TRAINING AND DIALOGUE PROGRAMS

GENERAL INFORMATION ON

Planning the operation and maintenance system for urban railways
集団研修「都市鉄道の運営･維持管理体制」
JFY 2011
<Type: Solution Creation Program / 類型：課題解決促進型>
NO. J11-00800 / ID. 1180951
From January 10, 2012, to February 4, 2012

This information pertains to one of the Training and Dialogue Programs 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.

I. Concept

Background

Traffic jams in urban areas, environmental problems and energy problems are becoming pressing issues in developing countries, and the construction of electric urban railways that are highly energy-saving is being promoted. Also, in order to cope with population concentration in urban areas, it is also necessary to take measures to increase the frequency of services. For the introduction of such urban railway systems in developing countries, know-how on existing (diesel) railway systems in operation may not necessarily be useful, so it is required to solve the problems related to safe service, car-operation ratios, stable maintenance, and so on.

The urban railway system in our country continuously offers safe service and has been maintaining sound operation for many years, and there is an accumulation of vast information on and experiences in the urban railway system. If such assets are shared among developing countries, and if trainees become able to make proposals on the railway service/maintenance system in their country, it is expected that safe and efficient urban railways can be operated.

For what?

This program is designed for urban railway companies, including future companies, to plan an operation and maintenance system suitable for their own country.

For whom?

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

How?

This program consists of lectures, exercises and observation tours focusing on urban railway operation. Participants will formulate an action plan describing what they will do after they go back to their home country, where they will put the knowledge and ideas they have acquired and discussed in Japan to good use.

II. Description

1. **Title (J-No.):** Planning the operation and maintenance system for urban railways (J1100800)

2. **Period of Program**
   From January 10, 2012, to February 4, 2012

3. **Target Regions or Countries**
   Bangladesh, Brazil, Egypt, India, Indonesia, Malaysia, Pakistan, Thailand, Turkey, Venezuela, Viet Nam, and Uganda

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

5. **Total Number of Participants**
   １２ participants

6. **Language to be used in this program**: English

7. **Program Objective and Outputs**

(1) Objective

To propose an improvement plan regarding operation and maintenance systems suitable for recipient countries' urban railways, based on an understanding of the issues related to the operation of urban railways and a consideration of their present situations

(2) Outputs

The participants are expected to:

(1) Be able to explain the importance of the safe and efficient operation of urban railways

(2) Understand the operation and maintenance methods of urban railways in Japan

(3) Be able to propose an operation and maintenance system suitable for their own countries' urban railway

(4) Share their proposal among related personnel and consider its feasibility

8. **Overall Goal**

To improve the capability of the operation and maintenance system for urban railways in recipient countries

9. Module

This program consists of the following components.

Theme	Content
Railway management	〈Lectures〉 Railway administration and subsidies Business approach in Japan Railways in urban transport
Railway business and non-railway business	〈Lectures〉 Characteristics of Japanese railway business Organization and structure of railways Human resources management and development of railways Demand forecast and investment plan Development of urban railways Diversified business (real estate and retail) IC card business Safety in railway management Outline of urban railway systems 〈Observations〉 Operation Control Center and stations Depot & workshop Training Center Urban development by railways
Reform and privatization of railways	〈Lectures〉 "Privatization of JNR (Japan National Railway)" "Impact of privatization " "Management after privatization "
Extraction of problems and formulation of improvement plans	Country Report Presentation Report making of Action Plan and its presentation

Note: The above contents may be subject to change.

III. Conditions and Procedures for Application

1. Expectations for the Participating Organizations

(1) This program (hereafter referred to as the "Program") is designed primarily for organizations that intend to address specific issues or problems identified in their operations. Applying organizations are expected to use the Program for those specific purposes.

(2) Applying organizations are expected to nominate the most qualified candidates to address the said issues or problems, carefully referring to the qualifications described in sectionⅢ-2 below.

(3) Applying organizations are also expected to be prepared to make use of the knowledge acquired by the participants for the said purpose.

2. Nominee Qualifications

Applying organizations are expected to select nominees who meet the following qualifications.

(1) 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)

(2) Experience in the relevant field: have more than five (5) years of experience in the field of railway business

(3) Educational Background: be a university graduate or have an equivalent educational background

(4) Age: between thirty-five (35) and forty-five (45) years of age, in principle

(5) Language: have a competent command of spoken and written English (Please attach an official certificate for English ability, such as TOEFL, TOEIC, etc, if possible)

(6) Health: must be in good physical and mental health to participate in the Program in Japan. Pregnant participants are strictly requested to complete the required procedures before departure in order to minimize health risks. The procedures include ① a letter of the participant's consent to bear economic and physical risks, ② a letter of permission from the participant's supervisor, letter of consent from your Embassy in Japan, ④ a medical certificate. Please ask a National Staff member in the JICA office for the details.

(7) Must not be serving any form of military service

3. Required Documents for Application

(1) Application Form: The Application Form is available at the respective country's JICA office or the Embassy of Japan.

(2) Nominee's English Score Sheet: to be submitted with the application

form. If you have any official documentation of English ability (e.g., TOEFL, TOEIC, IELTS), please attach it (or a copy) to the application form.

4. Procedure for Application and Selection

(1) Submitting the Application Documents:

Closing date for application to JICA Tokyo: **November 10, 2011.**

Note: Please confirm the closing date set by the respective country's JICA office or Embassy of Japan of your country to meet the final date in Japan.

(2) Selection

After receiving the document(s) through due administrative procedures in the respective government, the respective country's JICA office (or Japanese Embassy) shall conduct screenings, and send the documents to JICA Tokyo, which organizes this project. Selection shall be made by JICA Tokyo in consultation with the organizations concerned in Japan, based on submitted documents according to qualifications.

Organizations that intend to utilize the opportunities provided by the Program will be highly valued in the selection.

(3) Notice of Acceptance

Notification of results shall be made by the respective country's JICA office (or Embassy of Japan) to the respective Government, **no later than December 2, 2011.**

5. Document(s) to be submitted by accepted participants

Country Report -- to be submitted by **January 6, 2012**

Before coming to Japan, only accepted participants are required to prepare a Country Report. See **VI Country Report Guidance**.

6. Conditions for Attendance

Participants must:

(1) Observe the Program schedule

(2) Not change the Program subjects or extend their period of stay in Japan

(3) Not bring any family members

(4) Return to their home country at the end of the Program in Japan according to the travel schedule designated by JICA

(5) Refrain from engaging in political activities, or any form of employment for profit or gain

(6) 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,

(7) Observe the rules and regulations of their place of accommodation and stay at the place of accommodation designated by JICA for the duration of the Program

IV. Administrative Arrangements

1. **Organizer:** JICA Tokyo

2. **Implementing Partner**

   (1) Name: **General Affairs Division, Railway Bureau, Ministry of Land, Infrastructure, Transport and Tourism (MLIT)**

   URL: http://www.mlit.go.jp/index_e.html

   (2) Name: **Japan Railway Technical Service (JARTS)**

   URL: http://www.jarts.or.jp/index_en.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: The term of insurance is from arrival to departure in Japan.

   (3) Accommodation in Japan:

   JICA will arrange the following accommodations for the participants in Japan:

JICA Tokyo International Center (JICA TOKYO) Address: 2-49-5 Nishihara, Shibuya-ku, Tokyo 151-0066, 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 the JICA Tokyo facility guide at the following URL.

   http://www.jica.go.jp/english/contact/domestic/pdf/welcome.pdf

4. **Expenses**

   The following expenses will be provided by JICA for the participants:

   (1) Allowances for accommodation, living expenses, clothing, 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 pages 9–16 of the brochure for participants titled "KENSHU-IN GUIDE BOOK," which will be given to the selected participants before (or at the time of) the pre-departure orientation.

5. Pre-departure Orientation

A pre-departure orientation will be held at each 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. Other Information

Reference information on the railway in Japan is shown below, which may help you gain a general view of the railway in Japan.

Japan Railway & Transport Review
http://www.jrtr.net/

VI. Country Report Guidance

·**Format:** visual material for presentation (ex. MS Power Point)
·**Submission:** send it to the following e-mail address by **January 6, 2012**
tictee@jica.go.jp. When sending e-mail, please include the course title, "Planning the operation and maintenance system for urban railways (J1100800)," and the name of your country.

1. Contents of the Country Report
The report should include the following information.

A. Company profile
(1) Organization
(2) Company status (e.g. national railway, state owned company or privatized)
(3) Number of employees, number of stations, number of rolling stock units
(4) Average number of daily train runs, passenger line network (km)
(5) Annual number of passengers, annual passenger kilometers
(6) Share of the domestic railway, share of domestic passenger transport
(7) Financial situation (operating revenue, operating income, net income, total assets, total debt, total shareholders equity, etc.)

B. Issues to be addressed
Railway management issues at your organization in relation to the contents of the Training Program, such as sales, finance, human resources development, facilities maintenance, and research and development.

2. Remarks
(1) Each participant has 20 minutes (including a Q&A session) to present their Country Report.
(2) Please prepare visual material (ex. MS PowerPoint) for your presentation.
(3) Please bring along audiovisual aids that may facilitate your presentation, such as videos, 35 mm slide pictures, and CD-ROMs.
Equipment, such as a video cassette player, slide projector, overhead projector, computer and projector, is available for use at JICA Tokyo.
(4) The Country Report presentation session will be held at an early stage of the Program.

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, training programs, JOCV programs, etc.

Within this wide range of programs, Training 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 are being customized to address the specific needs of different target organizations, such as policy-making organizations and 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 an 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:

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