

March 2017

(Tentative)

Program Outline

&

Participation Requirements

of

The Training Course on Solving Human and Organizational Problems

[SHOP]

- Teamwork and Leadership Skill Improvement-

10 – 23 May 2017

1. BACKGROUND OF THE PROGRAM:

The Overseas Human Resources and Industry Development Association (HIDA) 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.

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 Training Course on Solving Human and Organizational Problems (SHOP) is designed for all the developing countries to learn business management/administration techniques and their underlying ways of thinking which are characteristics of Japanese companies. It also aims to enhance the teamwork and leadership abilities of the participants, enabling them to play a major role in solving human- and organization-related problems.

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:

24 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, managers or supervisors of an organization
- (2) Participants should be, in principle, between 25 and 50 years of age.
- (3) Participants should be university graduates and/or have equivalent professional experience.
- (4) Participants should have a sufficient working knowledge of English.
(A high level of English knowledge is necessary in this training program. The ability to discuss in English is given great importance in our screening process.)
- (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 and CRTP (Carbon Reduction Technology Promotion) 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 may become 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 27 March 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 (HIDA official form)
- (7) Overseas Travel Insurance Consent Form (HIDA official 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 27 March 2017**.

[Screening Committee Meeting]

The application documents will be forwarded to the HIDA Screening Committee, which will meet on either 6 or 13 April 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 12 as of **27 March 2017**, HIDA may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

Program of the course is designed to enable participants to play major roles in solving human-/organizational-related problems, summoning enhanced level of teamwork highly prized in Japanese companies and of leadership abilities those are common in international corporate organizations.

- KEY BENEFITS

This program aims to improve the following abilities of the participants, who are managers or supervisors of various sections in an organization.

1. To activate communication within a group over/across their section of the organization,
2. To lead people of the group, while understanding the roles of members for the expected results of their section as a team,
3. To perform their roles in attaining the team's objectives,
4. To resolve conflicts among/across team members, and
5. To motivate/influence subordinates by introducing changes of their own behaviors

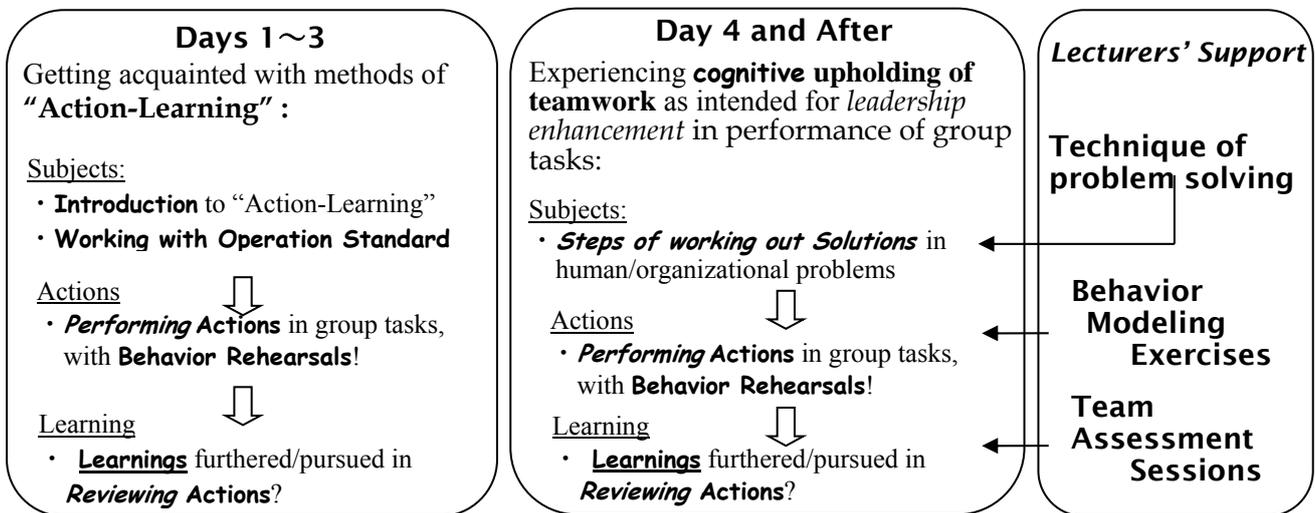
- DURATION

10 – 23 May 2017 (2 weeks)

- CONTENTS

A Curriculum focusing on participative exercises (group activities)

The course offers opportunities for participants to readily change their behavioral patterns, to adopt new perceptions and to enhance their abilities as managers. The course bases these exercises on a process of “Action-Learning,” which induces changes in personal behaviors and organizational responses based on results of the exercises. Followings depict the major components:



【Working with Operation Standard (Ice-Breaking Sessions)】

Participants will split into groups and compete in planning/performing a given set of tasks, simulating assembly operations of an object.

Based on their experiences of playing roles of either a manager or a worker, participants will discuss effective methods of demonstrating teamwork and leadership. Participants thus come to understand the values and behaviors of team members, governing the efficiency of group operations. This is necessary for the team assessment sessions, later programmed in the course.

【Team Assessment】

Participants will analyze and understand their own behavioral patterns and group activities scientifically based on evaluations given by peer members. The IEA (Interaction Effectiveness Assessment) of SYMLOG is used.

Based on the results, each participant will make efforts to move closer to becoming an ideal manager.

【Behavior Modeling -Theory and Video Recording Exercises】

Participants learn leadership behaviors for motivating subordinates, with skills improvement on communication by Video Recording role-plays, Presentation of Telephone Assignments.

A typical daily schedule consists of a 3-hour morning session and a 3-hour afternoon session. Some evening sessions may also be organized after dinner, as per necessary, dependent upon initiatives of participants of group.

Refer to the Tentative Schedule for further details.

- LANGUAGE

All lectures, discussions, 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. Yutaka Fukuyama

A Board Member, Director of HR Service Division & Principal Management Consultant,
Central Japan Industries Association (Chu-San-Ren)

Mr. Fukuyama specializes in management planning, financial management, business improvement, system improvement, human resource management and marketing. As a Principal Management Consultant, he is in charge of consulting and training for large and middle sized companies in the area of middle/long term business planning, policy management, management by objectives, human resource management and business improvement of manufacturing, sales and service industries. He is registered as a CMC (Certified Management Consultant) of ICMCI (The International Council of Management Consulting Institutes).

Major publications; “Optimization, Standardization and Manuals of Work”(1988), “Resolution by fixing performance related pay and ranking system of the degree of competence by type of job group” (1986), “Illustrated task of middle management 100” (1999), “Methods of Problem Solving By team” (2007), etc.

- TRAINING LOCATION AND ACCOMMODATION

HIDA Chubu Office (CKC) <may change in consideration of various factors>

37-12, Mukaihata, Kaizu-cho, Toyota, Aichi 470-0348, Japan

Tel: 81- 565-43-2111 (Reception) Fax: 81-565-43-2112

Tentative Schedule
of
The Training Course on Solving Human and Organizational Problems
- Teamwork and Leadership Skill Improvement- [SHOP]
10 – 23 May 2017 HIDA Chubu Office <To Be Determined>

Date	Morning Session (9 : 00-12 : 00)	Afternoon Session (13 : 00-16 : 00)	Evening Session (16 : 00-17 : 00)
9 May (Tue.)	(Arrival in Japan)		
10 (Wed.)	Orientation Opening Ceremony/ Program Guidance	LECTURE//EXERCISE: Introduction to Action Learning	LECTURE//EXERCISE: Introduction to Action Learning
11 (Thu.)	LECTURE//EXERCISE: Group Exercise –Working with Operation Standard – 1		
12 (Fri.)	LECTURE//EXERCISE: Group Exercise –Working with Operation Standard – 2		LECTURE//EXERCISE: Team Assessment - 1 (Rating Session 1)
13 (Sat.)	LECTURE//EXERCISE: Problem-Solving Technique		Free
14 (Sun.)	Day off		
15 (Mon.)	LECTURE//EXERCISE: Program for Changing Behavior – 1 (Mid-Term Group Presentation)	LECTURE//EXERCISE: Program for Changing Behavior – 1	
16 (Tue.)	LECTURE//EXERCISE: Team Assessment – 2 (Mid-Term Group Presentation)	LECTURE//EXERCISE: Team Assessment – 2	LECTURE//EXERCISE: Team Assessment – 2 (Rating Session 2)
17 (Wed.)	COMPANY VISIT Case study of Problem-Solving (1) (The 5S's, Sengen Shugi, Safety, etc.)	COMPANY VISIT Case study of Problem-Solving (2) (JIT, Kaizen, etc.)	Free
18 (Thu.)	COMPANY VISIT Case study of Problem-Solving (3) (Small Group Activities, Enhancement of Teamwork)	COMPANY VISIT Case study of Problem-Solving (4) (HRD, In-House Educational Program)	Free
19 (Fri.)	Program for Changing Behavior – 2		Free
20 (Sat.)	Day off		
21 (Sun.)	Day off		
22 (Mon.)	LECTURE//EXERCISE: Team Assessment - 3	LECTURE//EXERCISE: Team Assessment - 3 (Rating Session 3)	Preparation for Final Report Presentation
23 (Tue.)	Final Report Presentation	Final Report Presentation	Closing Ceremony
24 (Wed.)	(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.

Attention: The contents of this column are rules for FY2016, so it may be changed in FY2017.

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 FY2016 is shown in Table 2.). International travel expenses are provided if an air ticket and its receipt satisfy the required conditions; they are not provided if the conditions are not satisfied or the participant is travelling on a free ticket.
- Participants should purchase their own round-trip air tickets. Please refer to "Guidelines for Purchase of Air Tickets by the Participant" for the arrangement and the method of reimbursement for details.
- A participant is not allowed to overstay at city(ies) of a third country between participant home country and Japan for any reasons other than flight convenience. In such a case, 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 ¥820 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 ¥350,000 and the Contribution to Course Implementation Costs (the amount participants should bear) is ¥148,000.

3. Domestic Travel Allowance

- Expenses for a part of transportation fee between international airport in Japan and HIDA Kenshu Center
- HIDA will pay ¥3,020 in cash to a participant for the cost of travel between Chubu international Airport and HIDA Chubu Office.

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]**(To be changed)****Country: Thailand****International Travel Expenses: Bangkok - Chubu /Japan, Roundtrip
Management Training Course: 2 -week Course**

(Japanese Yen)

<i>Training Costs</i>	Total Amount	ODA Subsidy	Participation Fee
1. Allowance Costs	224,030	149,353	74,677
<Breakdown of Allowance Cost>	<Breakdown>	[2/3]	[1/3]
(1) International Travel Expenses	79,800		
(2) Accommodation and Meal Allowances			
a. [at the HIDA Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	8,030		
@ 8,850 x 14 days =	123,900		
[during the study tour]			
b. Meal Allowance			
@ 2,570 x day(s) =	0		
c. Accommodation Allowance			
@ 10,080 x day(s) =	0		
(3) Personal Allowance			
@ 820 x 15 days =	12,300		
2. Course Implementation Costs	350,000	202,000	148,000
3. Domestic Travel Allowance (Chubu Airport - HIDA Chubu Office)	3,020	3,020	
Total	577,050	354,373	222,677

* 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]**(To be changed)****Country: Bangladesh****International Travel Expenses: Dhaka - Chubu /Japan, Roundtrip****Management Training Course: 2 -week Course**

(Japanese Yen)

<i>Training Costs</i>	Total Amount	ODA Subsidy	Participation Fee
1. Allowance Costs	243,630	243,630	0
<Breakdown of Allowance Cost>	<Breakdown>	[3/3]	[None]
(1) International Travel Expenses	99,400		
(2) Accommodation and Meal Allowances			
a. [at the HIDA Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	8,030		
@ 8,850 x 14 days =	123,900		
[during the study tour]			
b. Meal Allowance			
@ 2,570 x day(s) =	0		
c. Accommodation Allowance			
@ 10,080 x day(s) =	0		
(3) Personal Allowance			
@ 820 x 15 days =	12,300		
2. Course Implementation Costs	350,000	202,000	148,000
3. Domestic Travel Allowance	3,020	3,020	
(Chubu Airport - HIDA Chubu Office			
Total	596,650	448,650	148,000

* 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 2016)

*Mark indicates the countries of category 2.

Area	Country	Place of Departure	Place of Arrival	Airfare Limit	
South East Asia	Indonesia	Jakarta	Tokyo/Osaka	112,700	
		Manado	Tokyo/Osaka	108,700	
		Surabaya	Tokyo/Osaka	125,600	
		Medan	Tokyo/Osaka	110,300	
	*Cambodia	Phnom Penh	Tokyo/Osaka	118,300	
	Singapore	Singapore	Tokyo/Osaka	72,400	
	Thailand	Bangkok	Tokyo/Osaka	79,800	
		Chiang Mai	Tokyo/Osaka	119,400	
	Philippines	Cebu	Tokyo	62,800	
			Osaka	60,500	
		Manila	Tokyo	61,000	
			Osaka	58,700	
	Davao	Tokyo	70,900		
		Osaka	68,600		
	Vietnam	Ho Chi Minh City	Tokyo/Osaka	106,800	
		Hanoi	Tokyo/Osaka	106,800	
		Da Nang	Tokyo/Osaka	106,800	
	Malaysia	Kuala Lumpur	Tokyo/Osaka	62,300	
		Kota Kinabalu	Tokyo/Osaka	74,900	
		Penang	Tokyo/Osaka	74,900	
*Myanmar	Yangon	Tokyo/Osaka	140,100		
*Laos	Vientiane	Tokyo/Osaka	112,500		
North East Asia	Mongolia	Ulan Bator	Tokyo	133,700	
		Osaka	120,200		
Middle Asia	*Afghanistan	Kabul	Tokyo/Osaka	332,900	
	Uzbekistan	Tashkent	Tokyo	189,700	
		Osaka	178,300		
	Kazakhstan	Almaty	Tokyo/Osaka	150,400	
South Asia	India	Calcutta	Tokyo/Osaka	137,900	
		Cochin	Tokyo/Osaka	101,200	
		Chennai	Tokyo	93,000	
			Osaka	103,700	
		Thiruvananthapuram	Tokyo/Osaka	101,400	
		Bengaluru	Tokyo/Osaka	98,100	
		Delhi	Tokyo/Osaka	83,100	
		Hyderabad	Tokyo/Osaka	101,300	
		Mumbai	Tokyo/Osaka	116,300	
		Ahmedabad	Tokyo/Osaka	127,700	
		Coimbatore	Tokyo/Osaka	99,800	
		Pune	Tokyo/Osaka	121,500	
		Sri Lanka	Colombo	Tokyo	65,500
			Osaka	68,500	
	*Nepal	Kathmandu	Tokyo/Osaka	132,000	
	Pakistan	Karachi	Tokyo	97,400	
			Osaka	92,700	
		Lahore	Tokyo	97,400	
			Osaka	92,700	
		Islamabad	Tokyo	97,400	
			Osaka	92,700	
	*Bangladesh	Dhaka	Tokyo	115,200	
			Osaka	99,400	
		Chittagong	Tokyo	116,700	
	Osaka	100,900			
	Maldives	Male	Tokyo	264,800	
		Osaka	324,700		
	Oceania	Samoa	Apia	Tokyo/Osaka	107,700
		*Vanuatu	Port Vila	Tokyo/Osaka	167,500
		Papua New Guinea	Port Moresby	Tokyo/Osaka	213,600
Fiji		Nadi	Tokyo/Osaka	103,300	

Unit: Japanese Yen

Area	Country	Place of Departure	Place of Arrival	Airfare Limit	
Central and South America	Argentina	Buenos Aires	Tokyo/Osaka	255,100	
	Uruguay	Montevideo	Tokyo/Osaka	216,400	
	Ecuador	Quito	Tokyo/Osaka	260,800	
	El Salvador	San Salvador	Tokyo/Osaka	227,900	
	Guatemala	Guatemala City	Tokyo/Osaka	227,900	
	Costa Rica	San Jose	Tokyo/Osaka	245,000	
	Colombia	Bogota	Tokyo/Osaka	253,400	
		Medellin	Tokyo/Osaka	253,400	
	Jamaica	Kingston	Tokyo/Osaka	357,400	
		Montego Bay	Tokyo/Osaka	357,400	
	Chile	Santiago	Tokyo/Osaka	316,400	
	Dominican Republic	Santo Domingo	Tokyo/Osaka	357,400	
	Nicaragua	Managua	Tokyo/Osaka	227,900	
	*Haiti	Port Au Prince	Tokyo/Osaka	357,400	
	Panama	Panama City	Tokyo/Osaka	245,000	
	Paraguay	Asuncion	Tokyo/Osaka	252,100	
	Brazil	Sao Paulo	Tokyo/Osaka	405,200	
	Venezuela	Caracas	Tokyo/Osaka	278,000	
	Peru	Lima	Tokyo/Osaka	210,700	
	Bolivia	La Paz	Tokyo/Osaka	257,800	
	Honduras	Tegucigalpa	Tokyo/Osaka	227,900	
	Mexico	Guadalajara	Tokyo/Osaka	182,700	
		Mexico City	Tokyo/Osaka	159,700	
		Mazatlan	Tokyo/Osaka	182,700	
		San Luis Potosi	Tokyo/Osaka	182,700	
		Monterrey	Tokyo/Osaka	182,700	
		Morelia	Tokyo/Osaka	182,700	
		Cancun	Tokyo/Osaka	183,700	
	Africa	Algeria	Algiers	Tokyo/Osaka	165,600
*Uganda		Entebbe	Tokyo/Osaka	113,700	
Egypt		Cairo	Tokyo/Osaka	83,800	
		Alexandria	Tokyo/Osaka	77,000	
*Ethiopia		Addis Ababa	Tokyo/Osaka	158,800	
Ghana		Accra	Tokyo/Osaka	210,600	
Cameroon		Douala	Tokyo/Osaka	218,900	
		Yaounde	Tokyo/Osaka	221,500	
Kenya		Nairobi	Tokyo/Osaka	204,800	
*Zambia		Lusaka	Tokyo/Osaka	185,700	
		Ndola	Tokyo/Osaka	194,800	
Zimbabwe		Harare	Tokyo/Osaka	145,600	
*Sudan		Khartoum	Tokyo/Osaka	193,200	
Seychelles		Mahe Island	Tokyo/Osaka	111,600	
*Senegal		Dakar	Tokyo/Osaka	225,500	
*Tanzania		Dar Es Salaam	Tokyo/Osaka	168,700	
Tunisia		Tunis	Tokyo/Osaka	259,800	
Nigeria		Lagos	Tokyo/Osaka	141,400	
Namibia		Windhoek	Tokyo/Osaka	144,100	
Botswana		Gaborone	Tokyo/Osaka	103,600	
*Madagascar		Antananarivo	Tokyo/Osaka	238,800	
*Mozambique		Maputo	Tokyo/Osaka	120,000	
Mauritius		Mauritius	Tokyo/Osaka	174,400	
*Mauritania		Nouakchott	Tokyo/Osaka	184,900	
Morocco		Casablanca	Tokyo/Osaka	174,700	
South Africa		Johannesburg	Tokyo/Osaka	100,300	
*Malawi		Lilongwe	Tokyo/Osaka	189,800	
Libya		Tripoli	Tokyo/Osaka	63,900	
Middle East		Azerbaijan	Baku	Tokyo/Osaka	270,900
		*Yemen	Sanaa	Tokyo/Osaka	141,800
	Iran	Tehran	Tokyo/Osaka	133,000	
		Tabriz	Tokyo/Osaka	136,600	
	Jordan	Amman	Tokyo/Osaka	179,900	
	Syria	Damascus	Tokyo/Osaka	68,200	
	Lebanon	Beirut	Tokyo/Osaka	234,000	
	Europe	Ukraine	Kiev	Tokyo/Osaka	140,600
Serbia		Belgrade	Tokyo/Osaka	189,100	
Montenegro		Podgorica	Tokyo/Osaka	190,200	
Turkey		Istanbul	Tokyo/Osaka	127,700	
		Antalya	Tokyo/Osaka	135,000	
Izmir		Tokyo/Osaka	133,200		
Macedonia	Skopje	Tokyo/Osaka	111,600		

[Table 3] List of Target Countries and Regions (FY 2016)

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

- (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:

Application from overseas countries	Hakutsuru Bldg. 4F, Ginza 5-12-5, Chuo-ku, Tokyo 104-0061, Japan
Management Training Administration Group	Tel: 81-3-3549-3051
	Fax: 81-3-3549-3055
	E-mail: shouhei-au@hidajapan.or.jp

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

OVERSEAS OFFICES

1. Bangkok Office
(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: information@hidabkk.com

2. Jakarta Office
(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: hidajkt@hidajapan.or.id

3. New Delhi Office
(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: info@hidajapan.in

4. Yangon Office
(Representative) Mr. Kenichiro Eguchi
Room Unit 430, Yuzana Hotel 4th Floor, 130 Shwe Gon Taing Road, Bahan Township, Yangon
TEL: 95-1-8604922
E-mail: info@hidajapan.com.mm

PRE-TRAINING REPORT

The Training Course on Solving Human and Organizational Problems - Teamwork and Leadership Skill Improvement- [SHOP]

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.

[\(URL: to be determined\)](#)

Notes for items 7 through 11

- Main lectures (including group discussion and the final group presentation)

The objective of the main lectures, including group discussions, is to give you an opportunity to understand how you should behave in order to solve the personnel/organizational problems you are faced with as a manager so that you can achieve your group/organizational targets. A good outcome from the lectures cannot be expected unless you are aware of your own problems.

- Other lectures/visits

Good results cannot be obtained from the other lectures and visits that supplement the objective of this course unless you are aware of your own problems.

1. Your name	
2. Country	
3. Name of 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	

<p>7. Did you wish to participate in this training course, or did your superior tell you to participate?</p> <p>Please explain the reasons why you wish to send this applicant on the course and the characteristics of the prospective participant's behavior (strengths and weaknesses), as seen from your perspective as the applicant's superior.</p>	<p>① Were you recommended by your superior or is the application based on your own request?</p> <p>② Name, position, and email address of your superior</p> <p>Name : _____</p> <p>Position : _____</p> <p>Email address : _____</p> <p>• Please have your superior complete the following section.</p> <p>③ Reason why you wish to send this applicant on this course. (English or Japanese)</p> <p>④ From your perspective as the applicant's superior, please list the characteristics of the prospective participant's behavior (strengths and weaknesses)</p> <p>(Strengths)</p> <p>(Weaknesses or areas for improvement)</p> <p>⑤ Superior's signature</p> <p>Signature: _____</p>
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<p>8. What are the problems or issues you are now faced with in performing your duties? Please describe the current situation of your problems related to organization/people, <u>giving specific examples with concrete data.</u></p> <p><u>Bad description sample without concrete data:</u></p> <p>Insufficient managerial capabilities. Subordinates are not motivated. Cooperation among different departments is weak.</p> <p><u>Good description sample with concrete data:</u></p> <p>Only 50% of the two-year business innovation plan has been implemented so far. Also, the sales target achievement rate only reaches 70-80% on a monthly basis. The observed failure is attributable to the subordinates' resistance to my policy since I am younger than they are and has I have only recently become a manager.</p> <p>The annual turnover rate among the young employees in their twenties and thirties is as high as 20%. Major reasons are that there is no evaluation system or reward for young and competent employees and that their annual salary is 1/8 – 1/15 of that of senior employees in their forties and fifties due to a seniority-oriented personnel system.</p>	
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<p>9. What kind of ability do you think <u>you</u> should develop to solve the above-mentioned problems? From 1 through 6 in the right side column, choose the most and the next most important ability you think.</p> <p>Specify the reason for your answer.</p>	<ol style="list-style-type: none"> 1. Ability to activate communication within such a group as your own section of the organization 2. Ability to lead other people while understanding the role of each member to produce the result expected of your own section as a team 3. Ability to understand their roles in attaining your team's objectives 4. Ability to resolve conflicts among team members 5. Ability to uplift subordinates' motivation by changing your own behavior 6. Others: <p>The most important ability: _____</p> <p>The next most important ability: _____</p> <p>Reasons:</p>
<p>10. What kind of ability does your superior think you should develop through this training course? From 1 through 6 in the right side column, choose the most and the next most important ability your superior thinks.</p> <p>Have you talked about this matter with your superior?</p>	<ol style="list-style-type: none"> 1. Ability to activate communication within such a group as your own section of the organization 2. Ability to lead other people while understanding the role of each member to produce the result expected of your own section as a team 3. Ability to understand their roles in attaining your team's objectives 4. Ability to resolve conflicts among team members 5. Ability to uplift subordinates' motivation by changing your own behavior 6. Others: <p>The most important ability: _____</p> <p>The next most important ability: _____</p> <p>On the above issue, <input type="checkbox"/> Yes, I have talked with my superior. <input type="checkbox"/> No, I have not talked with my superior.</p>
<p>11. What are the work targets your superior expects you to achieve after participating of this course? Are these targets clearly specified?</p>	<p>Work targets:</p> <p>Are these targets clearly specified? <input type="checkbox"/> Yes <input type="checkbox"/> No</p>

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 = 113 JPY

Estimated sales for this fiscal year [_____] USD * 1 USD = 113 JPY

Question 6:

The HIDA training program costs about 5,600 USD per person to run the course. Do you think the HIDA training programs produce enough benefits to justify the expense (5,600 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 (5,600 USD) is defined as “1”, describe the benefits obtained from the HIDA 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