



THE ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP[AOTS]

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**Program Outline
&
Participation Requirements
of
The Training Program on Project & Program Management for
Infrastructure Construction and Plant Engineering
[PPMI]**



6 – 17 February 2012

1. BACKGROUND OF THE PROGRAM:

AOTS - the Association for Overseas Technical Scholarship - is a non-profit association run with Japanese government subsidies from the Ministry of Economy, Trade and Industry (METI). Since its establishment in 1959, AOTS has been conducting various technical and management training programs in Japan for the people of developing countries. The total number of participants in past AOTS training programs amounts to almost 155,000 from about 170 developing countries and regions. These former participants are playing very important roles in industry and contributing greatly to the economic development of their respective countries.

The Ministry of Economy, Trade and Industry, Japan requests AOTS to organize various training programs in order to enhance Japanese business activities in the field of infrastructure development in emerging markets, particularly in Asian developing countries. In order to support Japanese companies that are developing and/or bidding for, or have been actually awarded projects related to the infrastructure field (Note 1) in developing countries, AOTS has designed a training program dealing with project management and program management (Note 2) in cooperation with the Project Management Association of Japan (PMAJ), namely the Training Program on Project & Program Management for Infrastructure Construction and Plant Engineering (PPMI).

Projects in the infrastructure field targeted by this program typically contain such characteristics as:

- close relation to a country's national development programs and, therefore, involvement of a variety of stakeholders, both in the public sector (such as government agencies) and the private sector (investors, financiers, contractors, suppliers)
- unique project development, implementation and business running arrangements such as PPP- public and private partnership, BOT- "build, operate and transfer" that demand contractors or developers to undertake business operation of built infrastructure in addition to engineering, constructing and delivering infrastructure as a traditional contractor
- requirement of sophisticated financing such as project financing, coupling of government and private loans or investment
- combination of plural infrastructure elements as a new type of package infrastructure such as in an eco smart city development, water system development, rapid rail way systems, which are increasing year to year in developing countries
- racing against developing technology as in renewable energy, smart grids, etc.

These profiles of the infrastructure projects require project managers to expand their management knowledge upstream to cover project conception and development; that is to say, acquire knowledge of project management and beyond. Also, because in developing countries projects related to the infrastructure field contain various uncertainties, risk management is a critical issue for contractors. Owners or prime contractors will face the risk of incurring losses out of inferior host country stakeholder relations, quality defects, construction delays and construction cost overruns caused by various risk factors. Among such risk factors, there are many items that can be reduced and managed well if local managers of contractors or subcontractors deeply understand project management and perform their work accordingly.

Therefore, this program is designed to train local managers in order to help them be able to manage projects effectively and contribute the quality assurance of project outcomes by making them master the system and method of project management based on the P2M[®] (Note 3).

Note 1) Infrastructure Field ---- It typically includes the water industry, traffic management systems, coal gasification and coal-fired power plants, electricity transmission and distribution systems, nuclear power generation plants, railway systems, resources recovery and recycling systems, aerospace industry, renewable energy development and utilization systems, telecommunications systems, urban or small community development, industrial park development and oil and gas plant system area.

Note 2) Project & Program Management ---- **Project management** is a set of management processes for planning and delivering any unique, new value in a project context (mission driven, time and resources, hence, cost constrained) such as the engineering and construction of social infrastructure, production facilities, development of ICT systems, new product development and marketing campaigns for business firms. A project can be initiated on a stand-alone basis (discrete projects) or as an integral

part of a program.

Program management is a set of management methodologies positioned higher and wider than project management and places emphasis on conception, design and structuring of a program, namely, a cluster of component projects organically combined to deliver an enterprise's business strategy.

Note 3) P2M[®]---- P2M[®] is the "Guidebook of Project & Program Management for Enterprise Innovation" originally published by the Engineering Advancement Association of Japan in 2001 in response to a commission from the Ministry of Economy, Trade and Industry (METI) of Japan, of which ownership has been transferred to the Project Management Association of Japan (PMAJ) for the dissemination, enhancement and deployment of P2M[®] certification, since 2002. P2M[®] is compatible with globally used project management practices and has also incorporated the concept of visioning, conception and design of value added programs and projects.

2. ELIGIBLE COUNTRIES OF TRAINEES:

Please refer to the List of Target countries and regions.

(http://www.aots.or.jp/jp/use/kokunai/pdf/e_taishokoku.pdf)

3. NUMBER OF PARTICIPANTS:

40 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Executives, senior managers and/or project leaders who are in a position to manage infrastructure or plant construction projects, or
- (2) Managers, supervisors or engineers who are responsible for contracts, design, procurement, construction, etc. of infrastructure or plant construction projects, and
- (3) Their companies, in principle, should have already worked or will work for the infrastructure or plant construction projects awarded to or implemented by Japanese companies.
- (4) If a company is working for infrastructure or plant construction projects awarded to or implemented by Japanese companies, executives or managers of secondary or tertiary subcontractors can also be accepted.
- (5) Public organization officials who are in charge of infrastructure development may also be accepted.
- (6) Participants should be between 25 and 60 years of age.
- (7) Participants should be university graduates and/or have equivalent professional experience.
- (8) Participants should have a sufficient working knowledge of English for discussions, presentations, and report writing.
- (9) Participants should be healthy enough to undergo an intensive training program in Japan.
- (10) Participants should be residing in the developing countries.
- (11) Participants should not be students or armed forces personnel.
- (12) AOTS ex-participants who have recently been awarded an AOTS Scholarship and participated in an AOTS training program in Japan are not entitled to apply for any program which starts within six months (183 days) after they have returned home from Japan.

Notes:

- (1) In case of Japanese companies and/or companies that have Japanese capital, persons who are engaged in the duties described in the participation requirements are able to participate in this program without regard to their positions.
- (2) Family members are not allowed to accompany the participants to 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) The Guarantee Letter, which is one of the invitation documents to be issued by AOTS, shall be used only for the purpose of obtaining a training visa and shall not be used for any other purposes, such as participants' business.
- (5) The number of participants for the same host company or from the same sending company may be limited if there are more applicants than AOTS can accept.

5. APPLICATION PROCEDURE:

5-1) Application from host companies in Japan

Please refer to Application Procedure from Japan. (http://www.aots.or.jp/eng/t_prg_j/application.html)

Host companies should apply to AOTS by submitting the required documents to reach AOTS Head Office by **no later than 21 November 2011**.

5-2) Application from overseas countries

Applicants should apply to AOTS by submitting the following documents to reach AOTS Head Office by **no later than 21 November 2011**.

- (1) AOTS Training Application Form, Applicant's Personal Record and Medical Check Sheet (AOTS official form)
- (2) 2 copies of a photo (4 cm×3 cm) (Please write down the applicant's name of the back)
- (3) Brochure of the applicant's company/organization
- (4) Photocopy of a passport, an election card, a driver's license or any other identification document issued by a public organization in the applicant's country containing, in Roman letters, the applicant's name in full, a photo of the applicant and his/her date of birth.
- (5) Pre-Training Report
- (6) Overseas Travel Insurance Consent Form
- (7) About the handling of Personal Information Concerning Trainees (AOTS official form)
The applicant himself or herself is required to submit a form bearing his or her own signature. Either in the absence of agreement, or non-submittance, course participation will not be granted.
- (8) Enquiry into Training Contract (For Japanese Joint-Venture-Companies and Companies exclusively funded by Japanese Enterprises)
- (9) About the Benefits of Management Training Program (AOTS official form)
In principle, a representative of the applicant's company/organization is required to fill in the questionnaires. (The form is attached to the end of the outline.)

The required documents (Application Form, etc.) can be downloaded from the following Website.

http://www.aots.or.jp/eng/t_prg_j/management/documents/documents.html

The application documents will be forwarded to the AOTS Screening Committee, which will meet on 22 December 2011, 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 21 as of 21 November 2011, AOTS may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

-OBJECTIVE

Targeting participants who are responsible for the project management of enterprises in the field of infrastructure or plant construction projects, this training program aims to help them be able to manage projects effectively and efficiently, and contribute to the quality assurance of project outcomes by providing an ample platform to master the system and method of project and program management based on the P2M[®]

-KEY BENEFITS & CONTENTS

Phase 1: Project Management

Learn the terms and expertise, the range of application, and the method of Project Management, which will become the common language in conducting planning and management of projects.

Phase 2: Program Management

Learn the concept of Program Management unique to P2M[®], the management one tier higher than project management and encompassing the total lifecycle of projects born out of the same strategy of an enterprise or more widely by a public sector as in infrastructure projects and learn the basic

knowledge and skills for its application. Program management places emphasis on how to conceive, realize and structure projects having high added value and innovation elements as an integrated project group unit called “program” as a higher structure of plural projects.

Phase 3 Summary

Make sure the participants understand what they have learned through the training program by using a comprehension test followed by a discussion session.

Participants recognize their own roles in carrying out or implementing Project & Program Management.

This training program is designed to learn the system and method of project management based on P2M[®] of Japan.

P2M[®] is the “Guidebook of Project & Program Management for Enterprise Innovation” originally published 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 (METI) of Japan and is now owned and further developed by Project Management Association of Japan (PMAJ). Originally, P2M[®] was developed to be a vehicle to support Japanese enterprises, organizations, and the government to reinforce their competitiveness through innovation and it is a project plus program management method that considers not only how to execute and complete one project successfully by meeting the quality, budget and delivery time, but also it is an edifice of knowledge that innovatively creates and integrates multiple projects born out of the same set of strategies by considering total optimization from a higher and wider perspective. Therefore, this training program is designed to help participants learn the concept of program management at a higher level, while setting a central goal to ensure the learning of the basics such as terms and expertise, methods, etc., of project management that will become the common language to implement a project.

By attending the training program participants will be able to have a more concrete image of their own roles as the persons responsible for project management, as well as to acquire the systematic knowledge that is covered in the international version of the PMC (Project Management Coordinator) Qualification, which is the certification examination of P2M[®].

Further, by learning the P2M-based project and program management and by having a close look at the actual practice cases of Japanese firms, participants will have a chance to know the strategies and efforts taken by the Japanese government and firms, and can extend their knowledge, which will become the foundation that could facilitate their communication in various business environments with Japanese industries after returning to their home country.

A typical daily schedule consists of a 3-hour morning session and a 3-hour afternoon session. Some evening sessions may also be organized after dinner.

Please refer to the Tentative Schedule.

- DURATION

6 – 17 February 2012 (2 weeks)

- LANGUAGE

All lectures, discussions and project site/company visits will be conducted in English or Japanese with translation into English. In principle, the program documents and training materials will be prepared in English.

***Participants are required to have a sufficient working knowledge of English for discussions, presentations, and report writing.**

- PROGRAM DIRECTOR

Pr. Hiroshi Tanaka

Pr. Hiroshi Tanaka is an adviser and immediate past president of Project Management Association of Japan (PMAJ); Visiting Professor of Strategy, Programme and Project Management at SKEMA Business School, France; Hon. Professor of Programme and Project Management at Admiral Makarov National University of Shipbuilding in Ukraine; Professor of Strategy, Program and Project Management at the Center of Advanced Studies and Research in Project, Program and Portfolio Management in Senegal; and Guest Professor on the “Grand Design by Japan” Program at Keio University’s Graduate Business School, in Japan. He is expert of JICA in project and program management, and has been program director at AOTS for the P2M course since 2009.

In industry, he has 42 years of experience in the global engineering & construction industry with his former employer JGC Corporation of Japan. He was a division general manager and a board member of a division company at JGC.

Pr. Tanaka is the founder of Japan’s project management society and an active global project management community player; he made his first PM presentation at IPMA World Congress, Copenhagen in 1982 and since served as key note/invited speakers at 100 PM conferences/public seminars in 24 countries and 100 in Japan; he served as the Chair, Global PM Forum since 2005 to 2007. Pr. Tanaka has been honored with seven international awards of project management, including ExxonMobil Professional PM Award in 1996 and the Ukrainian State Order “Honoured Decoration of the Ministry of Finance of Ukraine”, the supreme contribution award to the Ukrainian Government in June 2010, and three Japanese, including the Minister of Economy, Trade and Industry Award in 2008.

He has Ph.D. from SKEMA Business School and is a Holder of the State Academician Diploma awarded by the Ukrainian Academy of Science – Shipbuilding Engineering Society. He has co-authored two Japanese and two English (McGraw-Hill) books on project management, with one more coming in late 2011 in Ukraine. He has contributed 40 papers in English and 20 in Japanese, with ten of them being translated into Russian and Chinese.

-LECTURERS

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

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

The main activities of PMAJ are:

- Publication and maintenance of Japan’s national PM standard guidebook titled “Project and Program Management for Enterprise Innovation (P2M[®])” and promoting it inside and outside of Japan to serve as a driving force to enhance an organizations’ managerial capability.
- Hosting and administration of P2M based on the PM Professionals Certification process, and the authorization and registration of certified PM Professionals
- Research and development in the field of strategy, project and program management
- Conducting education and training programs and public seminars related to project and program management
- Providing an open community of practice for corporations and practitioners engaged in or supporting project and program management
- Performing cooperative and cross-fertilizing activities with overseas PM organizations.

- TRAINING LOCATION AND ACCOMMODATION

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

<http://www.aots.or.jp/eng/about/center/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

Please refer to item 7 for further information on accommodation.

**Tentative Schedule of
The Training Program on Project & Program Management for Infrastructure Construction and Plant
Engineering [PPMI]**

6 – 17 February 2012 AOTS Tokyo Kenshu Center (TKC) <To Be Determined>

Date	Morning Session	Afternoon Session
5 Feb. (Sun.)	(Arrival in Japan)	
6 (Mon.)	Orientation Opening Ceremony	Lecture (1): Introduction to Project and Program Management <ul style="list-style-type: none"> • Course Syllabus • Course Objectives • Introduction to the P2M[®] Guidebook
7 (Tue.)	Lecture (2): Development of Infrastructure Projects	Lecture (3): Fundamentals of Project Management
8 (Wed.)	Lecture (4): Project Management Core Process - Project Goal Management, Section I <ul style="list-style-type: none"> • Life Cycle Management • Scope Management • Time Management 	Site Visit: Project Management – Typical Infrastructure Project Site in Metropolitan Area
9 (Thu.)	Lecture (4): Project Management Core Process - Project Goal Management, Section II <ul style="list-style-type: none"> • Cost Management • Earned Value Management • Project Quality Management 	Lecture (4): Project Management Core Process - Project Goal Management, Section III <ul style="list-style-type: none"> • Report, Change and Issue Management • Delivery Management Lecture(5): Project Management Common Process, Section I, <ul style="list-style-type: none"> • Project Organization Management • Project Communication Management
10 (Fri.)	Lecture (5): Project Management Common Process, Section II <ul style="list-style-type: none"> • Project Resources (Procurement) Management • Project Risk Management Workshop: Orientation	Workshop: Project Management on a Hypothetical Infrastructure Project, Section I <ul style="list-style-type: none"> • Project Outline Statement • Project Scope Definition Using WBS Method • Project Stakeholders and Organization • Project Execution Strategy Development
11(Sat.) 12(Sun.)	Day off	
13 (Mon.)	Workshop: Project Management on a Hypothetical Infrastructure Project, Section II <ul style="list-style-type: none"> • Project Schedule (Bar Chart) Development • Discussion of Cost Estimate Methods • Risk Assessment of the Project • Result Presentation by Trainee Groups 	Lecture (6) : Program Management Fundamentals, Section I
14 (Tue.)	Lecture (6): Program Management Fundamentals, Section II	Lecture (6): Management Domains Supporting Program Management - Systems, Finance, Value, Relations
15 (Wed.)	Case Study: Planning and Managing Infrastructure Projects in Developing Countries by Japanese Corporation (s)	Site Visit: Program Management – Visit to a Corporation Practicing Infrastructure Program
16 (Thu.)	Workshop: Program Management (Program Theme to be Proposed by Trainee Groups) <ul style="list-style-type: none"> • Mission Profiling, Program Design and Program Architecture Development 	
17 (Fri.)	Course Summary and Review	Feedback on Examination: Overall Questions & Answers
	Closing Examination	Course Completion Ceremony
18 (Sat.)	(Departure from Japan)	

6 -13 Morning February: Project Management

13 Afternoon - 16 February: Program Management

17 February: Summary

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) Outside of the above course schedule, participants will have the chance to study through the use of WBT.
- (4) Though Saturday s and Sundays are days off in general, lectures may be scheduled if deemed necessary.

7. ACCOMMODATION:

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 ¥8,500 per day with meals (lunch, dinner and breakfast). The said conditions are subject to change due to unavoidable reasons.

Please note that AOTS Kenshu Center canteens are closed on Sundays. The participant will receive ¥2,500 in cash per day for meals to cover this day.

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.

The after-mentioned participation fee estimate(s) reflect(s) the case when a participant lodges at an AOTS Kenshu Center. The suggested amounts may vary otherwise.

8. TRAINING COSTS:

8.1) Application from host companies in Japan

In applying for this program, please contact 'Scholarship Administration Group' listed in 10. FURTHER INFORMATION.

8.2) Application from overseas countries

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 (Contributions from Participant) from the participants themselves.

Participants shall pay the Participation Fee (Contributions from Participant) in cash to AOTS after their arrival in Japan.

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.

The Estimates of the Participation Fee for the countries of Category 1* and for the countries in Category 2* are shown in Tables 1-1 and 1-2.

Please 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.

**Please refer to Table 3 "List of Target Countries and Regions"*

2) Breakdown

1. Participation Fee (Contributions from Participant)

The Participation Fee, which consists of Contribution to Allowance Costs and Contribution to Course Implementation Costs is the amount participants should bear.

Each participant will be requested to pay the Participation Fee to AOTS in cash after his/her arrival in Japan.

(1) The Contribution to Allowance Costs for the participants from the countries in Category 1 is 25% of the Allowance Costs (2-(1)). The Contribution to Allowance Costs is not set up for the participants from the countries in Category 2.

(2) The Contribution to Course Implementation Costs is ¥93,000 for a 2-week AOTS Management Training Program.

2. Training Costs

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 (3) Domestic Travel Allowance.

(1) Allowance Costs

a. International Travel Expenses

- **Participants from China will not have their International Travel Expenses subsidized.**
- Participants will purchase their own round-trip air tickets, concerning which there are no restrictions pertaining to boarding class.
- The subsidy from the Japanese government will cover the actual airfare up to the Standard Airfare Limits (the AOTS's Standard Airfare Limits for 2011 is shown in Table 2.).
- 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.
- International travel expenses are provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket.

b. Accommodation and Meal Allowance

At the AOTS Kenshu Center

- AOTS will provide a participant with accommodation to the value of ¥8,500 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 ¥7,700 per day with dinner and breakfast at an AOTS Kenshu Center.

c. Personal Allowance

- AOTS will pay ¥800 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 ¥372,000.

(3) Domestic Travel Allowance

- Expenses for a part of transportation fee between international airport in Japan and AOTS Kenshu Center
- AOTS will pay ¥1,900 in cash to a participant for the cost of travel between Narita Airport and AOTS Tokyo Kenshu Center (TKC).

3. The amount to be paid in cash to participants by AOTS

The following allowances and expenses will be paid in cash as per Table 1 to each participant after his/her arrival in Japan.

- (1) Subsidy for international travel expenses (when they are claimable for subsidy)
- (2) Personal Allowance (¥800 x staying days)
- (3) Domestic Travel Allowance

4. Contribution to AOTS's Administration Cost

The Contribution to AOTS's Administration Costs is ¥1,800 per day for the participants from the countries in Category 1, and ¥1,000 per day for the participants from the countries in Category 2, and covers administrative expenses. The participant is kindly requested to pay the Contribution to AOTS's Administration Cost.

[Table 1-1] Estimate of the Fees and Costs [the Country of Category 1]***The amounts and figures for the Fiscal Year 2011 (April 1, 2011 – March 31, 2012)****Country: Thailand****International Travel Expenses: Bangkok - Narita /Japan, Roundtrip****Management Training Course: 2 -week Course****1. Participation Fee (Contributions from Participant)**

(Japanese Yen)

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) Contribution to Allowances Costs	[A] x 0.25	47,075	30,025
(2) Contribution to Course Implementation Costs		93,000	93,000
Total		140,075	123,025

2. Training Costs

			With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) Allowance Costs				
a. International Travel Expenses			68,200	0 [1]
b. Accommodation and Meal Allowances				
at the AOTS Kenshu Center	@ 7,700 x 1 day =		7,700	7,700 (paid in kind)
	(Arrival Day)			
during the study tour	@ 8,500 x 12 days =		102,000	102,000 (paid in kind)
Meal Allowance	@ 2,500 x 0 day(s) =		0	0 [3]
Accommodation Allowance	@ 9,800 x 0 day(s) =		0	0 (paid in kind)
c. Personal Allowance	@ 800 x 13 days =		10,400	10,400 [2]
Sub Total			188,300	120,100 [A]
(2) Course Implementation Costs			372,000	372,000
(3) Domestic Travel Allowance (Narita Airport - TKC)			1,900	1,900 [4]
Total			562,200	494,000

[1] The maximum amount of airfare claimable for subsidy to the air ticket's purchase. Air ticket will be purchased by participant. AOTS will subsidize the amount in accordance with rules & regulations.

3. The amount to be paid in cash to participant by AOTS

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) International Travel Expenses subsidy	[1]	68,200	0
(2) Personal Allowance	[2]	10,400	10,400
	[SUM1]	78,600	10,400
(3) Meal Allowance during the study tour	[3]	0	0
(4) Domestic Travel Allowance in Japan	[4]	1,900	1,900
	[SUM2]	1,900	1,900
Total = [SUM1]+[SUM2]		80,500	12,300

*[1] provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket

4. Contribution to AOTS's Administration Costs

The amount mentioned below covers administrative expenses.

The participant is kindly requested to pay the Contribution to AOTS's Administration Cost.

@ 1,800 x 13 days = **23,400**

[Table 1-2] Estimate of the Fees and Costs [the Country of Category 2]
***The amounts and figures for the Fiscal Year 2011(April 1, 2011 – March 31, 2012)**

Country: Bangladesh

International Travel Expenses: Bangladesh - Narita /Japan, Roundtrip
Management Training Course: 2 -week Course

1. Participation Fee (Contributions from Participant)

(Japanese Yen)

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) Contribution to Allowances Costs	[A] x 0	0	0
(2) Contribution to Course Implementation Costs		93,000	93,000
Total		93,000	93,000

2. Training Costs

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) Allowance Costs			
a. International Travel Expenses		127,400	0 [1]
b. Accommodation and Meal Allowances at the AOTS Kenshu Center @ 7,700 x 1 day =	(Arrival Day)	7,700	7,700 (paid in kind)
during the study tour @ 8,500 x 12 days =		102,000	102,000 (paid in kind)
Meal Allowance @ 2,500 x 0 day(s) =		0	0 [3]
Accommodation Allowance @ 9,800 x 0 day(s) =		0	0 (paid in kind)
c. Personal Allowance @ 800 x 13 days =		10,400	10,400 [2]
Sub Total		247,500	120,100 [A]
(2) Course Implementation Costs		372,000	372,000
(3) Domestic Travel Allowance (Narita Airport - TKC)		1,900	1,900 [4]
Total		621,400	494,000

[1] The maximum amount of air fare claimable for subsidy to the air ticket's purchase. Air ticket will be purchased by participant. AOTS will subsidize the amount in accordance with rules & regulations.

3. The amount to be paid in cash to participant by AOTS

		With International Travel Expenses subsidy	Without International Travel Expenses subsidy
(1) International Travel Expenses subsidy	[1]	127,400	0
(2) Personal Allowance	[2]	10,400	10,400
	[SUM1]	137,800	10,400
(3) Meal Allowance during the study tour	[3]	0	0
(4) Domestic Travel Allowance in Japan	[4]	1,900	1,900
	[SUM2]	1,900	1,900
Total =[SUM1]+[SUM2]		139,700	12,300

*[1] provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket

4. Contribution to AOTS's Administration Costs

The amount mentioned below covers administrative expenses.

The participant is kindly requested to pay the Contribution to AOTS's Administration Cost.

@ 1,000 x 13 days = **13,000**

Table 2 Standard Airfare Limits (FY 2011)

* Mark indicates the countries of category 2.

Unit: Japanese Yen

Area	Country	Place of Departure	Place of Arrival	Airfare Limit	Area	Country	Place of Departure	Place of Arrival	Airfare Limit	
Southeast Asia	Indonesia	Jakarta		68,100	Central and South America	Nicaragua			178,700	
		Manado		56,800		* Haiti			200,500	
	* Cambodia			82,500		Panama			192,200	
	Singapore			59,200		Paraguay			166,500	
	Thailand	Bangkok		68,200		Brazil			137,000	
		Chiang Mai		80,600		Venezuela			199,900	
	Philippines	Cebu	Narita			45,100	Peru			159,800
			Kansai			43,500	Bolivia			182,800
			Chubu			44,400	Honduras			163,800
		Manila	Narita			43,800	Mexico	Guadalajara		187,700
			Kansai			36,500		Mexico City		136,500
	Chubu		47,700	Tijuana				112,800		
	Davao	Narita		51,000		Mazatlan			172,000	
	Vietnam			86,100		San Luis Potosi			172,000	
	Malaysia	Kuala Lumpur		72,700		Monterrey			140,700	
Kota Kinabalu			71,400	Morelia		168,900				
* Myanmar			93,600	Cancun		169,800				
* Laos			69,200	Algeria			168,000			
North east Asia	Mongolia	Ulan Bator	Narita	109,100	* Uganda			86,100		
			Kansai	97,800	Egypt			68,700		
			Chubu	68,000	* Ethiopia			123,200		
Middle Asia	* Afghanistan			239,300	Ghana			182,600		
	Uzbekistan	Tashkent	Narita	169,200	Cameroon			205,300		
			Kansai	156,800	Kenya			82,200		
Kazakhstan			175,100	* Zambia	Lusaka		160,400			
South Asia	India	Calcutta		107,200	Ndola			232,800		
		Cochin		111,300	Zimbabwe			125,100		
		Chennai		103,000	* Sudan			129,400		
		Thiruvananthapuram		125,500	Seychelles			44,400		
		Delhi		102,600	* Senegal			231,900		
		Hyderabad		100,200	* Tanzania			89,700		
		Bangalore		110,500	Tunisia			131,400		
		Mumbai		108,100	Nigeria			129,000		
		Ahmedabad		134,100	* Madagascar			98,900		
	Coimbatore		122,800	* Mozambique			67,800			
	Sri Lanka			55,900	Mauritius			66,900		
	* Nepal			146,500	* Mauritania			125,600		
	Pakistan			79,100	Morocco			180,300		
* Bangladesh			127,400	South Africa			124,400			
* Bhutan			130,200	* Malawi			144,400			
* Maldives			190,300	Libya			47,800			
Oceania	* Samoa			67,400	Namibia			132,000		
	* Vanuatu			99,300	Botswana			94,400		
	Papua New Guinea			129,000	Iran	Tehran		77,200		
Fiji			70,800	Tabriz			74,200			
Central and South America	Argentina			188,600	Jordan			137,600		
	Uruguay			191,700	Syria			157,100		
	Ecuador			187,500	Lebanon			187,800		
	El Salvador			163,800	Ukraine			59,400		
	Guatemala			163,800	Serbia			122,000		
	Costa Rica			176,100	Montenegro			113,200		
	Colombia			173,800	Turkey			90,400		
	Jamaica			200,500	Macedonia (Former Yugoslav Rep. of)			119,900		
	Chile			227,500	Croatia			106,000		
	Dominican Republic			200,500						

Guidelines for Purchase of Air Tickets by the Participant

1. Arrival and Departure Dates:

Arriving in Japan on the day before the commencement of the program and departing on the day after the closing day of the program or the nearest days to be allowed by the flight schedule within two days before and/or after the program.

2. Method of Reimbursement:

During the training program in Japan, participants should present to AOTS their air tickets and submit official receipts of air ticket purchase for reimbursement. The sum of the following items (1) and (2) will be subsidized. In principle, an economy class air ticket purchased for a round-trip on the standard route according to the criteria of the International Air Transport Association (IATA) is defined as the standard airfare to be covered.

- (1) Actual round-trip airfare within the Standard Airfare Limits (the limits of AOTS's standard round-trip airfare amount) specified for the respective area (country).
- (2) The departure tax, airport tax and other taxes indispensable to the usual flight route defined by IATA subject to the submission of evidence.

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

3. Official Receipts:

AOTS will confirm the air ticket and official receipt and calculate the actual yen value of the air ticket with the exchange rate on the date of the ticket's issue.

- (1) AOTS can only accept the official receipts duly issued by the issuer in which a breakdown of the total airfare is explicitly described, such as airfare, tax (the departure tax, airport tax and other taxes indispensable to the usual flight route defined by IATA) and commission. It should also contain the name of the issuer's representative, address, telephone number and facsimile number.
- (2) Neither Invoice nor Calculation Sheet will be accepted as the receipt. However, an Invoice/Calculation Sheet using the letter-head of the air ticket issuer stating the word "Received" or "Paid" and including the signature of the air ticket issuer may be accepted.

*** If any participant fails to submit the official receipt duly issued by the relevant airline company or travel agent, the participant will not receive any subsidy towards his/her airfare and will be required to pay the full amount of the Participation Fee in cash to AOTS.**

Visa Acquisition Procedures:

1. **Status of Residence:**

The status required for your training in Japan is "**Trainee.**"

2. **Visa Acquisition:**

A participant shall apply for and obtain a "Trainee" visa at a Japanese embassy or general consulate (hereinafter: diplomatic mission) with materials issued by AOTS such as a Guarantee Letter. It may be the case that the submitted materials are forwarded to the Consular Affairs Bureau (Tokyo) for checking.

3. **Notes:**

- a) **A citizen from a country or area participating in a visa waiver program with Japan** shall additionally apply for and obtain a "Trainee" visa.
- b) **A bearer of a visa other than a "Trainee" visa**, e.g., a "temporary visitor" visa or a "multiple" visa shall additionally apply for and obtain a "Trainee" visa. Please bear in mind that **the existing visa will be nullified in exchange for the "Trainee" visa.**
- c) **A bearer of an APEC business travel card (ABTC)** shall additionally apply for and obtain a "Trainee" visa. This is because the purpose of his or her travel is participation in an AOTS training program.
- d) **Please contact the local Japanese diplomatic mission for any inquiries prior to visa application.**

[Table 3] List of Target Countries and Regions (FY 2011)

Trainees should be citizens of the following countries/regions.

<i>Category 2*</i>	<i>Category 1*</i>		
Afghanistan	Albania	Macedonia, Former Yugoslav	Zimbabwe
Angola	Algeria	Malaysia	
Bangladesh	▪ Anguilla	Marshall Islands	
Benin	Antigua and Barbuda	Mauritius	
Bhutan	Argentina	▪ Mayotte	
Burkina Faso	Armenia	Mexico	
Burundi	Azerbaijan	Micronesia, Federated States	
Cambodia	Barbados	Moldova	
Central African Rep.	Belarus	Mongolia	
Chad	Belize	Montenegro	
Comoros	Bolivia	▪ Montserrat	
Congo, Dem. Rep.	Bosnia and Herzegovina	Morocco	
Djibouti	Botswana	Namibia	
Equatorial Guinea	Brazil	Nauru	
Eritrea	Cameroon	Nicaragua	
Ethiopia	Cape Verde	Nigeria	
Gambia	Chile	Niue	
Guinea	China	Pakistan	
Guinea-Bissau	Colombia	Palau	
Haiti	Congo, Rep.	Palestinian Administered Areas	
Kiribati	Cook Islands	Panama	
Laos	Costa Rica	Papua New Guinea	
Lesotho	Côte d'Ivoire	Paraguay	
Liberia	Croatia	Peru	
Madagascar	Cuba	Philippines	
Malawi	Dominica	Serbia (incl. Kosovo)	
Maldives	Dominican Republic	Seychelles	
Mali	Ecuador	South Africa	
Mauritania	Egypt	Sri Lanka	
Mozambique	El Salvador	▪ St. Helena	
Myanmar	Fiji	St. Kitts-Nevis	
Nepal	Gabon	St. Lucia	
Niger	Georgia	St. Vincent and Grenadines	
Rwanda	Ghana	Suriname	
Samoa	Grenada	Swaziland	
Sao Tome and Principe	Guatemala	Syria	
Senegal	Guyana	Tajikistan	
Sierra Leone	Honduras	Thailand	
Solomon Islands	India	▪ Tokelau	
Somalia	Indonesia	Tonga	
Sudan	Iran	Tunisia	
Tanzania	Iraq	Turkey	
Timor-Leste	Jamaica	Turkmenistan	
Togo	Jordan	Ukraine	
Tuvalu	Kazakhstan	Uruguay	
Uganda	Kenya	Uzbekistan	
Vanuatu	Kyrgyz Rep.	Venezuela	
Yemen	Lebanon	Viet Nam	
Zambia	Libya	▪ Wallis and Futuna	

▪ Territory.

- The list above is in alphabetical order, with the generic name for the country being used.
- These countries and regions are mainly developing countries as designated by the OECD/DAC (Organization for Economic Co-operation and Development / Development Assistance Committee).
- The following countries and regions have already been excluded from the list of target countries and regions:
China (Hong Kong, Macau), Singapore, Brunei, United Arab Emirates, Qatar, Kuwait, Bahamas, Greece, Puerto Rico, French Guiana, Israel, Cyprus, Guadeloupe, Saint Pierre and Miquelon, Martinique, Réunion, Bermuda, Cayman Islands, Falkland Islands, Republic of Korea, Aruba, French Polynesia, Gibraltar, Netherlands Antilles, New Caledonia, Northern Mariana Islands, British Virgin Islands, Malta, Slovenia, Bahrain, Estonia, Slovakia, Czech, Hungary, Bulgaria, Poland, Latvia, Lithuania, Romania, Saudi Arabia
- Antigua and Barbuda, Barbados, Oman and Trinidad and Tobago graduated from the List in 2011

Developing Countries (Category 1):

According to the DAC list of ODA recipients effective from 2009, these are developing countries and regions other than the “Least Developed Countries”, and thus have been recognized by the Japanese government as target countries for ODA.

Least Developed Countries (Category 2):

These are the least developed countries on the DAC list.

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 Division,
The Association for Overseas Technical Scholarship (AOTS)
Department in charge: General Affairs Group, General Affairs Div., AOTS
Tel: 81-3-3888-8211 E-mail: kojinjoho@aots.or.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 <http://www.aots.or.jp/eng/privacypolicy.html>.

10. FURTHER INFORMATION:

AOTS HEAD OFFICE

Application from overseas countries:	30-1, Senju-azuma 1-chome, Adachi-ku, Tokyo 120-8534, Japan
Scholarship Processing Group	Tel: 81-3-3888-8214
	Fax: 81-3-3888-8242
	E-mail: shouhei@aots.or.jp

Application from host companies in Japan:	30-1, Senju-azuma 1-chome, Adachi-ku, Tokyo 120-8534, Japan
Scholarship Administration Group	Tel: 81-3-3888-8221
	Fax: 81-3-3888-8242

AOTS OVERSEAS OFFICES /

1. AOTS Bangkok Office / (General Manager) Mr. Kitaro Makino 14th Fl. Paso Tower 3, 88 Silom Rd., Suriyawong, Bangruk, Bangkok 10500 Tel: 66-2-238-5233~4, 268-0784 Fax:66-2-634-1200 E-mail: aots@loxinfo.co.th

2. AOTS Jakarta Office / (General Manager) Mr. Hiroyuki Sato 6th Floor, Summitmas I, Jalan Jend.Sudirman, Kav.61-62, Jakarta 12190 Tel: 62-21-522-6776~7 Fax:62-21-522-6661 E-mail: aotsjkt@aots.or.id

3. AOTS New Delhi Office / (General Manager) Mr. Yasumi Suzuki Flat No.1307, 13th Flr., Gopaldas Bhawan, 28 Barakhamba Road, New Delhi 110001 Tel: 91-11-23704122 Fax:91-11-23704123 E-mail: contact@aotsindia.com

**- The Training Program on Project & Program Management for Infrastructure Construction and Plant Engineering -
[PPMI]**

Please fill in the following items by using a personal computer or similar equipment, or by handwriting in block letters in English. AOTS would duplicate and distribute it to lecturers and other participants as a reference material for the group discussions and presentations held during the program. The report form is available here in an MS-Word format (<http://www.aots.or.jp/jp/documents/ptr/11ppmi-e.doc>).

1. Your name	
2. Name of your company/ organization	
3. Outline of your company/organization (Please give a brief description or outline of your company/organization.)	
4. Business outline, product lines/service, and size of business of your company	
5. Current/past/future projects related to Japanese companies <u>in the infrastructure field</u> (Please <u>refer Note 1</u>) (Japanese company should be the owners or prime contractors of the projects)	[Past projects with Japanese companies] [Current projects with Japanese companies] [Future projects with Japanese companies]
6. Your position and name of your department (preferably by attaching an organizational chart indicating your position)	
7. Your duties in detail	

<p>8.Experience of participating in any project at your workplace</p> <p>(Project contents, project period, and your role)</p>	
<p>9. On which project management standards are you performing your project management work?</p> <p>(Please check one of them)</p>	<p><input type="checkbox"/> My Japanese company or Japanese prime contractor's own company project management standard/manual/procedures.</p> <p><input type="checkbox"/> My company (national)'s own project management standard/manual/procedures.</p> <p><input type="checkbox"/> International project management standard such as PMBOK[®] Guide, IPMA ICB, PRINCE2 (UK), P2M[®] of Japan</p> <p><input type="checkbox"/> Consultant's private standard that my company has introduced.</p> <p><input type="checkbox"/> Not in particular; we perform project management based on on-the-job training or on my own</p>
<p>10. Project for which you are going to work after returning to your home country</p> <p>(Project contents, project period, and your role)</p>	
<p>11. Any management issues or trouble you had in managing a project you engaged in</p>	
<p>12. Your expectations for the program</p>	

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 = 82 JPY

Estimated sales for this fiscal year [_____] USD * 1 USD = 82 JPY

Question 6:

The AOTS training program costs about 7,600 USD per person to run the course. Do you think the AOTS training programs produce enough benefits to justify the expense (7,600 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 (7,600 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