

# ODA Program

June 2017

**Program Outline**

**&**

**Participation Requirements**

**of**

**The Program on Design Management**

*-For enhancement of the ability pertaining to product and corporate design-*

**[PDM]**

**26 October – 8 November 2017**

## 1. BACKGROUND OF THE PROGRAM:

The Overseas Human Resources and Industry Development Association (HIDA) is an organization for human resources development in developing 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.

HIDA 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 182,000 individuals from 171 countries have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2015 exceeded 197,000.

The Program on Design Management (PDM) is designed as one of courses for all the developing countries to learn business management/administration techniques and their underlying ways of thinking, all of which are characteristics of Japanese companies. It also aims to provide an opportunity for executives, senior managers, and designers to upgrade their capabilities in design management so that they can utilize "design" as the key factor for their corporate competitive strategies.

## 2. COUNTRY:

Please refer to the List of Target Countries and Regions.  
(<http://www.hidajapan.or.jp/jp/ikusei/files/taishokoku.pdf>)

NOTE: The general-purposed web page enlists China, which is not a target country of this program.

## 3. NUMBER OF PARTICIPANTS:

25 participants

## 4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, executives, managers or designers involved in design management (the term "designer" refers to the individuals in types of work related to the design of consumer products. This program is targeted at those involved in product design and graphic design, so participation by parts designers, machinery design technicians, those involved in design related to construction, and designers in the garment or textile industries are not permitted). In addition, experts involved in design development and lecturers at educational institutions, such as universities, who are expected to play a role as a motive force in the dissemination of design management, may participate.
- (2) Participants should be, in principle, between 20 and 60 years of age.
- (3) Participants should be university graduates and/or have equivalent professional experience.
- (4) Participants should have a sufficient working knowledge (e.g. skills of audit, discussion, debate, presentation and report writing) 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 HIDA management training programs (ODA-funded programs) organized in Japan are not entitled to apply for any program which starts within six months (183 days) after they returned home.

Notes:

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

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

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

## 5. APPLICATION PROCEDURE:

The application procedures differ depending on whether an overseas company makes the application directly or a Japanese host company in Japan makes the application. Please see below for details.

### 5-1) Application from overseas countries

Individual applicants should ensure the delivery of the following application documents to the Management Training Administration Group of HIDA listed in Item 10, **no later than 21 August 2017.**

[Application Documents]

- (1) HIDA Training Application Form and Applicant's Personal Record  
(HIDA official form: Handwriting shall be avoided.)
- (2) Medical Check Sheet (HIDA official form: Handwriting shall be avoided.)
- (3) 2 copies of the applicant's photo (**4 cm × 3 cm**) (Please write the applicant's name on the back.)
- (4) A brochure of the applicant's company/organization
- (5) Photocopy of the applicant's passport  
\*If the applicant doesn't possess a passport, an election card, a driver's license or a photo ID issued by a public organization in the home country containing his or her full name (written in Roman block letter) and date of birth should be submitted instead.
- (6) Pre-Training Report
- (7) Overseas Travel Insurance Consent Form
- (8) About the handling of Personal Information Concerning Trainees (HIDA official form)  
\*The applicant's signature is needed for authorization to proceed. In the absence of agreement, or failure of submission, course participation will not be granted.
- (9) About the Benefits of Management Training Program (HIDA official form)  
\*In principle, a representative of the applicant's employer shall fill in the questionnaires.  
\*The form is attached to the end of the outline.
- (10) Enquiry into Training Contract (For Japanese Joint-Venture-Companies and Companies exclusively funded by Japanese Enterprises)

Notes:

\*A soft copy of the application documents will not be accepted.

\*HIDA may ask the applicants to submit additional documents other than above listed, if necessary.

The formats are readily downloadable at our website.

<http://www.hidajapan.or.jp/en/ikusei/application.html>

### 5-2) Application from host companies in Japan

Please refer to below website (Japanese).

(<http://www.hidajapan.or.jp/jp/ikusei/management/proc01.html> )

Host companies should ensure the delivery of application documents to the Training Administration Group of HIDA, the address of which appears in Item 10, **no later than 21 August 2017.**

---

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

The application documents will be forwarded to the HIDA Screening Committee, which will meet on **21 September 2017**, 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 13 as of 21 August 2017, HIDA may postpone or cancel this program.

## 6. OUTLINE OF THE PROGRAM:

### - OBJECTIVE

The main objective of this program is to enable participants to strategically utilize design as a management resource by improving their capabilities of design management.

\*In corporate management today, the crucial elements are not only such conventional ones as product performance, quality and price; the creation of various added value through design, such as product design, package design, the design of the sales area, advertising and promotion activities and brand creation are also becoming very important. Design management is a management technique focused on how efficiently and effectively such design work and design activities can be undertaken in corporate management.

### - KEY BENEFITS

By the end of this program, participants will be able to deepen their understanding on:

- (1) the importance of design management in corporate management and business strategy;
- (2) the organizational structure and functions of strategically utilizing design;
- (3) the importance of brand building and communication design that reflect a company's vision and business strategy;
- (4) design concepts such as user-centered design, universal design, and sustainable design; and
- (5) the creative design processes practiced in Japan

### - DURATION

26 October – 8 November 2017 (2 weeks)

### - CONTENTS

- (1) Strategic use of design and design management  
Participants will deepen their understanding regarding the design management concept that focuses on design as an important resource and competitive edge of business. They are also expected to understand the framework of organizational operation and the role of the top management for successful design management.
- (2) Design concepts  
Participants will learn the ideas, methods, and processes of various user/society-conscious product design concepts such as user-centered design, universal design, and sustainable design.
- (3) Design process  
Participants will not only understand the design process in a series of design works but also learn how to go through the process with hands-on experience through various exercises.
- (4) Good design management companies in Japan  
Participants will be able to know the current state and future direction of product designing in Japan through the introduction to the case examples of good design/brand strategy of Japanese companies.
- (5) Wrap up discussion  
On the final day of the program, participants will make presentations by group on what they learned through the program and will exchange views with other participants and the program director.

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.

Refer to the Tentative Schedule for further details.

- LANGUAGE

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

- PROGRAM DIRECTOR

Mr. Hiromi Inokuchi  
Professor, Department of Design Informatics  
Chairperson, Committee for the Promotion of Design Lounge

Prof. Inokuchi is one of the most prominent experts in the strategic design management and is actively engaged in research and teaching activities. After working 18 years at the Japan Institute of Design Promotion, worked at Iid, Inc., a design think tank founded by Nissan, and he joined Musashino Art University as a professor to teach at the Department of Design Informatics. He is also an active chairperson of the Committee for the Promotion of Design Lounge at the University.

- TRAINING LOCATION AND ACCOMMODATION

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

<http://www.hidajapan.or.jp/en/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 Program on Design Management [PDM]**

26 October – 8 November 2017 HIDA Tokyo Kenshu Center (TKC) <To Be Determined>

Date	Morning Session	Afternoon Session
25 October. (Wed.)	(Arrival in Japan)	
26 (Thu.)	Orientation Opening Ceremony	LECTURE: Introduction to Design Management
27 (Fri.)	LECTURE : Product Concept and Design Development (1) <Universal Design>	
28 (Sat.) 29 (Sun.)	Days off	
30 (Mon.)	LECTURE : Product Concept and Design Development (2) <Eco-Design>	
31 (Tue.)	STUDY TOUR	COMPANY VISIT: Corporate Strategy and Design - Case Example (1)
1 November (Wed.)		COMPANY VISIT: Corporate Strategy and Design - Case Example (2)
2 (Thu.)	LECTURE: Product Concept and Design Development (3) <User - centered Design>	
3 (Fri.)	LECTURE & EXERCISE : Product Design	
4 (Sat.) 5 (Sun.)	Days off	
6 (Mon.)	LECTURE: Development of Organizational Structure for Design Management	LECTURE: Package Design
7 (Tue.)	LECTURE: Corporate Strategy and Design	
8 (Wed.)	Final Report Presentation and Overall Discussion	Evaluation of the Program Closing Ceremony
9 (Thu.)	(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 Sundays is day off in general, lectures may be scheduled if deemed necessary.

## 7. Arrival and Departure Dates:

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

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

The training costs and the procedures for the settlement differ depending on whether an overseas company makes the application directly or a Japanese host company in Japan makes the application. The following is an explanation of the case of application directly from an overseas country. In the case of application from a Japanese host company in Japan, please contact the 'Training Administration Group' listed in 10. FURTHER INFORMATION.

### 8-1) Outline

HIDA training programs are financed by Official Development Assistance (ODA) subsidies from the Japanese Ministry of Economy, Trade and Industry (METI) together with the Participation Fee from the participants themselves.

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

The Estimates of the Participation Fee for the countries of Category 1\* and for the countries in Category 2\* are shown in Tables 1-1 and 1-2. Please refer to Table 3 "List of Target Countries and Regions" for the classification of category 1 and category 2.

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

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

### 8-2) Breakdown

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

#### **1. Allowance Cost**

Allowance cost is composed of the following items.

The Contribution to Allowance Costs for the participants from the countries in Category 1 is 1/3 of the Allowance Costs. Participants from the countries in Category 2 do not have to pay the Contribution to Allowance Costs.

##### **(1) International Travel Expenses**

- The subsidy from the Japanese government will cover the actual airfare up to the Standard Airfare Limits (the HIDA's Standard Airfare Limits for FY2017 is shown in Table 2.). International travel expenses are provided if an air ticket and its receipt satisfy the required conditions; they are not provided if the conditions are not satisfied or the participant is travelling on a free ticket.

- Participants should purchase their own round-trip air tickets. Please refer to “Guidelines for Purchase of Air Tickets by the Participant” for the arrangement and the method of reimbursement for details.
- A participant is not allowed to overstay at city(ies) of a third country between participant home country and Japan for any reasons other than flight convenience. In such a case, HIDA might not reimburse the International Travel Expenses to the participant.

## **(2) Accommodation and Meal Allowance**

At the HIDA Kenshu Center

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

During the study tour

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

## **(3) Personal Allowance**

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

## **2. Course Implementation Costs**

Course Implementation Costs, which is the cost to carry out a 2-week HIDA Management Training Program, is ¥355,000 and the Contribution to Course Implementation Costs (the amount participants should bear) is ¥142,000.

## **3. Domestic Travel Allowance**

- Expenses for a part of transportation fee between international airport in Japan and HIDA Kenshu Center
- HIDA will pay ¥5,260 in cash to a participant for the cost of travel between Narita international Airport (Tokyo) and HIDA Tokyo Kenshu Center (TKC).

### **Contribution to HIDA’s Administration Cost**

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

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



**[Table 1-1] Estimate of the Fees and Costs [Category 1 Country]****Country: Thailand****International Travel Expenses: Bangkok - Narita /Japan, Roundtrip****Management Training Course: 2 -week Course**

(Japanese Yen)

<i>Training Costs</i>	Total Amount	ODA Subsidy	Participation Fee
1. Allowance Costs	231,430	154,286	77,144
<Breakdown of Allowance Cost>	<Breakdown>	[2/3]	[1/3]
(1) International Travel Expenses	80,400		
(2) Accommodation and Meal Allowances			
a. [at the HIDA Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	8,030		
@ 8,850 x 13 days =	115,050		
[during the study tour]			
b. Meal Allowance			
@ 2,570 x 1 day(s) =	2,570		
c. Accommodation Allowance			
@ 10,080 x 1 day(s) =	10,080		
(3) Personal Allowance			
@ 1,020 x 15 days =	15,300		
2. Course Implementation Costs	355,000	213,000	142,000
3. Domestic Travel Allowance (Narita Airport - TKC)	5,260	5,260	
Total	591,690	372,546	219,144

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

\*      : those amounts highlighted in grey will be paid in kind. [1.-(2)-a. /1.-(2)-c.]

\*      : those amounts highlighted in yellow will be paid in cash to participants by HIDA [1.-(1) /1.-(2)-b. /1.-(3) /3.]

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

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

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

(Japanese Yen)

<i>Training Costs</i>	Total Amount	ODA Subsidy	Participation Fee
1. Allowance Costs <Breakdown of Allowance Cost>	<u>278,930</u> <Breakdown>	278,930 [3/3]	0 [None]
(1) International Travel Expenses	127,900		
(2) Accommodation and Meal Allowances			
a. [at the HIDA Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	8,030		
@ 8,850 x 13 days =	115,050		
[during the study tour]			
b. Meal Allowance			
@ 2,570 x 1 day(s) =	2,570		
c. Accommodation Allowance			
@ 10,080 x 1 day(s) =	10,080		
(3) Personal Allowance			
@ 1,020 x 15 days =	15,300		
2. Course Implementation Costs	<u>355,000</u>	213,000	142,000
3. Domestic Travel Allowance (Narita Airport - TKC)	<u>5,260</u>	5,260	
Total	<u>639,190</u>	<u>497,190</u>	<u>142,000</u>

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

\*     : those amounts highlighted in grey will be paid in kind. [1.-(2)-a. /1.-(2)-c.]

\*     : those amounts highlighted in yellow will be paid in cash to participants by HIDA [1.-(1) /1.-(2)-b. /1.-(3) /3.]

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

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

[Table 2] Standard Airfare Limits (FY 2017)

\*Mark indicates the countries of category 2.

Area	Country	Place of Departure	Place of Arrival	Airfare Limit
South East Asia	Indonesia	Jakarta	Tokyo/ Osaka/ Nagoya	124,500
		Surabaya	Tokyo/ Osaka/ Nagoya	127,700
		Manado	Tokyo/ Osaka/ Nagoya	133,400
		Medan	Tokyo/ Osaka/ Nagoya	117,700
	*Cambodia	Phnom Penh	Tokyo/ Osaka/ Nagoya	120,200
	Singapore	Singapore	Tokyo/ Osaka/ Nagoya	77,300
	Thailand	Chiang Mai	Tokyo/ Osaka/ Nagoya	124,900
		Bangkok	Tokyo/ Osaka/ Nagoya	80,400
	Philippines	Cebu	Tokyo/ Nagoya	63,100
			Osaka	60,800
		Manila	Tokyo/ Nagoya	61,300
			Osaka	59,000
	Vietnam	Da Nang	Tokyo/ Osaka	107,500
			Nagoya	110,000
		Hanoi	Tokyo/ Osaka	107,500
			Nagoya	119,800
	Ho Chi Minh City	Tokyo/ Osaka/ Nagoya	107,500	
		Malaysia	Kuala Lumpur	Tokyo/ Osaka/ Nagoya
	Kota Kinabalu		Tokyo/ Osaka/ Nagoya	80,000
	Penang	Tokyo/ Osaka/ Nagoya	80,000	
*Myanmar		Yangon	Tokyo/ Osaka/ Nagoya	114,600
*Laos	Vientiane	Tokyo/ Osaka/ Nagoya	110,100	
North Asia	Mongolia	Ulaanbaatar	Tokyo/ Osaka	134,500
		Osaka	120,500	
Middle Asia	*Afghanistan	Kabul	Tokyo/ Osaka/ Nagoya	334,900
		Nagoya	385,100	
	Uzbekistan	Tashkent	Tokyo/ Osaka	191,900
		Osaka	177,900	
Kazakhstan	Almaty	Tokyo/ Osaka	366,200	
		Osaka	218,600	
South Asia	India	Kolkata	Tokyo/ Osaka/ Nagoya	99,700
		Chennai	Tokyo	93,700
			Osaka/ Nagoya	104,400
		Coimbatore	Tokyo	100,400
			Osaka/ Nagoya	111,200
		Kochi	Tokyo	101,900
			Osaka/ Nagoya	112,700
		Thiruvananthapuram	Tokyo	102,100
			Osaka/ Nagoya	112,900
		Hyderabad	Tokyo	102,000
			Osaka/ Nagoya	112,700
		Bengaluru	Tokyo	98,800
			Osaka/ Nagoya	109,600
		Delhi	Tokyo/ Osaka/ Nagoya	93,700
	Mumbai		Tokyo/ Osaka/ Nagoya	93,700
		Ahmadabad	Tokyo/ Osaka/ Nagoya	102,800
	Pune		Tokyo/ Osaka/ Nagoya	117,800
		Sri Lanka	Colombo	Tokyo/ Osaka/ Nagoya
	*Nepal		Kathmandu	Tokyo/ Osaka/ Nagoya
		Pakistan	Karachi	Tokyo
	Osaka/ Nagoya			115,500
	Islamabad		Tokyo	118,600
			Osaka/ Nagoya	115,200
	*Bangladesh	Dhaka	Tokyo	127,900
			Osaka/ Nagoya	111,400
		Chittagong	Tokyo	144,800
			Osaka/ Nagoya	103,800
	Maldives	Male	Tokyo/ Osaka/ Nagoya	90,600
			Nagoya	117,400
	Maldive	Male	Tokyo/ Osaka/ Nagoya	315,000

Unit: Japanese Yen

Area	Country	Place of Departure	Place of Arrival	Airfare Limit	
Oceania	Samoa	Apia	Tokyo/ Osaka/ Nagoya	111,800	
	*Vanuatu	Port Vila	Tokyo/ Osaka/ Nagoya	155,200	
	Papua New Guinea	Port Moresby	Tokyo/ Osaka/ Nagoya	183,400	
	Fiji	Nadi	Tokyo/ Osaka/ Nagoya	105,100	
	Argentina	Buenos Aires	Tokyo/ Osaka/ Nagoya	305,700	
Central and South America	Uruguay	Montevideo	Tokyo/ Osaka/ Nagoya	217,700	
	Ecuador	Quito	Tokyo/ Osaka/ Nagoya	262,400	
	El Salvador	San Salvador	Tokyo/ Osaka/ Nagoya	258,600	
	Guatemala	Guatemala City	Tokyo/ Osaka/ Nagoya	258,600	
	Costa Rica	San Jose	Tokyo/ Osaka/ Nagoya	258,600	
	Colombia	Bogota	Tokyo/ Osaka/ Nagoya	258,600	
	Jamaica	Kingston	Tokyo/ Osaka/ Nagoya	258,600	
		Montego Bay	Tokyo/ Osaka/ Nagoya	368,100	
	Chile	Santiago	Tokyo/ Osaka/ Nagoya	318,300	
	Dominican Republic	Santo Domingo	Tokyo/ Osaka/ Nagoya	368,100	
	Nicaragua	Managua	Tokyo/ Osaka/ Nagoya	258,600	
	*Haiti	Port Au Prince	Tokyo/ Osaka/ Nagoya	368,100	
	Panama	Panama City	Tokyo/ Osaka/ Nagoya	258,600	
	Paraguay	Asuncion	Tokyo/ Osaka/ Nagoya	269,500	
	Brazil	Sao Paulo	Tokyo/ Osaka/ Nagoya	321,800	
	Venezuela	Caracas	Tokyo/ Osaka/ Nagoya	307,200	
	Peru	Lima	Tokyo/ Osaka/ Nagoya	206,900	
	Bolivia	La Paz	Tokyo/ Osaka/ Nagoya	293,400	
	Honduras	Tegucigalpa	Tokyo/ Osaka/ Nagoya	258,600	
	Mexico	Mexico	Mexico City	Tokyo/ Osaka/ Nagoya	160,600
			Guadalajara	Tokyo/ Osaka/ Nagoya	183,800
			Cancun	Tokyo/ Osaka/ Nagoya	184,800
			San Luis Potosi	Tokyo/ Osaka/ Nagoya	183,800
			Mazatlan	Tokyo/ Osaka/ Nagoya	183,800
			Morelia	Tokyo/ Osaka/ Nagoya	183,800
			Monterrey	Tokyo/ Osaka/ Nagoya	183,800
	Africa	Algeria	Algiers	Tokyo/ Osaka/ Nagoya	162,100
		*Uganda	Entebbe	Tokyo/ Osaka/ Nagoya	169,700
		Egypt	Alexandria	Tokyo/ Osaka/ Nagoya	63,700
			Cairo	Tokyo/ Osaka/ Nagoya	84,100
*Ethiopia		Addis Ababa	Tokyo/ Osaka/ Nagoya	159,800	
Ghana		Accra	Tokyo/ Osaka/ Nagoya	181,500	
Cameroon		Douala	Tokyo/ Osaka/ Nagoya	221,500	
		Yaounde	Tokyo/ Osaka/ Nagoya	224,100	
Kenya		Nairobi	Tokyo/ Osaka/ Nagoya	282,800	
*Zambia		Lusaka	Tokyo/ Osaka/ Nagoya	186,000	
Zimbabwe		Ndola	Tokyo/ Osaka/ Nagoya	196,000	
		Harare	Tokyo/ Osaka/ Nagoya	146,500	
*Sudan		Khartoum	Tokyo/ Osaka/ Nagoya	176,700	
Seychelles		Mahe Island	Tokyo/ Osaka/ Nagoya	112,600	
*Senegal		Dakar	Tokyo/ Osaka/ Nagoya	228,200	
*Tanzania		Dar es Salaam	Tokyo/ Osaka/ Nagoya	132,600	
Tunisia		Tunis	Tokyo/ Osaka/ Nagoya	233,600	
Nigeria		Lagos	Tokyo/ Osaka/ Nagoya	242,100	
Namibia		Windhoek	Tokyo/ Osaka/ Nagoya	126,100	
Botswana		Gaborone	Tokyo/ Osaka/ Nagoya	114,700	
*Madagascar		Antananarivo	Tokyo/ Osaka/ Nagoya	240,200	
*Mozambique		Maputo	Tokyo/ Osaka/ Nagoya	110,700	
Mauritius		Mauritius	Tokyo/ Osaka/ Nagoya	157,000	
*Mauritania		Nouakchott	Tokyo/ Osaka/ Nagoya	162,700	
Morocco	Casablanca	Tokyo/ Osaka/ Nagoya	352,300		
South Africa	Johannesburg	Tokyo/ Osaka/ Nagoya	142,600		
*Malawi	Lilongwe	Tokyo/ Osaka/ Nagoya	190,900		
Libya	Tripoli	Tokyo/ Osaka/ Nagoya	174,100		
Azerbaijan	Baku	Tokyo/ Osaka/ Nagoya	162,000		
Middle East	*Yemen	Sanaa	Tokyo/ Osaka/ Nagoya	174,800	
	Iran	Tehran	Tokyo/ Osaka/ Nagoya	152,000	
		Tabriz	Tokyo/ Osaka/ Nagoya	155,500	
	Saudi Arabia	Riyadh	Tokyo/ Osaka/ Nagoya	236,300	
	Jordan	Amman	Tokyo/ Osaka/ Nagoya	192,500	
Lebanon	Beirut	Tokyo/ Osaka/ Nagoya	238,900		
Europe	Ukraine	Kiev	Tokyo/ Osaka/ Nagoya	126,100	
	Serbia	Belgrade	Tokyo/ Osaka/ Nagoya	191,300	
	Kosovo	Pristina	Tokyo/ Osaka/ Nagoya	192,400	
	Montenegro	Podgorica	Tokyo/ Osaka/ Nagoya	192,400	
	Turkey	Istanbul	Tokyo/ Osaka/ Nagoya	99,100	
Antalya		Tokyo/ Osaka/ Nagoya	106,400		
Izmir		Tokyo/ Osaka/ Nagoya	106,400		
Macedonia	Skopje	Tokyo/ Osaka/ Nagoya	115,100		

**[Table 3] List of Target Countries and Regions**

Trainees should be residing in the following countries/regions.

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

- 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, Barbados, Oman, Trinidad and Tobago, Croatia

\*Developing Countries (Category 1): According to the DAC list of ODA recipients effective on 2014, 2015 and 2016 flows,

these are developing countries and regions other than the “Least Developed Countries”, and thus have been recognized by the Japanese government as target countries for ODA.

\*Least Developed Countries (Category 2): These are the least developed countries on the DAC list.

**Guidelines for Purchase of Air Tickets by the Participant**  
**And method of reimbursement by HIDA**

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 HIDA 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 HIDA’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, HIDA might not reimburse the International Travel Expenses to the participant.

3. Official Receipts:

HIDA 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) HIDA 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 HIDA.**

***Visa Acquisition Procedures:***

1. **Status of Residence:**

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

2. **Visa Acquisition:**

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

3. **Notes:**

A bearer of a visa other than “Trainee” visa, e.g., a “temporary visitor” visa, a “multiple” visa, or an APEC business travel card (ABTC), or a citizen from a country/area participating in a visa waiver program with Japan must confirm with the local Japanese diplomatic mission prior to visa application if the existing visa is in accordance with the qualification of stay in Japan for the HIDA management training program.

## 9. HANDLING OF PERSONALLY IDENTIFIABLE INFORMATION:

HIDA 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 Overseas Human Resources and Industry Development Association (HIDA)  
Group in charge: General Affairs Group, General Affairs & Planning Department, HIDA  
Tel: 81-3-3888-8211 E-mail: [kojinjoho-cj@hidajapan.or.jp](mailto:kojinjoho-cj@hidajapan.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 HIDA's privacy policy, please visit below website.

<http://www.hidajapan.or.jp/en/policy/privacy.html>

## 10. FURTHER INFORMATION:

Management Training Administration Group	Tokyo 104-0061, Japan	
	Tel:	81-3-3549-3051
	Fax:	81-3-3549-3055
	E-mail:	<a href="mailto:shouhei-au@hidajapan.or.jp">shouhei-au@hidajapan.or.jp</a>

<b>Application from host companies in Japan:</b> Training Administration Group	Hakutsuru Bldg. 4F, Ginza 5-12-5, Chuo-ku, Tokyo 104-0061, Japan	
	Tel:	81-3-3549-3051
	Fax:	81-3-3549-3055

**OVERSEAS OFFICES**

<b>1. Bangkok Office</b>
(Senior Deputy Representative) Mr. Yoshitaro Nagoya
Nantawan Building 16F, 161 Rajadamri Road, Pathumwan,,Bangkok 10330
TEL: 66-2-255-2370
FAX: 66-2-255-2372
E-mail: <a href="mailto:information@hidabkk.com">information@hidabkk.com</a>

<b>2. Jakarta Office</b>
(Representative) Mr. Hayato Tanaka
3A Floor, Graha Mandiri, Jl. Imam Bonjol No. 61, Jakarta 10310
TEL: 62-21-230-1820~1
FAX: 62-21-230-1831
E-mail: <a href="mailto:hidajkt@hidajapan.or.id">hidajkt@hidajapan.or.id</a>

<b>3. New Delhi Office</b>
(Representative) Mr. Akira Kuriyama
Office No. 504, 5th Floor, International Trade Tower, Block-E, Nehru Place, New Delhi, 110019
TEL: 91-11-4105-4504
E-mail: <a href="mailto:info@hidajapan.in">info@hidajapan.in</a>

<b>4. Yangon Office</b>
(Representative) Mr. Kenichiro Eguchi
Room Unit 430, Yuzana Hotel 4th Floor Shwe Gon Taing Road, Bahan Townsh Yangon
TEL: 95-1-8604922
E-mail: <a href="mailto:info@hidajapan.com.mm">info@hidajapan.com.mm</a>

**PRE-TRAINING REPORT**  
 - The Program on Design Management -  
 [PDM]

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

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

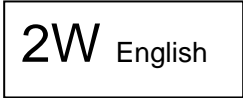
(<http://www.hidajapan.or.jp/jp/ikusei/management/files/17pdm-e.doc> )

**Note: The Pre-Training Report will be also used as a reference material in the screening process of applicants.**

1. Your name	
2. Country	
3. Name of your company/ organization	
4. Outline of your company/ organization  (Please give a brief description or outline of your company/organization. In addition, please also attach a brochure of your company/organization if available)	
5. Your position and name of your department  (preferably by attaching an organizational chart indicating your position)	
6. Your duties in detail	

7. Major customers of your products	
8. Present activities for design management at your company	
9. Most critical problems you are now facing related to design management, indicating their causes from your viewpoint	
10. Possible measures to solve such problems together with limitation factors	
11. Your expectations of the program in relation to the described problems	





About the Benefits of Management Training Program

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

The report form is available here in an MS-Word format ( http://www.hidajapan.or.jp/jp/ikusei/training/doc01.html#koka )

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

Country:

Company name:

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

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

Names of participants of the training program:

Question 1:

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

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

Question 2:

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

- Yes, I am.
No, I am not.

Question 3:

(For a representative)

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

About \_\_\_\_\_ people

Question 4:

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

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

Question 5:

Please provide the sales amounts of your company.

Actual sales for the last fiscal year [\_\_\_\_\_] USD \* 1 USD = 112 JPY

Estimated sales for this fiscal year [\_\_\_\_\_] USD \* 1 USD = 112 JPY

Question 6:

The HIDA training program costs about 5,500 USD per person to run the course. Do you think the HIDA training programs produce enough benefits to justify the expense (5,500 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 (5,500 USD) is defined as “1”, describe the benefits obtained from the HIDA traini

g. 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