



# 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 2017**

NO. J17-04108/ ID. 1784561

Course Period in Japan: From November 5<sup>th</sup> to December 2<sup>nd</sup> 2017

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**

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 urban railways management 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 improve the suitable railways management 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 urban railways.

## **How?**

This program consists of lectures, exercises and observation tours focusing on urban railway management. 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.):**

Urban Railways Management (J17-04108)

**2. Course Period in JAPAN**

November 5<sup>th</sup> to December 2<sup>nd</sup> 2017

**3. Target Regions or Countries**

BANGLADESH, CAMBODIA, EGYPT, INDIA, INDONESIA, IRAN, MALAYSIA, MYANMAR, NIGERIA, PAKISTAN, PERU, PHILIPPINES, SOUTH AFRICA, SRI LANKA, UKRAINE, VIET NAM

**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. Course Capacity (Upper limit of Participants)**

20 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 suitable to your country considering the current situation.

**8. Overall Goal**

To improve the capability of the urban railway management in participants' countries.

**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 that understandings to your country.
- c) understand the operation and maintenance methods of Japanese urban railways and to be able to consider applying that understandings to your country.
- d) propose an improvement plan for the management system of the urban railways suitable to your country / organization.

(2) Contents

Theme	Content
Railway company management	1) Privatization of Japan National Railway and its impact 2) Governmental support for railway company (subsidy for construction, PPP, etc.) 3) Management planning (demand forecast and investment plan, tariff policy, fund raising) 4) Non railway income (retail business in station, town development along railway line, IC-Card business, etc.)
Safety and efficient railway operation	1) Safety standard (by government and railway company) 2) Infrastructure for safety operation (central control center, personnel training center, safety facilities like ATS, rolling stock yard) 3) Lessons from former accidents
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.

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

(3) Methodology

Lecture, site visit, workshop and discussion

(4) Program of 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 **V. Other Information.**

### ***III. Conditions and Procedures for Application***

#### **1. Expectations from the Participating Organizations:**

- (1) This program is designed primarily for organizations that intend to address specific issues or problems identified in their operation. Participating organizations are expected to use the project for those specific purposes.
- (2) This program is enriched with contents and facilitation schemes specially developed in collaboration with relevant prominent organizations in Japan. These special features enable the project to 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**

- 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) Language: be proficient in spoken and written English (Please attach an official certificate for English ability such as TOEFL, TOEIC etc, if possible)
- 5) 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.

##### **(2) Recommendable Qualifications**

None

#### **3. Required Documents for Application**

- (1) **Application Form:** The Application Form is available at the JICA office (or the Embassy of Japan).

- (2) **Photocopy of passport:** to be submitted with the application form, 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.

- (3) **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)

#### **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 September 8, 2017**)

##### **(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 October 5, 2017**.

#### **5. Document(s) to be submitted by accepted candidates:**

Country Report -- to be submitted **by October 17, 2017**:

Before coming to Japan, only accepted candidates are required to prepare a Country Report in MS Power Point or equivalent visual material (detailed information is provided in **VI Country Report Guidance**.) The Country Report should be sent to JICA, preferably by e-mail to **ticttee@jica.go.jp**

**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 (tictree@jica.go.jp)

### **2. Implementing Partner:**

(1) **Name:** International Policy and Project Division, Railway Bureau, Ministry of Land, Infrastructure, Transport and Tourism (MLIT)

**URL:** [http://www.mlit.go.jp/index\\_e.html](http://www.mlit.go.jp/index_e.html)

(2) **Name:** Japan International Consultants for Transportation Co., Ltd.

**URL:** <http://www.jictransport.co.jp/en/>

### **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 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 facility guide of TIC at its URL, <https://www.jica.go.jp/tokyo/english/office/index.html>

### **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-IN 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. Other Information

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

Japan Railway & Transport Review

<http://www.jrtr.net/>

**Program of last year (For your reference)**

<b>JICA Knowledge Co-Creation Program : Urban Railways Management JFY2016</b>		
<b>Date</b>	<b>Program</b>	<b>Place</b>
Nov 6 Sun	Arrival	
Nov 7 Mon	Briefing Program Orientation Lec: Characteristics of Railway in Japan	Seminar Rm 405(4Fl) JICA Tokyo
Nov 8 Tue	General Orientation "Japanese Society and Culture" "Japanese Economy" "Japanese Politics and Administration" Lec: "JICA's Policy and Operation in Railway Sector"	Seminar Rm 405(4Fl), JICA Tokyo
Nov 9 Wed	Lec: Urban Railway Improvement Lec: Japanese Railway Policy Lec: Technical Standards of Railways	Seminar Rm 407(4Fl), JICA Tokyo
Nov 10 Thu	Country Report Presentation* Reception	Hotel Metropolitan Edmont
Nov 11 Fri	Lec: Privatization of Japanese National Railways and its impact Lec: Overview of Railway System	Seminar Rm 305(3Fl), JICA Tokyo
Nov 12 Sat	Free	
Nov 13 Sun	Free	
Nov 14 Mon	Lec: Railway operation in JR East Visit to Tokyo station (Obs: Business inside station )	Seminar Rm 304(3Fl), JICA Tokyo Tokyo Station
Nov 15 Tue	Lec: Town Development Projects of Tokyu Corporation and the role of station Lec: Urban Redevelopment Project undertaken by Tokyu Corporation Observation of Project site	Seminar Rm 305(3Fl), JICA Tokyo  Futakotamagawa Rise
Nov 16 Wed	Lec: Railway Development Projects (Examples in Japan and other countries ) Lec: Experience and lessons form past railway accidents ,	Seminar Rm 305(3Fl), JICA Tokyo

	Future utilization	
Nov 17 Thu	Visit to Training Center, Seibu Railway Co.,Ltd Lec: Railway and Personnel Management Policy & Human Resource Development Obs: Maintenance System for Infrastructure (Track, Catenary, Signal Facility)	Training Center, Seibu Railway Co.,Ltd
Nov 18 Fri	Lec: Management Plan and Income & Expenditure Plan of Railway Business Visit to Tokyo Metro Control Center by subway ( inclu. Lec. About through operation)	Seminar Rm 305(3Fl), JICA Tokyo Tokyo Metro Co., Ltd.
Nov 19 Sat	Free	
Nov 20 Sun	Move to Tokyo Station by JICA Bus* Move by Tokaido Sanyo Shinkansen Bullet Train to Hiroshima Visit to Peace Memorial Museum	Peace Memorial Museum, Hiroshima Prefecture
Nov 21 Mon	Visit to Hiroshima Electric Railway Co.,Ltd. ( Efforts to introduce LRT, Observation of Rolling Stock etc.) Visit to Hiroshima Rapid Transit Co., Ltd. (Outline of 3rd sector New Transit System, Observation of Depot )	Hiroshima Electric Railway Co.,Ltd. Hiroshima Rapid Transit Co., Ltd.
Nov 22 Tue	Move to Shin-Osaka by Bullet Train Visit to Mitsubishi Electric Corporation, Itami Works Control system and Electric equipment for rolling stock(Explanation and factory tour ) Move from Osaka to Kyoto	Mitsubishi Electric Corporation, Itami Works
Nov 23 Wed	Sight seeing bus tour in Kyoto Visit to Kyoto Railway Museum Move from Kyoto to Tokyo by Shinkansen	Kyoto Prefecture
Nov 24 Thu	Self-study Visit to Nippon signal by JICA bus Lec: Railway signal system (ATS, ATC etc.), Site Observation	The Nippon Signal Co., Ltd. ( Kuki, Saitama)
Nov 25 Fri	Lec: Railway Construction (Subsidy System) Visit to Wakabadai Rail Yard, Keio Electric Railway Co., Ltd. by train Lec: Rolling Stock Maintenance System Obs.: Repair and Maintenance Shop	Seminar Rm 404(4Fl), JICA Tokyo Wakabadai Rail Yard, Keio Electric Railway Co., Ltd.

Nov 26 Sat	Free	
Nov 27 Sun	Free	
Nov 28 Mon	International Standardization Lec: Importance of Safety Standards and Measures in Railway business	Seminar Rm 303(3Fl), JICA Tokyo
Nov 29 Tue	Visit to J-Trec: Rolling stock manufacturing in Japan Obs.: Rolling stock factory	J-Trec Co., Ltd. ( Head Office and Yokohama Plant )
Nov 30 Wed	Visit to Tokyo Monorail Co., Ltd. ( move ty train on the way back ) Preparation of Action Plan	Tokyo Monorail Co., Ltd.
Dec 1 Thu	Presentation of Action Plan	Seminar Rm 411(4Fl), JICA Tokyo
Dec 2 Fri	Evaluation Meeting Closing Ceremony	Seminar Rm 305(3Fl), JICA Tokyo
Dec 3 Sat	Departure	

## **VI. Country Report Guidance**

- **Format:** visual material for presentation (ex. MS Power Point)
- **Submission:** send it to the following e-mail address by **October 17, 2017** [ticttee@jica.go.jp](mailto:ticttee@jica.go.jp). When sending e-mail, please include the course title, "Urban Railways Management (J1704108)," and the name of your country.

### **1. Contents of the Country Report**

The report should include the following information.

#### **A. Organization profile**

- (1) Organization
- (2) Organization 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 and problems at your organization in relation to the contents of the program, such as sales, finance, human resources development, facilities maintenance, and research and development.

### **2. Remarks**

- (1) The Country Report Presentation will be held on November 9, 2017.  
Japanese railway related companies will attend the presentation. We will distribute the printed copies of your country reports to the audience, so please make sure to submit it before the deadline
- (2) Please prepare visual material which is suitable for the presentation  
(ex. MS Power Point, please do not make it in word file).
- (3) For countries with more than 2 participants, it is recommended to make 1 combined country report.

## *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, JOCV 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 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 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**