



The Association for Overseas Technical Cooperation and Sustainable Partnerships
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ODA Program

September 2019

Program Outline

&

Participation Requirements

of

The Program on Business Innovation and Organization Development

[BIOD]

15 - 28 January 2020

1. BACKGROUND OF THE PROGRAM:

The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) is an organization for human resources development mainly in overseas countries to promote technical cooperation through training, experts dispatch and other programs. Through those programs, we aim at contributing to the mutual economic growth of developing countries and Japan as well as enhancing friendly relations among those countries.

AOTS was established in 1959 with the support of the Ministry of International Trade and Industry (which is the present Ministry of Economy, Trade and Industry: METI) as Japan's first technical cooperation organization on a private sector basis. More than 194,000 individuals from 171 countries have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2018 exceeded 204,000.

The Program on Business Innovation and Organization Development (BIOD) is one of the management training courses that is conducted by the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS). In the context that the concept of SDGs (Sustainable Development Goals)* has become common in society, the importance of the private sector in society is being focused on closely and people are greatly interested in creating a new business model that enables companies both to realize their own goals and to solve social issues. Derived from this background, this program is designed for participants from all the developing countries to enhance their sense of intuition, ability to plan, and leadership, all of which are necessary for creating business innovation to solve social issues. It also aims at developing managerial talent to promote a changing organizational climate and culture.

* SDGs (Sustainable Development Goals): The international target from 2016 to 2030 mentioned in the “2030 Agenda for Sustainable Development”, which was adopted by world leaders in September 2015 at a UN Summit. It consists of 17 Goals and 169 Targets to realize Sustainable Development.

2. COUNTRY:

Please refer to “[Table 3] List of Target Countries and Regions” of this program outline.

3. NUMBER OF PARTICIPANTS:

22 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, owners, executives or senior managers. Senior managers who have responsibility in the field of cooperative development, human resource development, and organizational development are preferable.
- (2) Participants should be, in principle, more than 20 years old.
- (3) Participants should be university graduates and/or have equivalent professional experience.
- (4) Participants should have a sufficient working knowledge of English.
(A high level of English knowledge is necessary in this training program. The ability to discuss in English is given great importance in our screening process.)
- (5) Participants should be healthy enough to undergo an intensive training program in Japan.
- (6) Participants should be residing in the developing countries and/or regions.
- (7) Participants should not be students or armed forces personnel.
- (8) Former participants of AOTS training programs (ODA-funded and CRTP programs) organized in Japan are not entitled to apply for any program which starts within six months (183 days) after they have returned home from Japan.

* Participants from Japanese companies, business partners of Japanese companies, companies planning to deal with Japanese companies are most desirable. (In the case of applications from Japanese companies,

business partners of Japanese companies, companies planning to deal with Japanese companies, the priority for selection becomes higher.)

Notes:

- (1) Participants shall attend all the events in the curriculum provided for each management training program.
- (2) Family members are not allowed to accompany participants on their journey in Japan.
- (3) Participants shall not request AOTS to arrange, nor arrange by themselves, any additional programs, and shall leave Japan and return to their home country soon after the completion of the program.
- (4) In the case of applications from other than Japanese-affiliated companies or local companies that hold local capital, the priority for selection becomes lower.
- (5) Those who work in the national government (agency) or the local government (agency) are not eligible to participate in the AOTS management training programs, since the programs are mainly targeted at the people working in the companies/organizations in the private sector.
- (6) The number of participants from the same host company in Japan or the same sending company from overseas may be limited if there are more applicants than AOTS can accept.

5. APPLICATION PROCEDURE:

The application procedures differ depending on whether an overseas company makes the application via AOTS's overseas office and collaborating organization or a Japanese host company in Japan makes the application. Please see below for details.

5-1) Application from overseas countries

Individual applicants should ensure the delivery of the following application documents through AOTS Overseas Office listed in Item 10 or Overseas Collaborating Organizations to the Overseas Cooperation Group of AOTS listed in Item 10, **no later than 5 November 2019**.

As the deadline for the submission of the application documents differ for each organization, please ask AOTS Overseas Office or Overseas Collaborating Organizations. Please contact the Overseas Cooperation Group of AOTS listed in Item 10 for the contact address of Overseas Collaborating Organization. Applicants will be interviewed by AOTS Overseas Office or Overseas Collaborating Organizations.

[Application Documents]

- (1) AOTS Training Application Form and Applicant's Personal Record
(AOTS official form: Handwriting shall be avoided.)
- (2) Medical Check Sheet (AOTS official form: Handwriting shall be avoided.)
- (3) 2 copies of the applicant's photo (4 cm×3 cm) (Please write the applicant's name on the back.)
- (4) A brochure of the applicant's company/organization
- (5) Photocopy of the applicant's passport
*If the applicant doesn't possess a passport, an election card, a driver's license or a photo ID issued by a public organization in the home country containing his or her full name (written in Roman block letter) and date of birth should be submitted instead.
- (6) Pre-Training Report and Questionnaire
- (7) Overseas Travel Insurance Consent Form
- (8) About the handling of Personal Information Concerning Trainees (AOTS official form)
*The applicant's signature is needed for authorization to proceed. In the absence of agreement, or failure of submission, course participation will not be granted.
- (9) About the Benefits of Management Training Program (AOTS official form)
*In principle, a representative of the applicant's employer shall fill in the questionnaires.
*The form is attached to the end of the outline.
- (10) Enquiry into Training Contract (For Japanese Joint-Venture-Companies and Companies exclusively funded by Japanese Enterprises)

Notes:

*A soft copy of the application documents will not be accepted.

**AOTS may ask the applicants to submit additional documents such as official registration document and the latest financial statement of the company/organization etc. other than above listed, if necessary.

The formats are available from AOTS Overseas Office listed in Item 10 or Overseas Collaborating Organizations. Please ask them.

5-2) Application from host companies in Japan

Please refer to below website (Japanese).

(<https://www.aots.jp/hrd/technology-transfer/management/oda/>)

Host companies should ensure the delivery of application documents to the Training Administration Group of AOTS, the address of which appears in Item 10, **no later than 5 November 2019**.

[Screening Committee Meeting]

The application documents will be forwarded to the AOTS Screening Committee, which will meet on **5 December 2019**, for official approval of participation. Those who have successfully passed the screening process will be notified when they receive the invitation documents.

Notes: If the number of participants is less than 20 as of 5 November 2019, AOTS will cancel or postpone this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

This program is designed for the participants to enhance their sense of intuition, ability to plan, and leadership, all of which are necessary for creating business innovation to solve social issues. It also aims at developing managerial talent to promote a changing organizational climate and culture.

- KEY BENEFITS

- (1) To understand the characteristics and roles required of owners or executives for producing business innovation.
- (2) To learn the managerial methods for creating and promoting business innovation strategically.
- (3) To learn the methods of organization development and human resource development for making business innovation happen.
- (4) To make a concrete action plan for producing business innovation.

- CONTENTS

[1st Step]

Participants will come to understand the characteristics of innovation required in both developing and developed countries for solving social issues and the role of managers for producing innovation through lectures and company visits. Participants will also learn how to design a corporate philosophy and vision, and how to plot an administrative strategy and business plan.

[2nd Step]

Participants will consider the way an organization encourages people to produce innovation, and learn specific organization and human resource development methods and ideas for changing the culture and climate of an organization through lectures and company visits.

[3rd Step]

Participants will learn about Japanese companies that are trying to produce innovation, including organization development and human resource development, through company visits. Through discussions with owners, executives or senior managers of Japanese companies, participants will also consider how they can apply the methods for innovation conducted in Japanese companies to that of developing countries, including the possibilities to cooperate with Japanese companies.

[4th Step]

Participants will make presentations about their action plans for producing business innovation, based on what they have learned during the training program.

The course will usually consist of a three hours in the morning and three hours in the afternoon. Group Discussion may take place after dinner. Please see the Tentative Schedule for further details.

- DURATION

15 – 28 January, 2020

- LANGUAGE

All lectures, discussions, and company visits and exercises will be conducted in English or Japanese with translation into English. In principle, the program documents and training materials will be prepared in English.

- PROGRAM DIRECTOR

Dr. Toshiyuki Yamanaka
CEO, Global Dynamics Co., Ltd since 2010

Ph.D. in International Public Policy, Osaka Univ. Japan
M.Phil in Development Study, Cambridge Univ. UK

MBA, Business Breakthrough Univ. Japan.

Lived in Egypt, UK and Saudi Arabia.

Worked as a consultant on innovation & leadership development for about 100 organizations.

-TRAINING LOCATION AND ACCOMMODATION

AOTS Kansai Kenshu Center (KKC) <may change in consideration of various factors>

<http://www.aots.jp/en/center/about/kkc.html>

7-5, Asaka 1-chome, Sumiyoshi-ku, Osaka 558-0021, Japan

Tel: 81-6-6608-8260 (Reception) Fax: 81-6-6690-2678

Tentative Schedule
of
The Program on Business Innovation and Organization Development [BIOD]

15 – 28 January 2020 AOTS Kansai Kenshu Center (KKC) <To Be Determined>

Date	Morning	Afternoon
14 Jan. (Wed.)	(Arrival in Japan)	
15 (Wed.)	Course Orientation/ Opening Ceremony [Workshop] Sharing the Purpose of the Program	[Lecture] Role, Mind-set, & Vision of a Top Manager
16 (Thu.)	[Lecture] 2030 SDGs Game	[Lecture] Overview of Business Innovation
17 (Fri.)	[Lecture & Exercise] Plotting a Draft Strategy for Business Innovation	
18 (Sat.)	Day off	
19 (Sun.)	Day off	
20 (Mon.)	[Lecture] Activation of Organization by Organizational Development (1)	
21 (Tue.)	[Lecture] Activation of Organization by Organizational Development (2)	
22 (Wed.)	Study Tour	[Visit] Example of Business Innovation in Japanese Companies
23 (Thu.)		[Visit] Example of Good “Challenging” Management in Japanese SMEs
24 (Fri.)		[Visit] Example of Organizational Activation by Organization Development, etc.
25 (Sat.)	Day off	
26 (Sun.)	Day off	
27 (Mon.)	[Lecture] Lecture by Japanese Corporate Director	Preparation for Presentation
28 (Tue.)	Final Presentation	
29 (Wed.)	(Departure from Japan)	

- Remarks: (1) The above schedule is subject to change for the convenience of lecturers and cooperating companies, or for other unavoidable reasons.
(2) Several group discussion sessions will be arranged in the evening.
(3) Though Saturdays and Sundays are day off in general, lectures may be scheduled if deemed necessary.

7. ARRIVAL AND DEPARTURE DATES:

Participants in principle are requested to arrive in Japan the day before the commencement of the training program and leave Japan the day after the final day of the program.

8. TRAINING COSTS (Application from overseas countries):

The training costs and the procedures for the settlement differ depending on whether an overseas company makes the application via AOTS's overseas office and collaborating organization or a Japanese host company in Japan makes the application. The following is an explanation of the case of the application from an overseas country via AOTS's overseas office and collaborating organization.

8-1) Outline

AOTS training programs are financed by Official Development Assistance (ODA) subsidies from the Japanese Ministry of Economy, Trade and Industry (METI) together with the Participation Fee from the participants themselves.

The Training Costs will vary in accordance with the actual airfare and participants' staying days. Therefore, the Participation Fee will be finalized after their arrival in Japan by submitting the actual air ticket and the receipt. The international Travel Expenses have an upper limit called Standard Airfare Limits, which depend on the country and the region as shown in Table 2.

The Estimates of the Participation Fee for the countries of Category 1* and for the countries in Category 2* are shown in Tables 1-1 and 1-2. Please refer to Table 3 "List of Target Countries and Regions" for the classification of category 1 and category 2.

Participants will be requested to pay the Participation Fee in Japanese Yen in cash to AOTS after their arrival in Japan.

*Please note that the subsidy from the Japanese government will be applicable from the day before the commencement of the training program to the final day of the training program in principle.

8-2) Breakdown

The Training Costs are the total amount of expenses to invite a participant to a training program in Japan. It is the sum of 1. Allowance Costs, 2. Course Implementation Costs, and 3. Domestic Travel Allowance. The Participation Fee, the amount that participants should bear, consists of Contribution to Allowance Costs and Contribution to Course Implementation Costs.

1. Allowance Cost

Allowance cost is composed of the following items.

The Contribution to Allowance Costs for the participants from the countries in Category 1 is 1/3 of the Allowance Costs. Participants from the countries in Category 2 do not have to pay the Contribution to Allowance Costs.

(1) International Travel Expenses

- The subsidy from the Japanese government will cover the actual airfare up to the Standard Airfare Limits (the AOTS's Standard Airfare Limits for FY2019 is shown in Table 2.). International travel expenses are provided if an air ticket and its receipt satisfy the required conditions; they are not provided if the conditions are not satisfied or the participant is travelling on a free ticket.
- Participants should purchase their own round-trip air tickets. Please refer to "Guidelines for Purchase of Air Tickets by the Participant" for the arrangement and the method of reimbursement for details.
- A participant is not allowed to overstay at city(ies) of a third country between participant home country and Japan for any reasons other than flight convenience. In such a case, AOTS might not reimburse the International Travel Expenses to the participant.

(2) Accommodation and Meal Allowance

At the AOTS Kenshu Center

- During the training period, participants will be accommodated at an AOTS Kenshu Center. AOTS will provide a participant with accommodation in a single room to the value of ¥9,020 per day with meals (lunch, dinner and breakfast), while the participant stays at an AOTS Kenshu Center.
- For the arrival day, AOTS will provide a participant with accommodation to the value of ¥8,180 per day with dinner and breakfast at an AOTS Kenshu Center.
- Please note that AOTS Kenshu Center canteens are closed on Sundays. The participant will receive ¥2,620 in cash per day for meals to cover the day of closure.

During the study tour

- When a study tour is implemented during the training program, a participant will be provided with accommodation to the value of ¥10,267 (the upper limit) per day, but the meal allowance (¥2,620 per day) will be paid in cash by AOTS.

(3) Personal Allowance

- AOTS will pay ¥1,040 per day in cash to a participant.

2. Course Implementation Costs

Course Implementation Costs, which is the cost to carry out a 2-week AOTS Management Training Program, is ¥408,000 and the Contribution to Course Implementation Costs (the amount participants should bear) is ¥160,000.

3. Domestic Travel Allowance

- Expenses for a part of transportation fee between international airport in Japan and AOTS Kenshu Center
- AOTS will pay ¥1,800 in cash to a participant for the cost of travel between Kansai International Airport (Osaka) and AOTS Kansai Kenshu Center (KKC).

Contribution to AOTS's Administration Cost

AOTS would like to ask the participants to support us by giving us ¥30,000 per participant as Contribution to AOTS's Administration Cost.

This contribution is not obligatory, however, it would be highly appreciated if you could understand the purpose of the contribution and give us the above amount of money in addition to the Participation Fee.

[Table 1-1] Estimate of the Fees and Costs [Category 1 Country]**Country: Thailand****International Travel Expenses:****Bangkok - Kansai /Japan, Roundtrip****Management Training Course:****2 -week Course**

(Japanese Yen)

<i>Training Costs</i>	Total Amount	ODA Subsidy	Participation Fee
1. Allowance Costs	<u>265,094</u>	176,729	88,365
<Breakdown of Allowance Cost>	<Breakdown>	[2/3]	[1/3]
(1) International Travel Expenses	107,300		
(2) Accommodation and Meal Allowances			
a. [at the AOTS Kenshu Center]			
@ 8,180 x 1 day (Arrival Day) =	8,180		
@ 9,020 x 12 days =	108,240		
[during the study tour]			
b. Meal Allowance			
@ 2,620 x 2 day(s) =	5,240		
c. Accommodation Allowance			
@ 10,267 x 2 day(s) =	20,534		
(3) Personal Allowance			
@ 1,040 x 15 days =	15,600		
2. Course Implementation Costs	408,000	248,000	160,000
3. Domestic Travel Allowance	1,800	1,800	
(Kansai Airport - KKC)			
Total	<u>674,894</u>	<u>426,529</u>	<u>248,365</u>

* The maximum amount of airfare claimable to subsidize the air ticket's purchase. The air ticket should be purchased by the participant. AOTS will subsidize the amount in accordance with its rules & regulations.

* : those amounts highlighted in grey will be paid in kind. [1.-(2)-a. /1.-(2)-c.]

* : those amounts highlighted in yellow will be paid in cash to participants by AOTS [1.-(1) /1.-(2)-b. /1.-(3) /3.]

* International travel expenses subsidy will be provided if the air ticket and its receipt satisfy the required conditions; they are not provided if the conditions are not satisfied or the participant is travelling on a free ticket.

In the event that the international travel expenses subsidy will not be provided, the amount of 1.-(1) in the above figure will be zero and therefore, the "Allowance Costs" and "Total Cost" will change accordingly.

* The above mentioned are the amounts adopted 10 percent Japanese consumption tax (Its enforcement is scheduled on 1 October 2019). However, the amounts of AOTS Domestic Travel Allowance in Japan remain unchanged since the railway fares adopted 10 percent consumption tax are not announced by the railway companies in Japan presently.

[Table 1-2] Estimate of the Fees and Costs [Category 2 Country]**Country: Bangladesh****International Travel Expenses: Dhaka - Kansai /Japan, Roundtrip****Management Training Course: 2 -week Course**

(Japanese Yen)

<i>Training Costs</i>	Total Amount	ODA Subsidy	Participation Fee
1. Allowance Costs <Breakdown of Allowance Cost>	<u>263,774</u> <Breakdown>	263,774 [3/3]	0 [None]
(1) International Travel Expenses	126,100		
(2) Accommodation and Meal Allowances			
a. [at the AOTS Kenshu Center]			
@ 8,180 x 1 day (Arrival Day) =	8,180		
@ 9,020 x 10 days = [during the study tour]	90,200		
b. Meal Allowance			
@ 2,620 x 2 day(s) =	5,240		
c. Accommodation Allowance			
@ 10,267 x 2 day(s) =	20,534		
(3) Personal Allowance			
@ 1,040 x 13 days =	13,520		
2. Course Implementation Costs	<u>408,000</u>	248,000	160,000
3. Domestic Travel Allowance (Kansai Airport - KKC)	<u>1,800</u>	1,800	
Total	<u><u>673,574</u></u>	<u><u>513,574</u></u>	<u><u>160,000</u></u>

* The maximum amount of airfare claimable to subsidize the air ticket's purchase. The air ticket should be purchased by the participant. AOTS will subsidize the amount in accordance with its rules & regulations.

* : those amounts highlighted in grey will be paid in kind. [1.-(2)-a. /1.-(2)-c.]

* : those amounts highlighted in yellow will be paid in cash to participants by AOTS [1.-(1) /1.-(2)-b. /1.-(3) /3.]

* International travel expenses subsidy will be provided if the air ticket and its receipt satisfy the required conditions; they are not provided if the conditions are not satisfied or the participant is travelling on a free ticket.

In the event that the international travel expenses subsidy will not be provided, the amount of 1.-(1) in the above figure will be zero and therefore, the "Allowance Costs" and "Total Cost" will change accordingly.

* The above mentioned are the amounts adopted 10 percent Japanese consumption tax (Its enforcement is scheduled on 1 October 2019). However, the amounts of AOTS Domestic Travel Allowance in Japan remain unchanged since the railway fares adopted 10 percent consumption tax are not announced by the railway companies in Japan presently.

[Table 2] Standard Airfare Limits (FY2019)

*Mark indicates the countries of category 2.

Unit: Japanese Yen

Area	Country	Place of Departure	Place of Arrival	Airfare Limit
South East Asia	Indonesia	Jakarta	Tokyo/Osaka	122,600
			Nagoya	130,700
		Surabaya	Tokyo/Osaka	130,800
		Nagoya	130,800	
		Manado	Tokyo/Osaka/Nagoya	140,000
		Medan	Tokyo/Osaka Nagoya	119,100 121,400
		Yogyakarta	Tokyo/Osaka/Nagoya	135,600
	*Cambodia	Phnom Penh	Tokyo/Osaka/Nagoya	96,400
	Singapore	Singapore	Tokyo/Osaka/Nagoya	81,000
	Thailand	Chiang Mai	Tokyo/Osaka/Nagoya	128,900
			Bangkok	Tokyo/Osaka/Nagoya
	Philippines	Cebu	Tokyo/Nagoya	62,200
			Osaka	60,000
		Manila	Tokyo/Nagoya	65,500
			Osaka	56,900
	Vietnam	Hanoi	Tokyo/Osaka	108,400
			Nagoya	118,100
		Ho Chi Minh City	Tokyo/Nagoya	108,400
Osaka			108,400	
Malaysia	Kuala Lumpur	Tokyo/Osaka/Nagoya	63,000	
		Kota Kinabalu	Tokyo/Osaka/Nagoya	75,700
		Penang	Tokyo/Osaka/Nagoya	75,700
*Myanmar	Yangon	Tokyo/Osaka/Nagoya	119,800	
*Laos	Vientiane	Tokyo/Osaka/Nagoya	111,800	
North east Asia	Mongolia	Ulaanbaatar	Tokyo	132,600
		Osaka	118,800	
South Asia	India	Kolkata	Tokyo/Osaka/Nagoya	102,100
			Chennai	Tokyo
			Osaka/Nagoya	106,900
		Coimbatore	Tokyo	105,100
			Osaka/Nagoya	113,900
		Kochi	Tokyo	106,600
			Osaka/Nagoya	115,400
		Thiruvananthapuram	Tokyo	106,800
			Osaka/Nagoya	115,600
		Hyderabad	Tokyo	106,600
			Osaka/Nagoya	115,400
		Bengaluru	Tokyo	103,400
			Osaka/Nagoya	112,200
		Delhi	Tokyo/Osaka/Nagoya	95,900
	Mumbai	Tokyo/Osaka	Nagoya	98,100
			Nagoya	98,100
	Ahmadabad	Tokyo/Osaka	Nagoya	105,900
			Nagoya	105,900
Pune	Tokyo/Osaka	Nagoya	126,500	
		Nagoya	126,500	
Sri Lanka	Colombo	Tokyo	57,500	
		Osaka	57,500	
		Nagoya	63,000	
*Nepal	Kathmandu	Tokyo/Osaka Nagoya	124,100 124,100	

Area	Country	Place of Departure	Place of Arrival	Airfare Limit	
South Asia	Pakistan	Karachi	Tokyo	117,600	
			Osaka	134,700	
			Nagoya	111,700	
		Islamabad	Tokyo	117,600	
			Osaka	134,700	
			Nagoya	111,700	
	Lahore	Tokyo	130,700		
		Osaka	149,700		
		Nagoya	124,100		
	*Bangladesh	Dhaka	Tokyo	126,100	
Osaka			113,700		
Nagoya			126,100		
Chittagong	Tokyo	102,300			
	Osaka	92,500			
	Nagoya	102,300			
Maldives	Male	Tokyo/Nagoya	319,800		
		Osaka	319,800		
Central and South America	Argentina	Buenos Aires	Tokyo/Osaka/Nagoya	225,500	
	Colombia	Bogota	Tokyo/Osaka/Nagoya	256,200	
		Medellin	Tokyo/Osaka/Nagoya	256,200	
	Jamaica	Kingston	Tokyo/Osaka/Nagoya	180,000	
		Montego Bay	Tokyo/Osaka/Nagoya	180,000	
	Paraguay	Asuncion	Tokyo/Osaka/Nagoya	174,800	
	Brazil	Sao Paulo	Tokyo/Osaka/Nagoya	259,100	
		Brasilia	Tokyo/Osaka/Nagoya	378,700	
	Venezuela	Caracas	Tokyo/Osaka/Nagoya	232,900	
	Peru	Lima	Tokyo/Osaka/Nagoya	179,600	
	Bolivia	La Paz	Tokyo/Osaka/Nagoya	256,200	
	Mexico	Mexico City	Tokyo/Osaka/Nagoya	188,300	
			Guadalajara	Tokyo/Osaka/Nagoya	169,700
			Cancun	Tokyo/Osaka/Nagoya	170,700
			San Luis Potosi	Tokyo/Osaka/Nagoya	169,700
			Leon	Tokyo/Osaka/Nagoya	169,700
			Mazatlan	Tokyo/Osaka/Nagoya	169,700
			Morelia	Tokyo/Osaka/Nagoya	169,700
Monterrey			Tokyo/Osaka/Nagoya	169,700	
Africa	Egypt	Alexandria	Tokyo/Osaka/Nagoya	64,400	
		Cairo	Tokyo/Osaka/Nagoya	85,100	
	*Ethiopia	Addis Ababa	Tokyo/Osaka/Nagoya	157,500	
	Ghana	Accra	Tokyo/Osaka/Nagoya	179,000	
			Douala	Tokyo/Osaka/Nagoya	232,700
	Cameroon	Yaounde	Tokyo/Osaka/Nagoya	235,400	
			Nairobi	Tokyo/Osaka/Nagoya	187,500
	*Sudan	Khartoum	Tokyo/Osaka/Nagoya	153,500	
	Nigeria	Lagos	Tokyo/Osaka/Nagoya	238,600	
	Mauritius	Mauritius	Tokyo/Osaka/Nagoya	180,500	
South Africa	Johannesburg	Tokyo/Osaka/Nagoya	160,900		
Middle East	Iran	Tehran	Tokyo/Osaka/Nagoya	137,700	
		Tabriz	Tokyo/Osaka/Nagoya	140,900	
Europe	Serbia	Belgrade	Tokyo/Osaka/Nagoya	153,400	
	Kosovo	Pristina	Tokyo/Osaka/Nagoya	155,100	
	Turkey	Istanbul	Tokyo/Osaka/Nagoya	103,100	
		Antalya	Tokyo/Osaka/Nagoya	110,300	
		Ankara	Tokyo/Osaka/Nagoya	108,500	
		Izmir	Tokyo/Osaka/Nagoya	108,500	
Macedonia	Skopje	Tokyo/Osaka/Nagoya	118,600		

[Table 3] List of Target Countries and Regions

Trainees should be residing in the following countries/regions.

<i>Category 1*</i>		<i>Category 2*</i>
Albania	Maldives	Afghanistan
Algeria	Marshall Islands	Angola
Antigua and Barbuda	Mauritius	Bangladesh
Argentina	Mexico	Benin
Armenia	Micronesia	Bhutan
Azerbaijan	Moldova	Burkina Faso
Belarus	Mongolia	Burundi
Belize	Montenegro	Cambodia
Bolivia	Montserrat	Central African Rep.
Bosnia and Herzegovina	Morocco	Chad
Botswana	Namibia	Comoros
Brazil	Nauru	Congo, Dem. Rep.
Cabo Verde	Nicaragua	Djibouti
Cameroon	Nigeria	Eritrea
Colombia	Niue	Ethiopia
Congo	North Macedonia	Gambia
Cook Islands	Pakistan	Guinea
Costa Rica	Palau	Guinea-Bissau
Côte d'Ivoire	Panama	Haiti
Cuba	Papua New Guinea	Kiribati
Dominica	Paraguay	Laos
Dominican Republic	Peru	Lesotho
Ecuador	Philippines	Liberia
Egypt	Samoa	Madagascar
El Salvador	Serbia	Malawi
Equatorial Guinea	South Africa	Mali
Fiji	Sri Lanka	Mauritania
Gabon	St. Helena	Mozambique
Georgia	St. Lucia	Myanmar
Ghana	St. Vincent and Grenadines	Nepal
Grenada	Suriname	Niger
Guatemala	Swaziland	Rwanda
Guyana	Syrian Arab Republic	Sao Tome and Principe
Honduras	Tajikistan	Senegal
India	Thailand	Sierra Leone
Indonesia	Tokelau	Solomon Islands
Iran	Tonga	Somalia
Iraq	Tunisia	South Sudan
Jamaica	Turkey	Sudan
Jordan	Turkmenistan	Tanzania
Kazakhstan	Ukraine	Timor-Leste
Kenya	Uzbekistan	Togo
Kosovo	Venezuela	Tuvalu
Kyrgyzstan	Viet Nam	Uganda
Lebanon	Wallis and Futuna	Vanuatu
Libya	West Bank and Gaza Strip	Yemen
Malaysia	Zimbabwe	Zambia

- The list above is in alphabetical order, with the generic name for the country being used.
- These countries and regions are mainly developing countries as designated by the OECD/DAC (Organization for Economic Co-operation and Development / Development Assistance Committee).
- The following countries and regions have already been excluded from the list of target countries and regions:
China, Singapore, Brunei, United Arab Emirates, Qatar, Kuwait, Bahamas, Greece, Puerto Rico, French Guiana, Israel, Cyprus, Guadeloupe, Saint Pierre and Miquelon, Martinique, Réunion, Bermuda, Cayman Islands, Falkland Islands, Republic of Korea, Aruba, French Polynesia, Gibraltar, Netherlands Antilles, New Caledonia, Northern Mariana Islands, British Virgin Islands, Malta, Slovenia, Bahrain, Estonia, Slovakia, Czech, Hungary, Bulgaria, Poland, Latvia, Lithuania, Romania, Saudi Arabia, Barbados, Oman, Trinidad and Tobago, Croatia, Chile, Seychelles, Uruguay

*Developing Countries (Category 1): According to the DAC list of ODA recipients effective for reporting on 2018/2019 and 2020 flows, these are developing countries and regions other than the “Least Developed Countries”, and thus have been recognized by the Japanese government as target countries for ODA.

*Least Developed Countries (Category 2): These are the least developed countries on the DAC list.

Guidelines for Purchase of Air Tickets by the Participant
And method of reimbursement by AOTS

1. Arrival and Departure Dates:

Arriving in Japan on the day before the commencement of the program and departing on the day after the closing day of the program or the nearest days to be allowed by the flight schedule within two days before and/or after the program.

2. Method of Reimbursement:

During the training program in Japan, participants should present to AOTS their air tickets and submit official receipts of air ticket purchase for reimbursement. The sum of the following items (1) and (2) will be subsidized. In principle, an economy class air ticket purchased for a round-trip on the standard route according to the criteria of the International Air Transport Association (IATA) is defined as the standard airfare to be covered.

- (1) Actual round-trip airfare within the Standard Airfare Limits (the limits of AOTS's standard round-trip airfare amount) specified for the respective area (country).
- (2) The departure tax, airport tax and other taxes indispensable to the usual flight route defined by IATA subject to the submission of evidence.

[NOTE] A participant is not allowed to overstay at city(ies) of a third country between participant's home country and Japan by any reasons other than flight convenience. In such case, AOTS might not reimburse the International Travel Expenses to the participant.

3. Official Receipts:

AOTS will confirm the air ticket and official receipt and calculate the actual yen value of the air ticket with the exchange rate on the date of the ticket's issue.

- (1) AOTS can only accept the official receipts duly issued by the issuer in which a breakdown of the total airfare is explicitly described, such as airfare, tax (the departure tax, airport tax and other taxes indispensable to the usual flight route defined by IATA) and commission. It should also contain the name of the issuer's representative, address, telephone number and facsimile number.
- (2) Neither Invoice nor Calculation Sheet will be accepted as the receipt. However, an Invoice/Calculation Sheet using the letter-head of the air ticket issuer stating the word "Received" or "Paid" and including the signature of the air ticket issuer may be accepted.

*** If any participant fails to submit the official receipt duly issued by the relevant airline company or travel agent, the participant will not receive any subsidy towards his/her airfare and will be required to pay the full amount of the Participation Fee in cash to AOTS.**

Visa Acquisition Procedures:

1. **Status of Residence:**

The status required for your training in Japan is "Trainee."

2. **Visa Acquisition:**

A participant shall apply for and obtain a "Trainee" visa at a Japanese embassy or general consulate (hereinafter: diplomatic mission) with materials issued by AOTS such as a Guarantee Letter. It may be the case that the submitted materials are forwarded to the Consular Affairs Bureau (Tokyo) for checking.

3. **Notes:**

A bearer of a visa other than "Trainee" visa, e.g., a "temporary visitor" visa, a "multiple" visa, or an APEC business travel card (ABTC), or a citizen from a country/area participating in a visa waiver program with Japan must confirm with the local Japanese diplomatic mission prior to visa application if the existing visa is in accordance with the qualification of stay in Japan for the AOTS management training program.

9. HANDLING OF PERSONALLY IDENTIFIABLE INFORMATION:

AOTS handles personally identifiable information we have obtained from the applicant as follows:

- (1) Administrator of Personally Identifiable Information: General Manager, General Affairs & Planning Department,
The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS)
Group in charge: General Affairs Group, General Affairs & Planning Department, AOTS
Tel: 81-3-3888-8211 E-mail: kojinjoho-cj@aots.jp
- (2) Use of Personally Identifiable Information
Personally identifiable information provided by the participant will only be used for the screening of the participants and the implementation of the training program. It will not be used for any other purposes or beyond the scope required by laws and regulations of Japan.

For AOTS's privacy policy, please visit below website.

<http://www.aots.jp/en/policy/privacy.html>

10. FURTHER INFORMATION:

AOTS (Japan)

Application from overseas countries:	30-1, Senju-Azuma 1-Chome, Adachi-ku, Tokyo 120-8534, Japan	
Overseas Cooperation Group	Tel:	81-3-3888-8256
	Fax:	81-3-3888-8264
	E-mail:	shouhei-au@aots.jp

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

AOTS Overseas Offices

1. Bangkok Office / (Senior Deputy Representative) Mr. Hidenobu Toda Nantawan Building 16F, 161 Rajadamri Road, Pathumwan,,Bangkok 10330 TEL: 66-2-255-2370 FAX: 66-2-255-2372 E-mail: information@aots.or.th	2. Jakarta Office / (Representative) Mr. Masaaki Tanaka 3A Floor, Graha Mandiri, Jl. Imam Bonjol No. 61, Jakarta 10310 TEL: 62-21-230-1820~1 FAX: 62-21-230-1831 E-mail: information@aots.or.id
3. New Delhi Office / (Representative) Mr. Hisashi Kanda Office Unit 12A, Rectangle One, D-4 Saket District Center, New Delhi, 110017 TEL: 91-11-4105-4504 E-mail: info@aots.org.in	4. Yangon Office / (Representative) Mr. Hirokazu Baba Room Unit 401, Yuzana Hotel 4th Floor 130 Shwe Gon Taing Road, Bahan Township, Yangon TEL: 95-1-8604922 E-mail: info@aots.org.mm

*For the contact address of the Overseas Collaborating Organizations, please contact Overseas Cooperation Group.

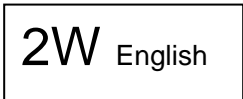
PRE-TRAINING REPORT

-The Program on Business Innovation and Organization Development - [BIOD]

Please fill in the following items by using a personal computer or similar equipment in English. Handwriting should be avoided. AOTS will duplicate and distribute it to lecturers and other participants as a reference material for the group discussion and the presentations to be held during the program.

1. Your name	
2. Your country	
3. Name of your company/ organization	
4. Outline of your organization (preferably attach an organization brochure)	
5. Your position and department (preferably attach an organizational chart, indicating your position)	
6. Your duties in detail	
7. Does your organization currently try to generate innovation to solve any social issues? Provide an outline of this and how it is progressing	

<p>8. What is the most critical challenge you are now facing in generating the innovation that you mentioned in the above question 7?</p>	
<p>9. What kind of mind-set or leadership of managers do you think to be necessary for producing innovation?</p>	
<p>10. What is your organizational culture and climate? Describe its characteristics.</p>	
<p>11. What are your expectations of this training program?</p>	



About the Benefits of Management Training Program

Concerning the benefits of the management training program, please answer the following questions. Your individual answers will remain confidential.

Name of training course (may be in acronym names, such as SHOP and BIOD):

Country:

Company name:

Name of person filling out questionnaire form (representative of organization):

Job title of person filling out questionnaire form (representative of organization):

Names of participants of the training program:

Question 1:

The management training program receives financial support from Official Development Assistance (ODA). Is there a difference in benefits by utilizing the AOTS training program compared to other cases where a training program on the same subject is provided by your own or an external agency of human resource development? Tick the following statement that applies to you (multiple answers allowed).

- Understanding in the subject of the training program increases further.
- Motivation improves further.
- Understanding of Japan increases further.
- Communication ability improves further.
- The stability of the work force in the company improves further.
- Others: []

Question 2:

Are you going to use what is learned from the AOTS training in your company after the participants return? Tick the following statement that applies to you.

- Yes, I am.
- No, I am not.

Question 3:

(For a representative)

If you have ticked “Yes, I am” in the above Question 2, please answer the following question. When you use what is learned from the AOTS training in your company, how many managers and workers would receive the benefits of this during the year after the training? Please provide your rough estimate below.

About _____ people

Question 4:

If you have ticked “Yes, I am” in the above Question 2, please answer the following question. When you use what is learned from the AOTS training, what benefits do you expect? Tick the following statement that applies to you (multiple answers allowed).

- A reduced load to the environment and energy saving will be realized.
- Technology development and product design and development will be possible in the home country.
- Production capacity will expand. [About _____] %
- Productivity will increase. [About _____] %
- Product and service quality will improve. [About _____] %
- Costs will be reduced. [About _____] %
- Market will be extended.

- Others [_____]

Question 5:

Please provide the sales amounts of your company.

Actual sales for the last fiscal year [_____] USD * 1 USD = 112 JPY

Estimated sales for this fiscal year [_____] USD * 1 USD = 112 JPY

Question 6:

The AOTS training program costs about 6,000 USD per person to run the course. Do you think the AOTS training programs produce enough benefits to justify the expense (6,000 USD)? Tick the following statement that applies to you.

- Yes
- No

Question 7:

The following question is relevant to the above Question 6. Supposing that the expense (6,000 USD) is defined as “1”, describe the benefits obtained from the AOTS training program in numerical value. Roughly assess the benefits for the next five years after the training. Tick the following statement that applies to you. A very rough estimate is fine. Your response is highly appreciated.

- Below 1.0 => Provide a specific value [_____]
- 1.0 or above and below 1.5
- 1.5 or above and below 2.0
- 2.0 or above and below 2.5
- 2.5 or above and below 3.0
- 3.0 or above => Provide a specific value [_____]

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