

(Provisional translation from Japanese version)

(Revised 1 October 2021)

Implementation Guidelines for  
the Training Program on Productivity Improvement for the Supporting Industry  
Utilizing the APO Cash Grant Program

1. Objective of the Program

The objective of this support program is to develop high-quality personnel working in industry and improve the productivity of local Japanese subsidiaries and local companies through training in Japan's excellent productivity improvement methodologies for human resources who will support manufacturing (monozukuri) sites of Japanese companies doing in business in Asia and local companies that are business partners of Japanese companies.

2. Target Countries

The 15 target countries to be supported under the program ("the target countries") are India, Bangladesh, Cambodia, Fiji, Indonesia, IR Iran, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, the Philippines, Sri Lanka, Thailand, and Vietnam.

3. Support Projects

This program supports the following two projects so that target individuals for personnel development can learn productivity improvement methods, technologies, etc.

(1) Monozukuri Project

To subsidize expenses incurred for students belonging to the Japan-India Institute for Manufacturing (JIM) or Japanese Endowed Courses (JEC) to receive training and technical guidance from experts.

Note: JIM/JEC is the training program established based on the Manufacturing Skill Transfer Promotion Programme, for which the Governments of Japan and India signed a memorandum in 2016.

Providing the training program over a period of one year or longer is required for the JIM project.

(2) Infrastructure System Supporting Project

To subsidize expenses incurred for managers, engineers, and others ("the trainees") employed by local companies recognized as conducting particularly significant business ("the target companies") when Japanese companies develop excellent infrastructure

systems in the target countries.

Note: The target companies must be registered as incorporated based on the regulations of the countries where they are located. They must engage in the daily business (production activities, etc.) stipulated in the registration documents and articles of incorporation.

#### 4. Expenses to Be Subsidized

##### (1) Classification of expenses to be subsidized

###### ① Monozukuri Project

- Technical guidance fees for experts (live online training is also eligible for subsidy; with a cap of 40,000 yen per day, at least 4 hours per day of training is required; the upper limit of the amount per day will be reduced to 20,000 yen from the day following the date that the total amount of subsidy payments to the same JIM or JEC program implemented by the same target company since April 2019 exceeds 12,000,000 yen)
- Expenses for the preparation of educational materials (80,000 yen for each project)
- Travel expenses for experts (only for public transportation by providing vouchers such as for airfares; experts need to provide guidance at least 4 hours per day when dispatched from Japan)
- Accommodation fees and daily allowances for experts (with a cap separately determined by the APO)
- Interpretation fees (interpreters cannot be dispatched from Japan; travel expenses, accommodation fees, and daily allowances for interpreters cannot be subsidized; remote interpreting service for the live online training is eligible for subsidy)
- Translation and printing fees for materials to be used for technical guidance
- Rent for meeting rooms to conduct technical guidance
- Transportation costs (including insurance costs) for materials and equipment necessary to enhance the training/guidance
- Expenses for the live online training tools (such as communication costs, usage fees for videoconferencing systems, and rental fees for wearable cameras) and expenses for educational materials for the live online training (such as costs for the preparation of training videos, e-learning courses, and VR materials or training kits) can be subsidized to the extent that the APO considers it necessary; for more details consult with the APO
- Costs of COVID-19 PCR tests and issuance of certificates of negative test results for experts can be subsidized to the extent that the APO considers it necessary; for more details consult with the APO

## ② Infrastructure System Supporting Project

- Technical guidance fees for experts (with a cap of 40,000 yen per day)
- Travel expenses for trainees (only for public transportation by providing vouchers such as for airfares)
- Accommodation fees and daily allowances for trainees (with a cap separately determined by the APO)
- Interpretation fees (interpreters cannot be dispatched from Japan; travel expenses, accommodation fees, and daily allowances for interpreters cannot be subsidized)
- Translation and printing fees for materials to be used for technical guidance
- Training cost for introductory training by the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), if desired

Note: As for the Infrastructure System Supporting Project, however, technical guidance fees cannot be subsidized when guidance is provided by individuals employed by (1) companies having capital ties with the target companies, (2) target companies' head offices in Japan, or (3) companies in the groups of target companies.

## (2) Expenses not eligible for subsidy

The expenses listed below are not in principle directly required for undertaking a project unless they are separately approved as expenses to be subsidized.

- Manpower costs for staff of companies conducting guidance not covered by technical guidance fees
- Expenses for training/educational materials, consumables, outsourcing, etc. not covered by technical guidance fees
- Expenses related to buildings or other facilities
- Expenses for equipment, fixtures, etc. (machinery, equipment, office furnishings and equipment, etc.)
- Expenses covering accidents and natural disasters during the project
- Bank transfer fees of financial institutions, etc.
- Interest paid on loans, etc. and late payment charges
- Other expenses not related to the project

## 5. Flow of Project Implementation

### (1) Monozukuri Project

- ① Japanese companies or Japanese companies' head offices in Japan that provide technical guidance opportunities to target students apply for the project to the APO Secretariat.
- ② The APO Secretariat reviews the application and notifies the applicant of the decision.
- ③ After completion of the project, Japanese companies that provided technical guidance

opportunities to target students submit the receipts (originals or copies) for expenses incurred and completion reports to the APO Secretariat.

Note: When experts for technical guidance are employees of applicant companies, the submission of documents (work logs, etc.) to confirm time spent on the technical guidance instead of receipts for technical guidance fees will be accepted. For details, refer to the list of “Documents to be submitted” provided by the APO Secretariat after approval of an application.

- ④ The APO Secretariat confirms the vouchers submitted based on its rules and regulations and pays a fixed amount of subsidies to applicant companies.

## (2) Infrastructure System Supporting Project

- ① Either the target companies, Japanese companies, or Japanese companies’ head offices in Japan that provide technical guidance or its opportunities to the target companies apply for the project to the APO Secretariat.

Note: When trainees are dispatched to Japan, the target companies must apply to the AOTS, an organization supporting the implementation of this project.

- ② The APO Secretariat (or AOTS if trainees are dispatched to Japan) reviews the application and notifies the applicant of the decision.

Note: When trainees are dispatched to Japan, trainees must obtain “Trainee” visas with Guarantee Letters issued by the AOTS.

- ③ The target companies dispatch trainees to receive training. When the target companies dispatch trainees to Japan, they may receive introductory training from the AOTS.
- ④ After completion of the training, the target companies submit receipts for expenses incurred (technical guidance fees, travel expenses, accommodation fees, interpretation fees, and translation and printing fees) and completion reports to the APO Secretariat.

Note: When trainees are dispatched to Japan, the target companies submit receipts to the AOTS.

- ⑤ The APO Secretariat (or AOTS if trainees are dispatched to Japan) confirms the receipts submitted based on its rules and regulations and pays a fixed amount of

subsidies to the target companies.

## 6. Period for Project Subsidy

The period for a project to be subsidized is in principle from the beginning of public invitation until the end of March 2022. For projects that will be implemented beyond this period, consult with the APO Secretariat.

## 7. Requirements for Receiving Subsidies

### (1) Submission of necessary documents

After completion of the project, the following documents must be submitted.

#### ① Documents to be submitted within 60 days after completion of the project

- Vouchers such as receipts for the payment of expenses incurred for the project (technical guidance fees, travel expenses, accommodation fees, interpretation fees, etc.)
- Completion Report 1

A completion report that includes the following items must be submitted in either Japanese or English.

(When the report is in Japanese, one A4-sized page, equivalent to approximately 500 words, covering the purpose and theme of the project, outline of technical guidance, and project results such as evaluations by applicant companies and experts must also be submitted separately in English.)

For the Monozukuri Project, the following items must be reported.

- Names of experts and their organizations and names of companies that dispatched experts to the JIM/JEC and gave technical guidance
- Purpose and theme of the project
- Outline of technical guidance
- List of participants (number of participants and their names/affiliations/titles, etc.)
- Work logs of guidance given by experts
- Results of the project, such as evaluations of trainees by companies implementing the JIM/JEC program and experts giving comparisons between before and after the guidance was received

For the Infrastructure System Supporting Project, the following items must be reported.

- Names of the companies to which trainees were dispatched and the names of the companies that employ trainees who received technical guidance
- Names of experts and their organizations

- List of participants (number of participants and their names/affiliations/titles, etc.)
- Purpose and theme of the project
- Curriculum offered (outline of the guidance)
- Results of the project, such as evaluations of trainees by dispatching companies and experts giving comparisons between before and after the guidance was received

② Documents to be submitted six months after completion of the project

- Completion Report 2

A completion report that includes the following items must be submitted in either Japanese or English.

Reports on all projects must describe the following items.

- Purpose and theme of the project
- Names of experts and their organizations (for the Infrastructure System Supporting Project, names of companies to which trainees were dispatched) and names of companies (for the Monozukuri Project, names of companies that implemented the JIM/JEC program, dispatched experts who gave technical guidance; and for the Infrastructure System Supporting Project, names of companies that employ trainees who received technical guidance)
- Results of the project, such as quantitative effects of the project on the operations of the target companies (for the Monozukuri Project, companies that implemented the JIM/JEC program) (The results should be described concretely based on objective facts after assessment during the six months after completion of the project.)

(2) Amount of subsidies

Expenses to be subsidized by the project will be of a fixed amount against actual expenses based on these implementation guidelines after confirmation of the expenses.

- Travel expenses, such as airport taxes, departure/entry taxes, passport fees, visa fees, etc., that are not included in air tickets will not be subsidized.
- Air travel must be in economy class.
- When experts travel by air and stay in third countries for reasons other than transit, the airfare for that itinerary will not be subsidized.
- Submitted documents will be reviewed thoroughly to ensure that inappropriate expenses are not subsidized.
- If a request for subsidy is not made within 60 days after completion of the project, no subsidy will be paid.

(3) Timing of payment

In principle, account settlement and payments will occur after completion of a project involving the Monozukuri Project and Infrastructure System Supporting Project.

(4) Bank transfer

The APO Secretariat (or AOTS for the Infrastructure System Supporting Project) will pay the applicant/target companies via bank transfer. Bank accounts registered under this program must accept remittances in Japanese yen or US dollars.

8. Application Procedures

(1) Period of public invitation

Public invitation for applications began in April 2021. No applications will be accepted after the total budget is used for the program period.

Note: Applications must in principle be submitted no later than three weeks before the planned starting day of the project for the Monozukuri Project. For the Infrastructure System Supporting Project, applications must be submitted no later than one and one-half months before the planned starting day of the project.

(2) Application documents

- Implementation applications

The form should be downloaded from the APO homepage.

<https://www.apo-tokyo.org/31100-2/>

Documents to be submitted:

1) Monozukuri Project

- ① Form 1-1 Application Form for the Monozukuri Project
- ② Form 2 List of Experts
- ③ Form 7 Registration of Beneficiary Banks
- ④ Detailed Program of Training and Outline of Training Schedule

2) Infrastructure System Supporting Project

- ① Form 1-2 Application Form for the Infrastructure System Supporting Project
- ② Form 2 List of Trainees
- ③ Form 3 Detailed Program of Training
- ④ Form 4 Declaration Form Regarding Trainees' Personal Records
- ⑤ Form 5 Invitation Guarantee Form
- ⑥ Form 6 Medical Check Sheet
- ⑦ Form 7 Registration of Beneficiary Banks
- ⑧ Outline of the Amount of Subsidies

Note: When trainees are dispatched to areas other than Japan, submission of Forms 4, 5, and 6 above is not required.

- Other reference materials (if necessary)

(3) Document submission destination

Application documents should be submitted via postal mail or e-mail to the address below.

① For postal mail:

Attention: “Applications for the Training Program on Productivity Improvement for the Supporting Industry”

In-country Programs Division, Program Directorate

Asian Productivity Organization (APO)

2nd Floor, D’s VARIE HONGO BLDG

1-24-1 Hongo, Bunkyo-ku, Tokyo 113-0033, Japan

Applications for the Infrastructure System Supporting Project should be submitted to:

Attention: “Applications for the Training Program on Productivity Improvement for the Supporting Industry”

Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS)

30-1, Senju-azuma 1-chome, Adachi-ku, Tokyo 120-8534, Japan

② For e-mail:

[sip@apo-tokyo.org](mailto:sip@apo-tokyo.org)

Applications for the Infrastructure System Supporting Project should be submitted to:

[kigyo-inquiry-az@aots.jp](mailto:kigyo-inquiry-az@aots.jp)

- The subject line of an e-mail message should be: Applications for the Training Program on Productivity Improvement for the Supporting Industry.
- All application documents should be sent as PDF file attachments to a single e-mail message.
- When transmitting data, passwords should be used and the data encrypted for security.
  - Application documents submitted will not be used for purposes other than review to determine the suitability of the project proposed.
  - Application documents will not be returned.
  - Preparation costs for application documents, etc. are not expenses eligible for



subsidy.

(4) Notes on the submission of application documents

- Submission in person or via fax will not be accepted.
- No submission after the deadline will be accepted. Postal mail delivery may be delayed, and therefore submission documents should be sent well in advance of the deadline.
- Submission forms must be completed carefully because mistakes or omitted information will disqualify them for consideration.

9. Review and Adoption

(1) Review method

Review will in principle be based on the application documents alone, although additional documents may be requested if necessary.

(2) Review standards

A comprehensive review of applications will be conducted based on the following standards.

| Item  |
|---|
| 1. Whether the requirements for application are met   |
| 2. Whether the proposed contents are appropriate and eligible for subsidy   |
| 3. Whether the implementation methods and schedules for the acceptance/dispatch of experts and dispatch of trainees are realistic |
| 4. Whether the project is for South Asian countries where the productivity improvement of local companies is expected             |
| 5. Whether the utilization of other organizations' programs is feasible   |
| 6. Whether the project is excellent in terms of cost-effectiveness  |

(3) Determination and notification of application results

After a comprehensive review, applicants will be notified of the results.

11. Contact Information

Attention: Nakajima and Chiba

In-country Programs Division, Program Directorate

Asian Productivity Organization (APO)

2nd Floor, D's VARIE HONGO BLDG

1-24-1 Hongo, Bunkyo-ku, Tokyo 113-0033, Japan

E-mail: sip@apo-tokyo.org

When applications are for the Infrastructure System Supporting Project, contact the following:

Attention: Kobayashi and Tanaka

Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS)

30-1, Senju-azuma 1-chome, Adachi-ku, Tokyo 120-8534, Japan

Telephone: +81-(0)3-3888-8221

Fax: +81-(0)3-3888-8428

E-mail: [kigyo-inquiry-az@aots.jp](mailto:kigyo-inquiry-az@aots.jp)