Government of India (Bharat Sarkar)
Ministry of Railways (Rail Mantralaya)
(Railway Board)

No. 2019/E(Trg)/10/7  New Delhi, dt. 26.06.2019

TRAINING CIRCULAR

The General Managers  The Director Generals
All Indian Railways including Pus  RDSO/Lucknow
CORE/Allahabad NAIR/Vadodara.
Metro Railway/Kolkata.
The Directors
IRICEN/Pune
IRIEEN/Nasik
IRISET/Secunderabad
IRITM/Lucknow
IRIMEE/Jamalpur.
The Chief Administrative Officers
DMW/Patiala
COFMOW/New Delhi.

Sub: Knowledge Co-Creation Program on “Urban Railways Management” in Japan from 4th to 30th November, 2019.

Ministry of Finance, Department of Economic Affairs (DEA) is sponsoring a Knowledge Co-Creation Program on “Urban Railways Management” to be held in Japan from 4th to 30th November, 2019. In this connection, please find enclosed Training Circular of DEA dt. 25th April, 2019.

2. The programme is designed for senior officers of the planning department of Railways handling Urban Railway Line such as commuter rail, underground railway, LRT (Light Rail Transit) and MRT (Mass Rapid Transit).

3. The following forms need to be duly completed and certified by the participant and the competent authority.
   (i) Prescribed application form together with the medical history questionnaire.
   (ii) DEA’s prescribed proforma – duly countersigned by competent authority.
   (iii) Country Report (Two copies).

Other details (i.e. General Information, DEA proforma, Guidelines, Application Form etc.) may be seen and downloaded from Ministry of Finance, Department of Economic Affairs (DEA)’s website www.dea.gov.in under the link “Foreign Training and Employees Corner”.

4. Willing officers are requested to forward their application through proper channel by 15.07.2019 to the undersigned for forwarding the same to Department of Economic Affairs, Ministry of Finance. However, an advance copy of application complete in all respects (except DEA proforma) of the nominated candidate can be sent directly to “Mr. Toru Uemachi, Senior Representative, JICA India Office, 16th Floor, Hindustan Times House, 18-20, Kasturba Gandhi Marg, New Delhi-110001”. Nominations received after the prescribed date will not be considered.

DA: As above.

(Padmra Sharma)
Jt. Director, Estt (Training)
Railway Board
Tele: 011-23047246
Email: ildtrg.rb@gmail.com
No. 134/2019 BPC&TRG,
Government of India
Ministry of Finance
Department of Economic Affairs

North Block, New Delhi.
25th April, 2019

TRAINING CIRCULAR

Subject: Co-Creteation Program on "Urban Railways Management " in Japan from 4th to 30th November, 2019.

The Government of Japan has invited nominations for the above mentioned training course to be held in Japan under the Technical Cooperation Programme with India. The course is intended for urban railways companies (subways, trains, LRTs, etc.) and any organizations that are planning to run urban railways. The eligibility conditions and other information about the course are mentioned in the Information Booklet received from the sponsoring Government (Annex-I). Number of slots available for India is one.

2. Nomination of candidates is regulated by the guidelines prescribed by DEA, a synopsis of which is attached as Annex-II.

3. The course is sponsored by the Government of Japan, who will provide round-trip air fare, accommodation and living allowance.

4. The following forms need to be duly completed and certified by the participant and the competent authority of the nominating Ministry/Department:

(i) Sponsoring Government’s application form together with the medical history questionnaire.
(ii) DEA’s prescribed proforma - duly countersigned by competent authority (Annex-III).
(iii) Country Report (Two copies).

5. Application Form complete in all respects is to be sent at the following address not later than 24.7.2019 positively:

Shri Sanjay Kumar,
Under Secretary (BPC&T),
Department of Economic Affairs, Ministry of Finance,
Room No. 238, North Block, New Delhi.

6. An advance copy of application complete in all respects (except DEA proforma) may be sent to Mr. Toru Uemachi, Senior Representative, JICA India Office, 11th Floor, Hindustan Times House, 18-20, Kasturba Gandhi Marg, New Delhi-110001. However, the candidate whose nomination is approved by the Selection Committee in DEA would be considered by JICA.

7. Incomplete applications and nominations received after the cut-off date will not be entertained. This may please be noted for strict compliance to avoid disqualification at a later stage. The candidates are advised to have their applications processed through their administrative Departments well in time and send complete information asked for in the forms specified above. Details of various short-term training programmes are regularly uploaded on the website of Department of Economic Affairs, Ministry of Finance at www.dea.gov.in under the link “Foreign Training and Employees Corner”.

(Sanjay Kumar)
Under Secretary to the Govt. of India
Tele: 23090233

1. Joint Secretary (Admin.), Ministry of Railways, Rail Bhavan, New Delhi.
3. Joint Secretary (Admin.) of all Ministries/Departments, Government of India.
4. Chief Secretaries of all States Governments/UTs.
5. JICA India Office (Mr. Toru Uemachi, Senior Representative), 11th Floor, Hindustan Times House, 18-20, Kasturba Gandhi Marg, New Delhi.

TO BE UPLOADED ON MOF’S WEBSITE
Knowledge Co-Creation Program
(Group & Region Focus)

GENERAL INFORMATION ON

Urban Railways Management
課題別研修「都市鉄道の運営」
JFY 2019
NO. 201984561-J002/ID. 201984561
Course Period in Japan: From November 4 to November 30, 2019

This information pertains to one of the JICA Knowledge Co-Creation Program (Group & Region Focus) of the Japan International Cooperation Agency (JICA), which shall be implemented as part of the Official Development Assistance of the Government of Japan based on bilateral agreement between both Governments.

'JICA Knowledge Co-Creation Program (KCCP)' as a New Start

In the Development Cooperation Charter which was released from the Japanese Cabinet on February 2015, it is clearly pointed out that "In its development cooperation, Japan has maintained the spirit of jointly creating things that suit partner countries while respecting ownership, intentions and intrinsic characteristics of the country concerned based on a field-oriented approach through dialogue and collaboration. It has also maintained the approach of building reciprocal relationships with developing countries in which both sides learn from each other and grow and develop together." We believe that this ‘Knowledge Co-Creation Program’ will serve as a center of mutual learning process.
I. Concept

Background

Social and environmental problems in urban areas, such as heavy traffic or air pollution, have been extremely serious in developing countries with growing population. In order to tackle these emerging issues, the construction of public urban railway has been promoted in these countries to substitute automobile transportation.

Sound management of urban railways (i.e. safe and frequent operation, O&M, business administration, etc.) is necessary for sustainable development of urban transportation. In Japan, our urban railway systems accumulated vast information and experiences in urban railway management, and have been managed sustainably for decades. Through this program, these know-how and lessons learned from Japan’s experiences will be shared to participants from developing countries to achieve sound management in urban railways in their respective countries.

For whom?

This program is offered to staff of urban railway companies (subways, trams, LRTs, etc.), and any organizations planning to run urban railways.

How?

This program consists of lectures, exercises and observation tours focusing on urban railway management, providing knowledge and experiences especially about railway company management, safety and efficient railway operation.

Eventually participants will formulate an “Improvement Plan” describing what they will do after their return utilizing what they have learned in Japan.
II. Description

1. Title (J-No.):
   Urban Railways Management (201984561-J002)

2. Course Period in JAPAN:
   November 4th to November 30, 2019

3. Target Regions or Countries:
   Bangladesh, Cambodia, Egypt, India, Indonesia, Kazakhstan, Malaysia, Myanmar, Peru, Philippines, Sri Lanka and Viet Nam

4. Eligible / Target Organization:
   This program is designed for urban railway companies (subways, trams, LRTs, etc.), and any organizations that are planning to run urban railways.

5. Course Capacity (Upper limit of Participants):
   15 participants

6. Language to be used in this program: English

7. Course Objective:
   To understand the issues related to the operation of urban railways, and to propose an improvement plan for urban railway management system which is suitable for your country considering the current situation.

8. Overall Goal:
   To improve the capability of the urban railway management in your country.

9. Expected Module Output and Contents:

   (1) Expected Module Output
   The participants are expected to:
   (a) be able to explain the importance of safe and efficient operation of urban railways,
   (b) understand the management system and organization of Japanese railway companies and to be able to consider applying or/and adjusting the system and knowledge to your country,
   (c) understand the operation and maintenance methods of Japanese urban railways and to be able to consider applying or/and adjusting these methods to your country,
   (d) propose an improvement plan for the management system of the urban railways which is suitable for your country / organization.
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Note: The above contents may be subject to change.

Please be noted that this program is designed to focus on urban railways, therefore, high-speed rail related contents are limited.

### Methodology

Lecture, exercises, observation tours, etc.

### Program of year 2018 (last year) (For your reference)

The program of this year will be designed based on the last year's program. Detailed information is provided in [VI. Other Information](#).
III. Conditions and Procedures for Application

1. Expectations to the Participating Organizations
   (1) This program is designed primarily for organizations that intend to address specific issues or problems on urban railways service and management. Participating organizations are expected to use this program fully specifically for reinforcing their safety operational service.
   (2) This program is enriched with contents and facilitation schemes specially developed in collaboration with railways companies in Japan. These special features would meet specific requirements of applying organizations and effectively facilitate them toward solutions for the issues and problems.

2. Nominee Qualifications
   Applying Organizations are expected to select nominees who meet the following qualifications.
   (1) Essential Qualifications
      (a) Current Duties:
         be senior officers of the planning department of a railway company with an urban railway line, such as commuter rail, underground railway, LRT (Light Rail Transit) and MRT (Mass Rapid Transit), or its equivalent
      (b) Experience in the relevant field:
         have more than five (5) years of experience in the field of railway business
      (c) Educational Background:
         be a university graduate or have an equivalent educational background
      (d) Language:
         be proficient in spoken and written English (Please attach an official certificate for English ability such as TOEFL, TOEIC etc., if possible)
      (e) Health:
         must be in good health, both physically and mentally, to participate in the program in Japan. Pregnant applicants are not recommended to apply due to the potential risk of health and life issues of mother and fetus.
      (f) Age:
         be at the age 45 years or younger in principle

   (2) Recommendable Qualification
      Gender Consideration: JICA is promoting Gender equality. Women are encouraged to apply for the program.
3. Required Documents for Application

(1) Application Form: The Application Form is available at the JICA office (or the Embassy of Japan).
* If you have any difficulties/disabilities which require assistance, please specify necessary assistance in the Medical History(1-(d)) of the application forms. It may allow us (people concerned in this course) to prepare better logistics or alternatives.

(2) Attachments: to be submitted with Application Form
(a) Photocopy of passport: If you possess your passport which you will carry when entering Japan for this program. If not, you are requested to submit its photocopy as soon as you obtain it.
* Photocopy should include the followings:
   Name, Date of birth, Nationality, Sex, Passport number and Expire date.
(b) Nominee's English Score Sheet: If you have any official documentation of English ability. (e.g., TOEFL, TOEIC, IELTS)

4. Procedures for Application and Selection

(1) Submission of the Application Documents:
Closing date for applications: Please inquire to the JICA office (or the Embassy of Japan).
(After receiving applications, the JICA office (or the Embassy of Japan) will send them to the JICA Center in JAPAN by August 8 (Thursday), 2019

(2) Selection:
After receiving the documents through proper channels from your government, the JICA office (or the embassy of Japan) will conduct screenings, and then forward the documents to the JICA Center in Japan. Selection will be made by the JICA Center in consultation with concerned organizations in Japan. The applying organization with the best intention to utilize the opportunity of this program will be highly valued in the selection. Qualifications of applicants who belong to the military or other military-related organizations and/or who are enlisted in the military will be examined by the Government of Japan on a case-by-case basis, consistent with the Development Cooperation Charter of Japan, taking into consideration their duties, positions in the organization, and other relevant information in a comprehensive manner.

(3) Notice of Acceptance:
Notification of results will be made by the JICA office (or the Embassy of Japan) not later than September 4 (Wednesday), 2019.
5. <For Accepted Applicants Only>

Accepted applicants are required to submit the following documents, "1. Country Report" and "2. Fact Sheet (Annex)" by October 10, (Thursday), 2019.

(1) Documents to be submitted

(a) Country Report:
   - Format:
     Visual material for presentation (ex. MS Power Point)
     (Detailed information is provided in V. Guidance of documents to be submitted.)
   - Font:
     Please use font size 24 or more
   - Number of Slides:
     The report should not exceed 20 slides.

(b) Fact Sheet (Annex)

   - Format:
     Please fill in Fact Sheet (Please see "Annex")

6. Conditions for Attendance

(1) to strictly adhere to the program schedule.
(2) not to change the program topics.
(3) not to extend the period of stay in Japan.
(4) not to be accompanied by family members during the program.
(5) to return to home countries at the end of the program in accordance with the travel schedule designated by JICA.
(6) to refrain from engaging in any political activities, or any form of employment for profit or gain.
(7) to observe Japanese laws and ordinances. If there is any violation of said laws and ordinances, participants may be required to return part or all of the training expenditure depending on the severity of said violation.
(8) to observe the rules and regulations of the accommodation and not to change the accommodation designated by JICA.
IV. Administrative Arrangements

1. Organizer:
   (1) Name: JICA TOKYO
   (2) Contact: Ms. Junko Sasaki (tlictee@jica.go.jp)

2. Implementing Partner:
   (1) Name: International Policy and Project Division, Railway Bureau, Ministry of
           Land, Infrastructure, Transport and Tourism (MLIT)
   (2) URL: http://www.mlit.go.jp/index_e.html

3. Travel to Japan:
   (1) Air Ticket: The cost of a round-trip ticket between an international airport
                   designated by JICA and Japan will be borne by JICA.
   (2) Travel Insurance: Coverage is from time of arrival up to departure in Japan.
                       Thus traveling time outside Japan will not be covered.

4. Accommodation in Japan:
   JICA will arrange the following accommodations for the participants in Japan:
   
   JICA Tokyo Center (JICA TOKYO)
   Address: 2-49-5 Nishi-hara, Shibuya-ku, Tokyo 151-0068, Japan
   TEL: 81-3-3485-7051  FAX: 81-3-3485-7904
   (where "81" is the country code for Japan, and "3" is the local area code)

   If there is no vacancy at JICA TOKYO, JICA will arrange alternative
   accommodations for the participants. Please refer to facility guide of JICA
   TOKYO at its URL and Movie.
   URL: https://www.jica.go.jp/tokyo/english/office/c8h0ym00008yld4m-at/facilities_service_guide.pdf
   Movie: https://www.youtube.com/watch?v=iWwQ6Mi3j1E

5. Expenses:
   The following expenses will be provided for the participants by JICA:
   (1) Allowances for accommodation, meals, living expenses, outfit, and shipping
   (2) Expenses for study tours (basically in the form of train tickets.)
   (3) Free medical care for participants who become ill after arriving in Japan (costs
       related to pre-existing illness, pregnancy, or dental treatment are not included)
   (4) Expenses for program implementation, including materials
       For more details, please see "III. ALLOWANCES" of the brochure for participants
       titled "KENSU-HIN GUIDE BOOK," which will be given before departure for
       Japan.
6. **Pre-departure Orientation:**

A pre-departure orientation will be held at the respective country’s JICA office (or Japanese Embassy), to provide participants with details on travel to Japan, conditions of the workshop, and other matters.
V. Guidance of documents to be submitted

Both "1. Country Report" and "2. Fact Sheet (Annex)" are required to be submitted by all accepted participants.

Submission: send it to the following e-mail address

by October 10, (Thursday) 2019.
e-mail address: tictea@lica.go.jp.

When sending e-mail, please include the course title, "Urban Railways Management (J19-04212)" and the name of your country.

1. Country Report

- Objective:
  To share the situation in your country with other participants as well as Japanese experts in order to have fruitful discussion.

※Remarks※

The Country Report Presentation will be held on November 8, (Friday), 2019.
Private companies related to railway industries will attend the presentation.
We will distribute the printed copies of your country reports to the audience, so please observe the deadline (October 10, (Thursday)).

- Format: Visual material for presentation (ex. MS Power Point)
- Font: Please use font size 24 or more
- Number of Slides: The report should not exceed 20 slides.

- Contents of the Country Report:
  The report should include the following items.

a) Organization profile
  - Organization status
  - Types of train lines operating in
  - Financial resources
  - Annual operating income
  - Number of employees
  - Number of train lines
  - Total length of rail network
  - Number of stations and rolling stock units
  - Average number of daily passenger train runs
  - Average number of passenger line network
  - Annual number of passengers of each line
  - Annual passenger-distance of each line
  - Average number of daily train

10/19
b) Issues to be addressed
   • Railway management issues and problems at your organization
     (e.g.) sales, finance, human resources development, facilities maintenance

<2. Fact Sheet (Annex)>
   - Objective:
     To deepen understanding of the current situation in participants' home country among other participants
   - Format:
     Please fill in Fact Sheet (Annex)  （※Please refer to P12-14）
### Fact Sheet

<table>
<thead>
<tr>
<th>Country:</th>
<th>Name:</th>
<th>Organization:</th>
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Please describe the answer succinctly.

1. **General description of country information**

   1) Total land area (sq)
   2) Population
   3) Total distance of all railways lines (km)
   4) Number of the railways companies
   5) Number of national railways companies
   6) Number of private railways companies
   7) Number of subways
   8) Assistance from JICA (Dispatch of experts, ODA loans etc.)
   9) Material support or human support from overseas except Japan. If you have it, please write down the name of the country and contents of assistance.

2. **Organization Profile**

   1) Organization Status (Public; Private or Mixed etc.)
      Applicable Law (if any)
   2) Types of train lines operating in
      (Metro, InterCity rail, High-speed rail, LRT or etc.)
   3) Financial Resources

      3-1 Construction Fee
      ※ Please write the financial resources (ex: Subsidized Charge from government, Grant from other countries etc.)

      3-2 Operation Cost
      ※ Please write the financial resources (ex: Subsidized Charge from government, Grant from other countries etc.)

   4) Annual Operating Income (USD)
      4-1 Fare Revenue
      4-2 Government Subsidy
      4-3 Others

   5) Number of employees (please attach)

   6) Number of train lines

   7) Total Length of Rail Network (If there are several railways, please write total distance of each railway line)

   8) Number of stations

   9) Number of rolling stock units

   10) Country of manufacture of rolling stocks

   11) Average number of daily passenger train runs

   12) Average number of passenger line network (km)

   13) Annual number of passengers of each line

   14) Annual passenger-distance of each line (passenger-km)

   15) Does your organization have freight trains?

   16) If yes, please explain the scale compared to the passenger train.
3. Long Distance (Intercity) Railway

1) Year established
2) Track gauge (mm)
3) Length of Railway Operating kilometers (km), (Electrified kilometers (km))
4) Freight transportation tonnage (ton/year)
5) Freight transportation tonnage kilometer (ton-km/year)
6) Number of Passengers carried (passenger/year)
7) Passenger kilometer (passenger-km/year)
8) Number of trains operated per day
9) Number of rolling stocks
10) Number of cars per train set
11) Legal speed limit (km/h)
12) Schedule speed (km/h)
13) Number of employees in the operating company
14) Number of railway accidents per year
15) Length of sections with double or more than double-track (km)
16) Signaling system (CBTC, D-ATP, ETCS, Level 2, others ( ))
17) Current Feeding Systems
18) Number of rolling stocks delivered by manufacturer
19) Design seismic coefficient

4. Urban (Inner-city) Railway

1) Year established
2) Track gauge (mm)
3) Length of Tram operating kilometers (km)
4) Number of passengers carried by tram (passenger/year)
5) Urban railway operating kilometers (km) & underground section (km)
6) Urban railway passengers carried (passenger/year)
7) Urban railway transport density (passenger/day)
8) Number of trains operated per day
9) Number of rolling stocks
10) Number of cars per train set
11) Legal speed limit (km/h)
12) Schedule speed (km/h)
13) Number of employees in the operational company
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<td>15</td>
<td>Current feeding system</td>
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<td>Number of rolling stocks delivered by manufacturer</td>
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<td>17</td>
<td>Design seismic coefficient</td>
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VI. Other Information

(1) Message from the Past Participant in 2018

The very lovely part of the program is the Q&A sessions after each lecture with industry leaders that have hands on experience in the field, and I have my lecture notes as a source, as a dairy book that I look back at least every other week.

Mind blowing discovery from the KCCP program was the non railway business, to which extend it is developed in Urban Railway system in Tokyo. We are not even talking about brake even healthy way of leading urban rail business, which would be great for many more urban railway operators all over the world but hundreds of millions of profit a single operator makes.

I will highlight, from many others, one positive effect that is being very helpful on my everyday work routine. It is the concepts I gained in the program. Concepts of healthy business, great examples of neat operation, safety first (go anzenni!) experience and many more.

As I said, I could highlight only one thing, it is a chain of ideas and concepts and, last but not least real life experience from Japan railway industry.

Project engineer,
Department of LRT Almaty
Kazakhstan

(2) Message from program officer

In this program, many participants from various countries get together and share extensive experiences with experts of Japanese railways companies. Through the series of lectures and discussions, I believe you will deepen understanding of safety and efficient railways operation in Japan.
I look forward to seeing you in Japan!

Junko SASAKI
Program officer, JICA Tokyo
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<td>Guidance on Action Plan Preparation</td>
<td></td>
</tr>
<tr>
<td>Nov 17</td>
<td>Sat</td>
<td>Day off</td>
<td></td>
</tr>
<tr>
<td>Nov 18</td>
<td>Sun</td>
<td>Day off</td>
<td></td>
</tr>
<tr>
<td>Nov 19</td>
<td>Mon</td>
<td>Railway Personnel Management Policy &amp; Human Resource Development</td>
<td>Salbu Railway Training Center</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Maintenance System of Infrastructure (Tracks, Catenary and Signal Facilities)</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Program</td>
<td>Venue</td>
<td></td>
</tr>
<tr>
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<td></td>
</tr>
<tr>
<td>Nov 20</td>
<td>Tue Safety Challenges and Lessons Learned from Experiences of Accidents</td>
<td>JICA Tokyo</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Railway Safety Devices</td>
<td>Hayashi Soji</td>
<td></td>
</tr>
<tr>
<td>Nov 21</td>
<td>Wed Control System and Electric Equipment for Rolling Stock</td>
<td>Mitsubishi</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manufacturing Facilities of Control System and Electric Equipment for</td>
<td>Electric Works</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rolling Stock</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nov 22</td>
<td>Thu Osaka Monorail (Company Overview and Role as the Access Line to the</td>
<td>Osaka Monorail</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Airport)</td>
<td>depot</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Osaka Metro (Company Overview and Privatization)</td>
<td>Osaka Metro</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Osaka Metro ASY Control Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nov 23</td>
<td>Fri Day off (National Holiday)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nov 24</td>
<td>Sat Day off</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nov 25</td>
<td>Sun Day off</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nov 26</td>
<td>Mon Rolling Stock Maintenance</td>
<td>JICA Tokyo</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Railway Signal System (ATS, ATC etc.)</td>
<td>Nippon Signal</td>
<td></td>
</tr>
<tr>
<td>Nov 27</td>
<td>Tue Action Plan Review and Improvement</td>
<td>JICA Tokyo</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Action Plan Preparation (individual Work)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nov 28</td>
<td>Wed Privatization of Japanese National Railways and its Impact</td>
<td>JICA Tokyo</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Business Overview of Tokyo Metro Including Through Operation</td>
<td>Tokyo Metro</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Observation of Tokyo Metro’s General Training Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nov 29</td>
<td>Thu Action Plan Presentation</td>
<td>JICA Tokyo</td>
<td></td>
</tr>
<tr>
<td>Nov 30</td>
<td>Fri Course Evaluation Meeting</td>
<td>JICA Tokyo</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Closing Ceremony</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dec 1</td>
<td>Sat Departure</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

17/19
For Your Reference

JICA and Capacity Development

The key concept underpinning JICA operations since its establishment in 1974 has been the conviction that “capacity development” is central to the socioeconomic development of any country, regardless of the specific operational scheme one may be undertaking, i.e. expert assignments, development projects, development study projects, Knowledge Co-Creation programs, IOCV programs, etc.

Within this wide range of programs, Knowledge Co-Creation programs have long occupied an important place in JICA operations. Conducted in Japan, they provide partner countries with opportunities to acquire practical knowledge accumulated in Japanese society. Participants dispatched by partner countries might find useful knowledge and re-create their own knowledge for enhancement of their own capacity or that of the organization and society to which they belong.

About 460 pre-organized programs cover a wide range of professional fields, ranging from education, health, infrastructure, energy, trade and finance, to agriculture, rural development, gender mainstreaming, and environmental protection. A variety of programs and are being customized to address the specific needs of different target organizations, such as policy-making organizations, service provision organizations, as well as research and academic institutions. Some programs are organized to target a certain group of countries with similar developmental challenges.

Japanese Development Experience

Japan was the first non-Western country to successfully modernize its society and industrialize its economy. At the core of this process, which started more than 140 years ago, was the “adopt and adapt” concept by which a wide range of appropriate skills and knowledge have been imported from developed countries; these skills and knowledge have been adapted and/or improved using local skills, knowledge and initiatives. They finally became internalized in Japanese society to suit its local needs and conditions.

From engineering technology to production management methods, most of the know-how that has enabled Japan to become what it is today has emanated from this “adoption and adaptation” process, which, of course, has been accompanied by countless failures and errors behind the success stories. We presume that such experiences, both successful and unsuccessful, will be useful to our partners who are trying to address the challenges currently faced by developing countries.

However, it is rather challenging to share with our partners this whole body of Japan’s developmental experience. This difficulty has to do, in part, with the challenge of explaining a body of “tacit knowledge,” a type of knowledge that cannot fully be expressed in words or numbers. Adding to this difficulty are the social and cultural systems of Japan that vastly differ from those of other Western industrialized countries, and hence still remain unfamiliar to many partner countries. Simply stated, coming to Japan might be one way of overcoming such a cultural gap.

JICA, therefore, would like to invite as many leaders of partner countries as possible to come and visit us, to mingle with the Japanese people, and witness the advantages as well as the disadvantages of Japanese systems, so that integration of their findings might help them reach their developmental objectives.
CORRESPONDENCE

For enquiries and further information, please contact the JICA office or the Embassy of Japan. Further, address correspondence to:

JICA Tokyo Center (JICA TOKYO)
Address: 2-49-5 Nishihara, Shibuya-ku, Tokyo 151-0066, Japan
TEL: +81-3-3485-7051 FAX: +81-3-3485-7904
SUMMARY OF GUIDELINES PRESCRIBED BY DEPARTMENT OF ECONOMIC AFFAIRS

Before applying for the training programme, the candidates are requested to satisfy themselves whether they fulfill the eligibility conditions as per the guidelines on Foreign Training Programmes (FTP) administered by the Department of Economic Affairs (DEA), summarized below:

Eligibility Conditions

<table>
<thead>
<tr>
<th>Duration of Training</th>
<th>No. of years of service completed in Govt. as on the date of FTP</th>
<th>Upper age limit as on the date of FTP</th>
<th>Cooling off period</th>
<th>Limit on participation in number of trainings in a year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upto one week</td>
<td>5 years</td>
<td>Less than 68 years</td>
<td>Six months</td>
<td>Two FTPs of duration of less than one week in a calendar year</td>
</tr>
<tr>
<td>One to Two weeks</td>
<td>7 years</td>
<td>Less than 68 years</td>
<td>One year</td>
<td>One FTP of duration of one to two weeks in a calendar year</td>
</tr>
<tr>
<td>More than two weeks</td>
<td>9 years</td>
<td>Less than 68 years</td>
<td>Two years</td>
<td>One FTP of duration more than two weeks in a period of two years</td>
</tr>
</tbody>
</table>

Note: Project-related training/official visit abroad are exempt from the provision of cooling off.

2. Candidates and nominating authorities in Ministries/Departments/State Govts. etc. should also satisfy themselves about the eligibility conditions prescribed by the sponsoring foreign Government/agency before sending the nominations to DEA.

HOW TO APPLY

3. Filling up of application forms:
   (i) Ensure that the DEA proforma is duly filled in and is complete in all respects. Without this proforma, applications will not be entertained.
   (ii) Ensure that the application form prescribed by the sponsoring agency is also complete in all respects. Wherever the sponsoring agency asks for a Country Report, the same should also be attached.
   (iii) The column relating to Vigilance Clearance in DEA proforma should be filled in and certified by the competent authority. Alternately, vigilance clearance certificate by the concerned authority can also be attached. Applications without vigilance clearance at the time of applying will not be entertained.
   (iv) In case of training programmes which are not fully sponsored and where expenses on Air travel or any other expenses have to be borne by the candidate or his sponsoring Department, ensure that Part-A or Part-B, as the case may be, of the Undertaking Form is duly completed. Applications received without undertaking form will be summarily rejected. It may be noted that submission of undertaking form is not necessary in respect of fully funded training programmes and the candidate can mention ‘Not Applicable’ in the form.

4. Nominations:
   (i) In case there is more than one nomination for a particular course, the nominating authority State/Central Government should clearly indicate the prioritisation of the nominees.
   (ii) Application for the training programme is to be forwarded through the concerned Ministry/Department after completing all necessary formalities. Applications are not to be sent to the sponsoring foreign country/agency direct unless the same has been endorsed by the Nodal Department i.e. DEA.

5. Clearances:

   Once the nomination forwarded by DEA to the sponsoring foreign Government is accepted and conveyed to the applicant, he/she will be responsible to complete all pre-departure formalities like obtaining political clearance from MEA and have the sanction order issued from his/her administrative Department etc.

Abbreviations:

## DEA PROFORMA FOR FOREIGN TRAINING

| 1. Name |  |
| 2. Date of birth | 3. Male/Female |  |
| 4. Educational Qualifications |  |
| 5. Service to which officer belongs | 6. Date of regular appointment |  |
| 7. Details of Posts held during the last five years (starting from present): |  |
| 8. Name of training programme applied for and its relevance to the candidate |  |
| 9. Papers etc., if any published by the candidate |  |
| 10. Details of Foreign Training Programmes attended during the last two years |  |

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Post held</th>
<th>Ministry/Department/Organization</th>
<th>Nature of work</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
</tbody>
</table>

**Signature of the candidate:**

Office/Phone:
Mobile No.:

**E-mail:**

---

**CERTIFICATE**

Certified that Shri/Ms ________________ is clear from vigilance angle. In case the programme is not fully funded, Undertaking in the prescribed proforma (Part A/Part B) is attached.

**Signature of the Competent administrative authority of the applicant with Name, Designation, Phone Number and E-mail (along with office seal)**
Application Form for the JICA Training and Dialogue Program

OFFICIAL APPLICATION
(to be confirmed and signed by the head of the relevant department / division of the applying organization)

1. Title: (Please write down as shown in the General Information)

2. Number: (Please write down as shown in the General Information)
   J 0

3. Country Name:

4. Name of Applying Organization:

5. Name of the Nominee(s):
   1)  
   2)  
   3)  
   4)  

Our organization hereby applies for the training and dialogue program of the Japan International Cooperation Agency and proposes to dispatch qualified nominees to participate in the programs.

Date: Signature:

Name:

Designation / Position

Department / Division

Office Address and Contact Information

Address:

Telephone: Fax: E-mail:

Official Stamp

Confirmation by the organization in charge (if necessary)
I have examined the documents in this form and found them true. Accordingly I agree to nominate this person(s) on behalf of our government.

Date: Signature:

Name:

Designation / Position

Department / Division

Official Stamp
Part A: Information on the Applying Organization
(to be confirmed by the head of the department / division)

1. Profile of Organization

1) Name of Organization:

2) The mission of the Organization and the Department / Division:

2. Purpose of Application

1) Current Issues: Describe the reasons for your organization claiming the need to participate in the training and dialogue program, with reference to issues or problems to be addressed.

2) Objective: Describe what your organization intends to achieve by participating in the training and dialogue program.
3) Future Plan of Actions: Describe how your organization shall make use of the expected achievements, in addressing the said issues or problems.

4) Selection of the Nominee: Describe the reason(s) the nominee has been selected for the said purpose, referring to the following view points: 1) Course requirement, 2) Capacity/Position, 3) Plans for the candidate after the training and dialogue program, 4) Plan of organization and 5) Others.
Part B: Information about the Nominee
(to be completed by the Nominee)

NOTE: The applicants for Group and Region Focused Training Program are required to fill in "Every Item". As for the applications for Country Focused Training Program including Counterpart Training Program and some specified International Dialogue Programs, it is required to fill in the designated "required" items as shown below.

1. Title: (Please write down as shown in the General Information) (required)

2. Number: (Please write down as shown in the General Information) (required)

3. Information about the Nominee (nos. 1-9 are all required)
   1) Name of Nominee (as in the passport)

<table>
<thead>
<tr>
<th>Family Name</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>First Name</th>
</tr>
</thead>
<tbody>
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</table>

<table>
<thead>
<tr>
<th>Middle Name</th>
</tr>
</thead>
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</tbody>
</table>

2) Nationality (as shown in the passport)

3) Sex

<table>
<thead>
<tr>
<th>( ) Male</th>
<th>( ) Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>Month</td>
</tr>
</tbody>
</table>

4) Religion

5) Date of Birth (please write out the month in English as in "April")

6) Present Position and Current Duties

<table>
<thead>
<tr>
<th>Organization</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Department / Division</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Present Position</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Date of employment by the present organization</th>
<th>Date</th>
<th>Month</th>
<th>Year</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Date of assignment to the present position</th>
<th>Date</th>
<th>Month</th>
<th>Year</th>
</tr>
</thead>
</table>

7) Type of Organization

<table>
<thead>
<tr>
<th>( ) National Governmental</th>
</tr>
</thead>
<tbody>
<tr>
<td>( ) Local Governmental</td>
</tr>
<tr>
<td>( ) Public Enterprise</td>
</tr>
<tr>
<td>( ) Private (profit)</td>
</tr>
<tr>
<td>( ) NGO/Private (Non-profit)</td>
</tr>
<tr>
<td>( ) University</td>
</tr>
</tbody>
</table>

8) Outline of duties: Describe your current duties
9) Contact Information

<table>
<thead>
<tr>
<th>Office</th>
<th>Address:</th>
<th>Mobile (Cell Phone):</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>TEL:</td>
<td>E-mail:</td>
</tr>
<tr>
<td></td>
<td>FAX:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Home</th>
<th>Address:</th>
<th>Mobile (Cell Phone):</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>TEL:</td>
<td>E-mail:</td>
</tr>
<tr>
<td></td>
<td>FAX:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contact person in emergency</th>
<th>Name:</th>
<th>Relationship to you:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Address:</td>
<td>Mobile (Cell Phone):</td>
</tr>
<tr>
<td></td>
<td>TEL:</td>
<td>E-mail:</td>
</tr>
<tr>
<td></td>
<td>FAX:</td>
<td></td>
</tr>
</tbody>
</table>

10) Others (if necessary)

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4. Career Record

1) Job Record (After graduation)

<table>
<thead>
<tr>
<th>Organization</th>
<th>City/Country</th>
<th>From Month/Year To Month/Year</th>
<th>Position or Title</th>
<th>Brief Job Description</th>
</tr>
</thead>
<tbody>
<tr>
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<td></td>
<td></td>
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</tbody>
</table>

2) Educational Record (Higher Education)(required)

<table>
<thead>
<tr>
<th>Institution</th>
<th>City/Country</th>
<th>From Month/Year To Month/Year</th>
<th>Degree obtained</th>
<th>Major</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
3. Training or Study in Foreign Countries; please write your past visits to Japan specifically as much as possible, if any.

<table>
<thead>
<tr>
<th>Institution</th>
<th>City/ Country</th>
<th>Period From Month/Year</th>
<th>To Month/Year</th>
<th>Field of Study / Program Title</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

5. Language Proficiency (required)

1) Language to be used in the program (as in GI)

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Listening</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Speaking</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Reading</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Writing</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
</tbody>
</table>

Certificate (Examples: TOEFL, TOEIC)

2) Mother Tongue

3) Other languages ( )

( ) Excellent ( ) Good ( ) Fair ( ) Poor

1 Excellent: Refined fluency skills and topic-controlled discussions, debates & presentations. Formulates strategies to deal with various essay types, including narrative, comparison, cause-effect & argumentative essays.


3 Fair: Broader range of language related to expressing opinions, giving advice, making suggestions. Limited compound and complex sentences & expanded paragraph formation.

4 Poor: Simple conversation level, such as self-introduction, brief question & answer using the present and past tenses.
6. Expectation on the applied training and dialogue program

1) Personal Goal: Describe what you intend to achieve in the applied training and dialogue program in relation to the organizational purposes described in Part A-2.

2) Relevant Experience: Describe your previous vocational experiences which are highly relevant in the themes of the applied training and dialogue program. (required)

3) Area of Interest: Describe your subject of particular interest with reference to the contents of the applied training and dialogue program. (required)

*7. Declaration (to be signed by the Nominee) (required)
I certify that the statements I have made in this form are true and correct to the best of my knowledge.
If accepted for the program, I agree:
(a) not to bring or invite any member of my family (except for a program whose period is one year or more),
(b) to carry out such instructions and abide by such conditions as may be stipulated by both the nominating government and the Japanese Government regarding the program,
(c) to follow the program, and abide by the rules of the institution or establishment that implements said program,
(d) to refrain from engaging in political activity or any form of employment for profit or gain,
(e) to return to my home country at the end of the activities in Japan on the designated flight schedule arranged by JICA,
(f) to discontinue the program if JICA and the applying organization agree on any reason for such discontinuation and not to claim any cost or damage due to the said discontinuation,
(g) to consent to waive any copyright holder’s rights for documents or products produced during the project, against duplication and/or translation by JICA, as long as they are used for the purposes of the program,
(h) to approve the privacy policy and the copyright policy mentioned in the Guidelines of Application.

JICA's Information Security Policy in relation to Personal Information Protection

- JICA will properly and safely manage personal information collected through this application form in accordance with JICA's privacy policy and the relevant laws of Japan concerning protection of personal information and take protection measures to prevent divulging, loss or damages of such personal information.

- Unless otherwise obtained approval from an applicant itself or there are valid reasons such as disclosure under laws and ordinances, etc., and except for the following 1.-3., JICA will neither
1. Present Medical Status
(a) Do you currently use any medicine or have regular medical checkup by a physician for your illness?

<table>
<thead>
<tr>
<th></th>
<th>No</th>
<th>Yes: Name of illness ( ), Name of medicine ( )</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>If yes, please attach your doctor’s letter (preferably, written in English) that describes current status of your illness and agreement to join the program.</td>
</tr>
</tbody>
</table>

(b) Are you pregnant?

<table>
<thead>
<tr>
<th></th>
<th>No</th>
<th>Yes: Months of pregnancy ( months)</th>
</tr>
</thead>
</table>

(c) Are you allergic to any medication or food?

<table>
<thead>
<tr>
<th></th>
<th>No</th>
<th>Yes: What are you allergic to?</th>
</tr>
</thead>
</table>

(d) Please indicate any needs arising from disabilities that might necessitate additional support or facilities.

Note: Disability does not lead to exclusion of persons with disability from the program. However, upon the situation, you may be directly inquired by the JICA official in charge for a more detailed account of your condition.

2. Past Medical History
(a) Have you had any significant or serious illness?

<table>
<thead>
<tr>
<th></th>
<th>No</th>
<th>Yes: Please specify ( )</th>
</tr>
</thead>
</table>

(b) Have you ever been a patient in a mental clinic or been treated by a psychiatrist?

<table>
<thead>
<tr>
<th></th>
<th>No</th>
<th>Yes: Please specify ( )</th>
</tr>
</thead>
</table>

3. Other Medical Problems
If you have any medical problems that are not described above, please indicate below.

I certify that I have read the above instructions and answered all questions truthfully and completely to the best of my knowledge.
I understand and accept that medical conditions resulting from an undisclosed pre-existing condition may not be financially compensated by JICA and may result in termination of the program.

<table>
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<tr>
<th>Date</th>
<th>Signature</th>
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<tbody>
<tr>
<td>Print Name</td>
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</table>

<table>
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<th>Date:</th>
<th>Signature:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Print Name:</td>
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</tr>
</tbody>
</table>
Japan International Cooperation Agency

CONFIDENTIAL

provide nor disclose personal information to any third party. JICA will use personal information provided only for the purposes in the following 1-3 and will not use for any purpose other than the following 1-3 without prior approval of an applicant itself.

1. To provide technical training to technical training participants from developing countries.

2. To provide technical training to technical training trainees from developing countries under the Citizens' Cooperation Activities.

3. In addition to 1. and 2. above, if the government of Japan or JICA determines necessary in the course of technical cooperation.

(i) To observe Japanese laws and ordinances during my stay, if I violate Japanese laws and ordinances, I will return the total amount or a part of the expenditure required for the training depending on the extent of the violation.

(i) To understand that JICA does not assure issuance of Japan entry visa even after JICA decide to accept me. I understand the Embassy of Japan will decide it according to necessary formalities upon the submission of visa application from each participant.

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