



The Association for Overseas Technical Cooperation and Sustainable Partnerships
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ODA Program

October 2024

Program Outline
&
Participation Requirements
of
The Program on Innovation Management for East Europe
[EEIM]

5 – 19 March 2025

The Association for Overseas Technical Cooperation and Sustainable Partnerships [AOTS]

1. BACKGROUND OF THE PROGRAMS:

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 200,000 individuals from 198 countries and regions have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2022 exceeded 230,000.

At the request of the former participants of AOTS training programs as well as the industrial and business circles in developing countries, AOTS has been organizing various training programs.

The Program on Innovation Management for East Europe (EEIM) is one of such management training programs, which is being organized in collaboration with European Federation of AOTS Alumni Societies (EFAAS). It is designed for those who are interested in innovation, new market development, and new business creation in developing countries in Eastern Europe. Participants will learn how to develop innovative new business proposals through lectures, exercises, and visits to Japanese companies arranged with the theme of design thinking process, innovation theory, and business model formulation.

2. COUNTRY:

Please refer to the below list of the target countries and regions.

Albania	Belarus	Bosnia and Herzegovina
Georgia	Kazakhstan	Kosovo
Kyrgyz	Montenegro	North Macedonia
Serbia	Tajikistan	Turkey
Turkmenistan	Ukraine	Uzbekistan

Those who reside in the countries listed in the above table and are recommended by AOTS's Overseas Collaborative Organization or able to apply from a Japanese company located in Japan may apply.

3. NUMBER OF PARTICIPANTS:

23 participants

4. PARTICIPATION REQUIREMENTS:

- (1) Participants should be, in principle, business owners, executives, senior and middle-level managers, and others who are willing to develop new businesses.
- (2) Participants should be residing in the countries listed in 2. above.
- (3) Participants should be more than 20 years old and over.
- (4) Participants should have a sufficient working knowledge of English.
- (5) Participants should be university graduates and/or have equivalent professional experience.
- (6) Participants should be healthy enough to undergo an intensive training program in Japan.
- (7) Participants should not be students or armed forces personnel.
- (8) Former participants of the subsidized training programs in Japan organized by AOTS are not entitled to apply for any program which starts within six months (183 days) after they have returned home countries from Japan.

Notes:

- (1) Participants shall attend all the events in the curriculum provided for each management training program.
- (2) Family members or business partners (colleagues/subordinates of the participant's company) 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 countries soon after the completion of the program.

Preferential Selection:

- (1) 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.)
- (2) In the case of applications from non- Japanese affiliated companies that do not have any business relations with Japanese companies, the priority for selection becomes lower.
- (3) In addition, applications from companies with capital from developed countries will be given lower priority in the selection process than applications from local companies that hold local capital.
- (4) Those who work in the national government (agency) or the local government (agency) have lower priority to participate in this training programs, since the programs are mainly targeted at the people working in the companies/organizations in the private sector.
- (4) 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. OUTLINE OF THE PROGRAM:

- OBJECTIVES

This program is designed for those who are interested in innovation, new market development, and new business creation. Through lectures, exercises, and visits to Japanese companies, participants will learn how to develop innovative new business proposals with emphasis on design thinking process, innovation theory, and business model formulation.

- KEY BENEFITS

- (1) Participants will be able to deepen their understanding of what innovation is and why it is necessary.
- (2) Participants will learn about the overview and process of design thinking, innovation theory, marketing theory, and by thinking about business models that go beyond the framework of existing businesses, they will be able to deepen their understanding of how to construct business hypotheses.
- (3) Participants will have chances to plan innovative new businesses by creating business development proposals while discussing with other participants.

- CONTENTS

[1st Step]

Participants will deepen their understanding of what innovation is and why it is necessary. After that, in groups, participants will share the issues their company is facing and agree on a theme to be addressed in group work.

[2nd Step]

Participants will learn the overview and process of design thinking, innovation theory, marketing theory, and will consider business models that go beyond the framework of existing businesses. Participants will also learn how to construct business hypotheses through lectures, exercises, and business networking events. In addition, they will deepen their understanding of how to construct innovative business proposals through cases of innovation in Japanese companies.

[3rd Step]

Participants will apply what they have learned in the lectures and company visits to develop a new business plan to solve the theme agreed upon by each group on the first day of the course, and each group will give a presentation on the final day.

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

- DURATION

Wednesday 5 March – Wednesday 19 March 2025 (15 days)

- 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. Terumasa MATSUYUKI Ph.D
Professor, Graduate School of Project Design

Dr. Matsuyuki is professor at Graduate School of Project Design, and guest professor at Osaka University. He was previously associate professor at Osaka University and lecturer at Yokohama National University. He teaches innovation, entrepreneurship and leadership. His research field is innovation and entrepreneurship and has published articles extensively in leading journals such as Technovation and International Journal of Technology Innovation Management among others. He also co-authored books on social innovation including 'Social Innovation' (Maruzen Publishing, 2011) and 'Local Community Area Principles' (LIXIL Publishing, 2012) both in Japanese.

- TRAINING LOCATION AND ACCOMMODATION

AOTS Tokyo Kenshu Center (TKC) <http://www.aots.jp/jp/center/about/tkc.html>
30-1, Senju-Azuma 1-chome, Adachi-ku, Tokyo 120-8534, Japan
Tel: 81-3-3888-8231 (Reception) Fax: 81-3-3888-0763

**Tentative Schedule
of
The Program on Innovation Management for East Europe [EEIM]**

5 – 19 March 2025

AOTS Tokyo Kenshu Center (TKC) <To Be Determined>

Date	Morning	Afternoon
4 Mar. (Tue.)	(Arrival in Japan)	
5 (Wed.)	Orientation/ Opening Ceremony	LECTURE/EXERCISE: Value Creation 1
6 (Thu.)	LECTURE/EXERCISE: Value Creation 2	LECTURE: Theory of Innovation
7 (Fri.)	LECTURE/EXERCISE: Value Creation 3	LECTURE: Case Analysis of Innovation
8 (Sat.)	Day off	
9 (Sun.)	Day off	
10 (Mon.)	LECTURE: Lean Startup	WORKSHOP: Business Exchange Meeting with Japanese Companies
11 (Tue.)	LECTURE: Marketing	
12 (Wed.)	Study Tour	COMPANY VISIT: Case of Innovation in Japanese Companies
13 (Thu.)		COMPANY VISIT: Case of Innovation in Japanese Companies
14 (Fri.)		COMPANY VISIT: Case of Innovation in Japanese Companies
15 (Sat.)	Day off	
16 (Sun.)	Day off	
17 (Mon.)	LECTURE/EXERCISE: Business Model	
18 (Tue.)	LECTURE: Engineering Management and Innovation	
19 (Wed.)	Final Presentation	Closing Ceremony
20 (Thu.)	(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 may be arranged in the evening.
- (3) Although Saturdays and Sundays are days off in general, lectures may be scheduled if deemed necessary.

6. APPLICATION PROCEDURE:

(Application from host companies in Japan)

- (1) **Advance application:** The Japanese host company should contact the Training and Expert Dispatch Administration Group of AOTS, the address of which appears in [Appendix 1](#), by telephone or e-mail with an outline of the training plan (e.g., duties and background of the participants, whether practical training is required or not, etc.).

Please submit the following application documents to the Training and Expert Dispatch Administration Group by the deadline.

1. AOTS Training Application Form (outline)
2. The trainee's personal record and enquiry into training contract
3. Pre-training report

- (2) **Formal application:** After receiving notification of acceptance of the advance application, the host company will be informed about the preparation of the necessary documents and arrangements for the formal application.

*If you have any questions, please contact the Training and Expert Dispatch Administration Group (see [Appendix 1](#)).

*The above-mentioned AOTS prescribed forms can be downloaded from the website below.

<https://www.aots.jp/hrd/technology-transfer/download/#kanri-shinkokoku> (Japanese).

(Application from overseas countries)

Individual applicants should ensure the delivery of the following application documents in both PDF and Excel format through Overseas Collaborating Organizations to the Overseas Cooperation Group of AOTS listed in [Appendix 1](#) by the deadline.

As the deadline for the submission of the application documents differs for each organization, please ask the Overseas Collaborating Organizations. Please contact the Overseas Cooperation Group of AOTS listed in [Appendix 1](#) for the contact address of the Overseas Collaborating Organization.

Applicants will be interviewed by the Overseas Collaborating Organizations.

[Application Documents]

- (1) AOTS Training Application Form and Applicant's Personal Record (AOTS official form: Handwriting should be avoided.)
*Soft copies of both PDF and Excel file will be required to submit.
- (2) Enquiry about your Interest in doing business with Japanese companies and/or Entry into Japanese market
*Excel file
- (3) Medical Check Sheet (AOTS official form: Handwriting should be avoided.) *PDF file
- (4) About the handling of Personal Information Concerning Trainees (AOTS official form) *PDF file
- (5) Overseas Travel Insurance Consent Form *PDF file
- (6) Enquiry into Training Contract (For Japanese Joint-Venture-Companies and Companies exclusively funded by Japanese Enterprises) *PDF file
*For application forms (1) and (3) and (4) to (6) above 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.
- (7) A brochure of the applicant's company/organization *PDF file
- (8) Digital image of face photo (Please enter your name in the data title.)
- (9) Photocopy of the applicant's passport *JPEG or PDF file
*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 letters) and date of birth should be submitted instead.
- (10) Pre-Training Report *Word

Notes:

**AOTS may ask the applicants to submit additional documents such as an official registration document and

the latest financial statement of the company/organization, etc., other than the above listed, if necessary.

** The formats are available from the Overseas Collaborating Organizations. Please ask them.

Screening Committee Meeting

The application documents will be forwarded to the AOTS Screening Committee for official approval of participation. Those who successfully pass the screening process will be notified when they receive the invitation documents.

Notes: If the number of applicants is less than the number of participants by the application deadline, AOTS may cancel or postpone this program.

Deadline of applications for **EEIM** to reach AOTS, Japan: **no later than 2 December 2024.**

Screening Committee for **EEIM**: **9 January 2025**

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 their settlement differ depending on whether an overseas company makes the application via the Overseas 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 a 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.
- Participants shall purchase their air tickets by themselves. For information on how to purchase tickets, please refer to “Guidelines for Purchase of Air Tickets by the Participant and method of reimbursement by AOTS” on [Appendix 2](#).
- In principle, the subsidy from the Japanese Government applies from the day before the start of the training until the last day of the training.
- Sample estimate of the Participation Fee is shown in [Appendix 3-1](#), [Appendix 3-2](#), and [Appendix 3-3](#), “Estimate of the Fees and Costs”.
- Participants are encouraged to enter the round-trip amount of the airline ticket they intend to purchase in order to ascertain the approximate amount of the participation fee when applying for training.
- The participation fee is the sum of 1/3 of 1. Allowance Costs and 198,000 yen, 2. Course Implementation Costs minus ODA subsidies on [Appendix 3-1](#), [Appendix 3-2](#), and [Appendix 3-3](#).
- Participants will pay the participation fee upon arrival in Japan.
- AOTS will reimburse the international travel expenses to the participant (the amount will be finalized based on the AOTS rules and regulations after checking the evidence documents for the purchase of the ticket submitted by the participant when he/she arrives in Japan).
- The amount the participant actually pays after arrival in Japan is the participation fee minus the international

travel expenses.

-In principle, payment is accepted by credit card.

AOTS Tokyo Center (Tokyo): Visa and Mastercard can be accepted.

AOTS Kansai Kenshu Center (Osaka): Visa, Mastercard, JCB, American Express, Diners Club, and Discover can be accepted.

-If it is difficult to pay by credit card, payment by cash will be accepted. In such case, please contact AOTS before coming to Japan.

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 and 2. Course Implementation Costs. The Participation Fee, the amount that participants should bear, consists of “Contribution to Allowance Costs” and “Contribution to Course Implementation Costs” [A].

1. Allowance Cost

The 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

-International travel expenses are provided if an air ticket and its evidence document for purchase of the air ticket 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 round-trip air tickets by themselves. Please refer to “Guidelines for Purchase of Air Tickets by the Participant and method of reimbursement by AOTS” listed on [Appendix 2](#) 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 the participant’s 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 ¥9,900 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 ¥9,020 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 ¥2,750 in cash per day for meals to cover the days 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 ¥14,500 (the upper limit) per day, and the meal allowance (¥2,750 per day) will be provided to participants in kind or paid in cash by AOTS.

(3) Personal Allowance

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

(4) Welfare costs (Overseas Travel Insurance premiums)

- These are the costs of overseas travel insurance insured by AOTS for the participants.

2. Course Implementation Costs

The Contribution to Course Implementation Costs for a two-week course (the amount participants should

bear) is ¥198,000.

3. Domestic Travel Allowance

AOTS will arrange for the participants a chartered bus or other means of transport from the international airport to the AOTS training center on arrival in Japan, or provide part of the transport costs in cash as per the table below.

【Train】

Airport of arrival in Japan	Training Center	Standard Amount (Round trip)	Standard Route
Narita International Airport (Tokyo)	AOTS Kenshu Center (TKC)	5,500JPY	Narita international Airport (Tokyo) – AOTS Tokyo Kenshu Center (TKC)

– In either case, AOTS will arrange a meeting service at the arrival airport in Japan.

Contribution to AOTS's Administration Cost

AOTS would like to ask the participants to support us by offering ¥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. AOTS will issue the receipt for the participants.

9. VISA ACQUISITION PROCEDURES:

(1) Status of Residence:

The status required for your training in Japan is a “Trainee.”

(2) Visa Acquisition

A participant shall apply for and obtain a “Trainee” visa at a Japanese embassy or a 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. Please note that it is strongly recommended to apply well in advance as the application documents may be referred to the ministry in Japan, which can take time.

(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.

10. OVERSEAS TRAVEL INSURANCE COVERAGE:

AOTS provides participants with travel insurance from the time of arrival in Japan until the time of departure from Japan. The cover consists of medical expenses for medical treatment at a medical institution for injuries and illnesses, as well as liability and rescue costs. Please refer to “Overseas Travel Insurance Consent Form” and submit a signed agreement to confirm your agreement with the overseas travel insurance coverage when you apply for the training.

11. 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 and Personnel 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.

<https://www.aots.jp/en/privacy-policy/>

PRE-TRAINING REPORT

–The Program on Innovation Management for Eastern Europe – [EEIM]

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. What is your image of “Innovation”? How would you define it?	

<p>8. What do you think are necessary elements for “Innovation” in your company/ organization? If there are any difficulties in fulfilling those elements, please explain.</p>	
<p>9. Please describe your new business idea if any. Please elaborate with the schedule. If no, please tell us your area of interest if you were to launch a new business.</p>	
<p>10. What are your expectations of this training program?</p>	

Appendix 1 : Contact Information

AOTS (Japan)	
Application from overseas countries:	30-1, Senju-azuma 1-chome, Adachi-ku Tokyo 120-8534, Japan
Overseas Cooperation Group I, Overseas Management Department	Tel: 81-3-3888-8256
	Fax: 81-3-3888-8242
	E-mail: shouhei-au@aots.jp
Application from host companies in Japan:	30-1, Senju-azuma 1-chome, Adachi-ku Tokyo 120-8534, Japan
Training & Expert Dispatch Administration Group, Corporate Liaison Department	Tel: 81-3-3888-8221
	Fax: 81-3-3888-8428
	E-mail: kigyo-inquiry-az@aots.jp

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

Appendix 2:**Guidelines for Purchase of Air Tickets by the Participant
And method of reimbursement by AOTS****1. Arrival and Departure Dates:**

In principle, arriving in Japan **on the day before** the commencement of the program and departing on the day after the closing day of the program.

2.Method of Reimbursement:

When purchasing an air ticket, participants are requested to submit purchase evidence documents to show that participants have **purchased a discount economy air ticket. If the participants purchase a ticket other than economy class, such as first class, business class, the expenses will not be reimbursed.**

(1) International Travel Expenses eligible to be Subsidized (Reimbursement)

During the training program in Japan, participants should present to AOTS their air tickets and submit purchase evidence documents (2) (i) to (iii) below. AOTS finalizes the travel expenses based on these documents and will reimburse the participant in cash (JPY) the amount eligible for subsidy out of the sum of the following items (i) and (ii).

(i) In principle, the actual round-trip airfare for a discounted economy class flight on a direct flight or a connecting flight on a reasonable route.

* The round-trip airfare arranged up to a ceiling of the amount listed on the following page will be eligible for subsidy.

*If the participant purchases a ticket that does not satisfy the above (i) required conditions, such as business class, the subsidized amount for travel expenses will not be reimbursed.

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

(ii) The departure tax, airport tax and security insurance fees, other taxes and actual costs of ticketing fees by travel agents indispensable to above (i) flight.

(2) Evidence Documents of Purchasing of Air Ticket

When purchasing air tickets, participants are requested to arrange an air ticket that meets the conditions in (1) (i) above, then obtain an quotation issued by travel agents or obtained via an Internet service for purchasing air tickets. The participants should then submit the payment evidence documents in (i) to (iii) below.

Purchase Evidence Documents	Details	
(i) Evidence Documents confirming the amount quoted at the time of ticket purchase.	-Estimate obtained by any of the methods a) to c) listed on the right must be submitted.	a) Quotation issued by the travel agency. b) An email with the quoted price sent by the travel agency (copy) c) A screenshot of website displaying the prices of the air ticket on the Internet. *The quotations in a) to c) above, (quotation) or a screenshot of a price on the Internet shall contain the following information. (The conditions such as date of travel and seat classes (e.g., economy class))
(ii) Receipt	-Receipts issued by travel agencies. -If purchased via the internet, a screenshot of the credit card authorization screen or a copy of the credit card statement is acceptable. -E-tickets with the word 'receipt' and statement of the actual purchase price are also acceptable).	
(iii) E ticket		

< Upper limit for round-trip airfare to Japan eligible for subsidy >

Departing from		Upper Limit for Round-trip (JPY)
Europe	Georgia	467,100
	North Macedonia	373,470
	Turkey	407,330

Notes: This amount is applicable to participants in training programs **starting between October 1, 2024 and March 31, 2025**. The actual amount will be informed after it is settled.

[Appendix 3-1] Estimate of the Fees and Costs

Country: Georgia
International Travel Expenses: Georgia ⇄ Japan, Roundtrip
Management Training Course: EIM (15-day Course)

(Japanese Yen)			
<i>Training Costs</i>	Total Amount	ODA Subsidies	Participation Fee
1. Allowance Costs			
<Breakdown of Allowance Cost>	<Breakdown>		
(1) International Travel Expenses	467,100	[B]	
(2) Accommodation and Meal Allowances			
a. [at the AOTS Kenshu Center]			
@ 9,020 x 1 day (Arrival Day) =	9,020		
@ 9,900 x 13 days =	128,700		
[during the study tour]			
b. Meal Allowance			
@ 2,750 x 2 day(s) =	5,500		
c. Accommodation Allowance			
@ 14,500 x 2 day(s) =	29,000		
(3) Personal Allowance			
@ 1,040 x 16 days =	16,640		
(4) Welfare Costs			
Overseas Travel Insurance	1,800		
Subtotal (1)~(5)	657,760	[2/3] 438,506	[1/3] 219,254
2. Course Implementation Costs			
<Breakdown of Course Implementation Costs>	<Breakdown>		
(1) Direct Course Implementation Cost	144,000	96,000	48,000
(2) Personnel expenses, Miscellaneous costs	398,000	248,000	150,000
Subtotal (1)~(2)	542,000	344,000	198,000
3. Domestic Travel Allowance			
(Narita Airport - TKC)	5,500	5,500	
Total	<u>1,205,260</u>	<u>788,006</u>	<u>417,254</u> ← [A]

The amount of International Travel Expenses shown here is for reference only. Please put the airfare you plan to purchase and make calculation by yourself. Please also see 3. Notes at the bottom of the page.

Grey colored column = The amount paid in kind to participant by AOTS.

Yellow colored column = The amount paid in cash to participant by AOTS during the training.

2. Settlement Method and Breakdown

After arrival in Japan, the participant and AOTS shall make a settlement $[C]=[A]-[B]$ shown below.

If the difference $[C]$ is negative (-), it means that the amount will be paid from AOTS to the participant.

	Item	Amount (Japanese Yen)	Note
[A]	Participation Fee (Participation Fee consists of 1. Allowance Costs and 2. Course Implementation Costs minus ODA Subsidies)	417,254	This is the amount participants should bear, and the value of which varies with the International Travel Expenses amount, and participants' staying days, etc.
[B]	International Travel Expenses paid back from AOTS to participant during the training.	467,100	The amount of International Travel Expenses shown here is for reference only.
[C]	Amount to be settled after coming to Japan $[C]=[A]-[B]$	-49,846	-

(Japanese Yen)

	Amount paid to participants from AOTS to participant in cash during the training.	27,640	Total amount of yellow colored column in the table.
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*In the case that participants travel to the Kenshu (Training) Center by bus, the transportation is provided in kind and not by cash.

3. Notes

Air ticket will be purchased by participant. AOTS will subsidize the amount in accordance with rules & regulations.

International travel expenses subsidy will be provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket.

In case 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 be changing accordingly.

[Appendix 3-2] Estimate of the Fees and Costs

Country: North Macedonia
 International Travel Expenses: North Macedonia ⇄ Japan, Roundtrip
 Management Training Course: EEIM (15-day Course)

(Japanese Yen)

Training Costs	Total Amount	ODA Subsidies	Participation Fee
1. Allowance Costs <Breakdown of Allowance Cost>	<Breakdown>		
(1) International Travel Expenses	373,470	[B]	
(2) Accommodation and Meal Allowances a. [at the AOTS Kenshu Center] @ 9,020 x 1 day (Arrival Day) =	9,020		
@ 9,900 x 13 days = [during the study tour]	128,700		
b. Meal Allowance @ 2,750 x 2 day(s) =	5,500		
c. Accommodation Allowance @ 14,500 x 2 day(s) =	29,000		
(3) Personal Allowance @ 1,040 x 16 days =	16,640		
(4) Welfare Costs Overseas Travel Insurance	1,800		
Subtotal (1)~(5)	564,130	[2/3] 376,086	[1/3] 188,044
2. Course Implementation Costs <Breakdown of Course Implementation Costs>	<Breakdown>		
(1) Direct Course Implementation Cost	144,000	96,000	48,000
(2) Personnel expenses, Miscellaneous costs	398,000	248,000	150,000
Subtotal (1)~(2)	542,000	344,000	198,000
3. Domestic Travel Allowance (Narita Airport - TKC)	5,500	5,500	
Total	1,111,630	725,586	386,044 ← [A]

The amount of International Travel Expenses shown here is for reference only. Please put the airfare you plan to purchase and make calculation by yourself. Please also see 3. Notes at the bottom of the page.

Grey colored column = The amount paid in kind to participant by AOTS.

Yellow colored column = The amount paid in cash to participant by AOTS during the training.

2. Settlement Method and Breakdown

After arrival in Japan, the participant and AOTS shall make a settlement $[C]=[A]-[B]$ shown below.

If the difference $[C]$ is negative (-), it means that the amount will be paid from AOTS to the participant.

	Item	Amount (Japanese Yen)	Note
[A]	Participation Fee (Participation Fee consists of 1. Allowance Costs and 2. Course Implementation Costs minus ODA Subsidies)	386,044	This is the amount participants should bear, and the value of which varies with the International Travel Expenses amount, and participants' staying days, etc.
[B]	International Travel Expenses paid back from AOTS to participant during the training.	373,470	The amount of International Travel Expenses shown here is for reference only.
[C]	Amount to be settled after coming to Japan $[C]=[A]-[B]$	12,574	-

(Japanese Yen)

Amount paid to participants from AOTS to participant in cash during the training.	27,640	Total amount of yellow colored column in the table.
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*In the case that participants travel to the Kenshu (Training) Center by bus, the transportation is provided in kind and not by cash.

3. Notes

Air ticket will be purchased by participant. AOTS will subsidize the amount in accordance with rules & regulations.

International travel expenses subsidy will be provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket.

In case 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 be changing accordingly.

[Appendix 3-3] Estimate of the Fees and Costs

Country: Turkey
 International Travel Expenses: Turkey ⇄ Japan, Roundtrip
 Management Training Course: EEM (15-day Course)

(Japanese Yen)

Training Costs	Total Amount	ODA Subsidies	Participation Fee
1. Allowance Costs <Breakdown of Allowance Cost>	<Breakdown>		
(1) International Travel Expenses	407,330	[B]	
(2) Accommodation and Meal Allowances a. [at the AOTS Kenshu Center] @ 9,020 x 1 day (Arrival Day) =	9,020		
@ 9,900 x 13 days = [during the study tour]	128,700		
b. Meal Allowance @ 2,750 x 2 day(s) =	5,500		
c. Accommodation Allowance @ 14,500 x 2 day(s) =	29,000		
(3) Personal Allowance @ 1,040 x 16 days =	16,640		
(4) Welfare Costs Overseas Travel Insurance	1,800		
Subtotal (1)~(5)	597,990	[2/3] 398,660	[1/3] 199,330
2. Course Implementation Costs <Breakdown of Course Implementation Costs>	<Breakdown>		
(1) Direct Course Implementation Cost	144,000	96,000	48,000
(2) Personnel expenses, Miscellaneous costs	398,000	248,000	150,000
Subtotal (1)~(2)	542,000	344,000	198,000
3. Domestic Travel Allowance (Narita Airport - TKC)	5,500	5,500	
Total	1,145,490	748,160	397,330

The amount of International Travel Expenses shown here is for reference only. Please put the airfare you plan to purchase and make calculation by yourself. Please also see 3. Notes at the bottom of the page.

Grey colored column = The amount paid in kind to participant by AOTS.

Yellow colored column = The amount paid in cash to participant by AOTS during the training.

2. Settlement Method and Breakdown

After arrival in Japan, the participant and AOTS shall make a settlement $[C]=[A]-[B]$ shown below.

If the difference $[C]$ is negative (-), it means that the amount will be paid from AOTS to the participant.

	Item	Amount (Japanese Yen)	Note
[A]	Participation Fee (Participation Fee consists of 1. Allowance Costs and 2. Course Implementation Costs minus ODA Subsidies)	397,330	This is the amount participants should bear, and the value of which varies with the International Travel Expenses amount, and participants' staying days, etc.
[B]	International Travel Expenses paid back from AOTS to participant during the training.	407,330	The amount of International Travel Expenses shown here is for reference only.
[C]	Amount to be settled after coming to Japan $[C]=[A]-[B]$	-10,000	-

(Japanese Yen)

Amount paid to participants from AOTS to participant in cash during the training.	27,640	Total amount of yellow colored column in the table.
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*In the case that participants travel to the Kenshu (Training) Center by bus, the transportation is provided in kind and not by cash.

3. Notes

Air ticket will be purchased by participant. AOTS will subsidize the amount in accordance with rules & regulations.

International travel expenses subsidy will be provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket.

In case 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 be changing accordingly.