile Project Management – a variation edition of project management suited to development of highly unique product or software • 	Lecture & Case Studies: Project Management (2) Continuation of the morning session
4 (Sat.)	Day off	
5 (Sun.)	Day off	
6 (Mon.)	Lecture & Case Study: Project Management (3) <ul style="list-style-type: none"> • Project Scope Definition and Scope Management 	Lecture & Case Study: Project Management (4) <ul style="list-style-type: none"> • Project Scheduling and Schedule Progress Management
7 (Tue.)	Lecture & Case Study: Project Management (5) <ul style="list-style-type: none"> • Project Cost Management 	Lecture & Case Study: Project Management (6) <ul style="list-style-type: none"> • Project Risk Management
8 (Wed.)	Case Study I <ul style="list-style-type: none"> • Cases of Societal Sustainability Projects and Short Workshop on a Hypothetical Sustainability Project, Sponsored by a Super Japanese Infrastructure Engineering and Construction Company 	Project Company Visit: Takenaka Corporation's Takenaka Research & Development Institute <ul style="list-style-type: none"> • Visit and meet with futuristic researchers at the world's largest R&D institute of its kind on such solutions on urban creation, futuristic society models, environmental affinity, asset value improvement
9 (Thu.)	Lecture: Program Management I <ul style="list-style-type: none"> • Essence of P2M Program Management Linking Corporate Strategy on Higher Corporate Value, Innovation and Sustainability to Front-line Projects to Deliver Strategy via Program Conceptualization, Formulation, Structure Design, Project Implementation Planning, Implementation and Program Product Utilization, or Once-through Development and Delivery of a Strategic Cluster of Component Projects 	Case Study: Program Management II <ul style="list-style-type: none"> • P2M (Project & Program Management) Application Case to a Processed Fresh Food Supply Company Unique in Daily Fresh Food Supply Chain, Environmental Consideration, Multinational Employees and empowered by P2M-based Agile Operations Management

10 (Fri.)	Workshop: Full-day Program & Project Management Group Workshop <ul style="list-style-type: none"> Project development & planning and project management planning exercise, by trainee groups, along the instructor given template on a group proposed project theme, e. g. a new plant/factory construction, developing sustainable new product or service, introducing an energy saving/energy conversion/resource saving project, a green innovation project, an affordable social innovation project in community. The workshop will include presentation of group exercise results, grading by the instructors and feedback. 	
11 (Sat.)	Day off	
12 (Sun.)	Day off	
13 (Mon.)	Lecture: Project Management (7) <ul style="list-style-type: none"> Project Resources Management and Project Stakeholder Structuring and Organization Management Course Director Program Look-back Feedback	Class Discussion <ul style="list-style-type: none"> All Participant Feedback Comments Class Resolution for a Better Tomorrow of Participant's Company with P2M Course Completion Ceremony (from 15.00)
14(Tue.)	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.

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.15 '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 page14.
- The Estimates of the Participation Fee for the countries of Category 1 and Category 2 are shown in Table 1-1 and Table 1-2 listed on page 12 and page 13 respectively.
- 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.
- Participants will pay the participation fee upon arrival in Japan.
AOTS will reimburse the international travel expenses to the participant (the amount will be finalized based on the AOTS rules and regulations after checking the evidence documents for the purchase of the ticket submitted by the participant when he/she arrives in Japan).
The amount the participant actually pays after arrival in Japan is the participation fee minus the international travel expenses, Table 1-1 and Table 1-2 listed on page 12 and page 13 respectively.
- In principle, payment is accepted by credit card (VISA or MASTER).
If it is difficult to pay by credit card, payment by cash will be accepted. In such case, please contact AOTS before coming to Japan.

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 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 15 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)

- These are the costs of overseas travel insurance insured by AOTS for the participants.

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]

Country: **Bangkok-Thailand**
 International Travel Expenses: **Bangkok Thailand ⇄ Narita-Japan, Roundtrip**
 Management Training Course: **PPTP (2-week course)**

1. Overview of the Estimate of the Training Costs

		(Japanese Yen)		
<i>Training Costs</i>	Total Amount	ODA Subsidies	Participation Fee	
1. Allowance Costs				
<Breakdown of Allowance Cost>	<Breakdown>			
(1) International Travel Expenses	110,000	[B]		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.
(2) Accommodation and Meal Allowances				
a. [at the AOTS Kenshu Center]				
@ 8,600 x 1 day (Arrival Day) =	8,600			
@ 9,440 x 13 days = [during the study tour]	122,720			
b. Meal Allowance				Grey colored column = The amount paid in kind to participant by AOTS.
@ 2,620 x 0 day(s) =	0			
c. Accommodation Allowance				Yellow colored column = The amount paid in cash to participant by AOTS during the training. The total amount will be 20,020 yen.
@ 10,267 x 0 day(s) =	0			
(3) Personal Allowance				
@ 1,040 x 14 days =	14,560			
(4) Domestic Travel Allowance (Narita Airport - TKC)	5,460			
(5) Welfare Costs				
Overseas Insurance	1,800			
Subtotal (1)~(5)	263,140	[2/3]	[1/3]	
2. Course Implementation Costs	516,000	348,000	168,000	
Total	779,140	523,426	255,714	•••[A]

2. Settlement Method and Breakdown

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

	Item	Amount (Japanese Yen)	Note
[A]	Participation Fee (Participation Fee consists of one third of 1. Allowance Costs and 2. Course Implementation Costs)	255,714	This is the amount participants should bear, and the value of which varies with the International Travel Expenses amount, and participants' staying days. Testing fees may also vary.
[B]	International Travel Expenses paid back from AOTS to participant during the training.	110,000	The amount of International Travel Expenses shown here is for reference only.
[C]	Amount to be settled after coming to Japan [C]=[A]-[B]	145,714	-

(Japanese Yen)			
	Amount paid to participants from AOTS to participant in cash during the training.	20,020	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 1-2] Estimate of the Fees and Costs [Category 2 Country]

Country: **Bangladesh**
 International Travel Expenses: **Dhaka-Bangladesh ⇄ Narita-Japan, Roundtrip**
 Management Training Course: **PPTP (2-week course)**

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	165,000	[C]	
(2) Accommodation and Meal Allowances			
a. [at the AOTS Kenshu Center]			
@ 8,600 x 1 day (Arrival Day) =	8,600		
@ 9,440 x 13 days =	122,720		
b. Meal Allowance			
@ 2,620 x 0 day(s) =	0		
c. Accommodation Allowance			
@ 10,267 x 0 day(s) =	0		
(3) Personal Allowance			
@ 1,040 x 14 days =	14,560		
(4) Domestic Travel Allowance (Narita Airport - TKC)	5,460		
(5) Welfare Costs			
Overseas Insurance	1,800		
Subtotal (1)~(5)	318,140	[3/3] 318,140	None 0
2. Course Implementation Costs	516,000	348,000	168,000
Total	834,140	666,140	168,000 •••[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 20,020 yen.

2. Settlement Method and Breakdown

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

	Item	Amount (Japanese Yen)	Note
[A]	Participation Fee (Participation Fee consists of 2. Course Implementation Costs only.)	168,000	This is the amount participants should bear, and the value of which varies with the International Travel Expenses amount, and participants' staying days. Testing fees may also vary.
[B]	International Travel Expenses paid back from AOTS to participant during the training.	165,000	The amount of International Travel Expenses shown here is for reference only.
[C]	Amount to be settled after coming to Japan $[C]=[A]-[B]$	3,000	-

(Japanese Yen)			
	Amount paid to participants from AOTS to participant in cash during the training.	20,020	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.

3. 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 more than one company at the time of ticket purchase.	<p>-Estimates from at least two companies obtained by any of the methods a) to c) listed on the right must be submitted.</p> <p>-Quotations may be submitted by combining quotations obtained by more than one method, e.g., a) for one company and b) for one company.</p>	<p>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.</p> <p>*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)</p>
(ii) Receipt	<p>-Receipts issued by travel agencies.</p> <p>-If purchased via the internet, a screenshot of the credit card authorization screen or a copy of the credit card statement is acceptable.</p> <p>-E-tickets with the word 'receipt' and statement of the actual purchase price are also acceptable).</p>	
(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. QUARANTINE MEASURES UPON ENTRY INTO JAPAN:

Quarantine measures upon entry into Japan are as follows.

<https://www.mhlw.go.jp/stf/covid-19/bordercontrol.html>

(1) If you have a valid vaccination certificate

Neither On-arrival Test nor isolation after entry is required.

In addition, a questionnaire must be filled out upon entry.

Please refer to the link below for information on vaccines that are considered valid.

Valid vaccination certificate: <https://www.mhlw.go.jp/content/000997373.pdf>

(2) In the absence of a valid vaccination certificate

Please take a test within 72 hours of departing from your country of residence and present a negative test certificate issued by a medical institution at the quarantine station upon entry into Japan.

In addition, a questionnaire must be filled out upon entry.

With a valid certificate of testing, neither On-arrival Test nor isolation after entry is required.

Please refer to the link below for information on valid certificate of testing.

Valid certificate of testing: <https://www.mhlw.go.jp/content/000825144.pdf>

* Fast Track (Recommended)

Fast Track is recommended to speed up the quarantine process.

Please use the Fast Track to determine if your vaccination and certificates of testing are valid.

Fast Track: <https://www.hco.mhlw.go.jp/en/>

13. 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>

14.FURTHER INFORMATION:**AOTS (Japan)**

Application from overseas countries:	30-1, Senju-azuma 1-chome, Adachi-ku Tokyo 120-8534, Japan
Overseas Cooperation Group,	Tel: 81-3-3888-8256
Operations Management Department	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,	Tel: 81-3-3888-8221
Corporate Liaison Department	Fax: 81-3-3888-8428
	E-mail: g-ukeire-ak@aots.jp

AOTS Overseas Offices

<p>1. Bangkok Office / (Senior Deputy Representative) Mr. Shoji Koino Amarin Tower 12F, 496-502 Ploenchit Rd, Lumpini Pathumwan, Bangkok 10330 TEL: 66-2-255-2370 FAX: 66-2-255-2372 E-mail: information@aots.or.th</p>	<p>2. Jakarta Office / (Representative) Ms. Kazuko Saito 12A Floor, Wisma KEIAI, Jl. Jend Sudirman Kav 3 Jakarta 10220, Indonesia TEL: 62-21-572-4262~4263 E-mail: information@aots.or.id</p>
<p>3. New Delhi Office / (Representative) Mr. Eiji Teshima Office Unit 12A, Rectangle One, D-4 Saket District Center, New Delhi, 110017 TEL: 91-11-4105-4504 E-mail: info@aots.org.in</p>	

*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 1 November 2022. The requirements may change due to changes in the Japanese Government's border measures and conditions for the termination of isolation.