



The Association for Overseas Technical Cooperation and Sustainable Partnerships
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ODA Program

October 2022

Program Outline

&

Participation Requirements

of

The Program on Business Innovation and Organization Development

[BIOD]

12 - 24 January 2023

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 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 2021 exceeded 230,000.

AOTS organizes and develops a various range of training courses based on requests from returning participants and industry in developing countries.

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 2] List of Target Countries and Regions" of this program outline.

3. NUMBER OF PARTICIPANTS:

20 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 and over.
- (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 countries 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) have lower priority for selection to participate in this 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 collaborating organization or a Japanese host company in Japan makes the application. Please see below for details.

- (1) If participants apply to take part in practical training (on-site training) at a Japanese host company after participating in management training, they must apply through a legal entity in Japan (e.g., parent company) that will be their host company in Japan.
- (2) If participants apply through a Japanese host company, international travel expenses are not eligible for subsidy. Only in the case of participants from African countries, international travel expenses are eligible for subsidy.

(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 Item 13, 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 **no later than 3 November 2022**.

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 Item 13).

*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

Item 13, **no later than 3 November 2022.**

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 Item 13 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
- (7) Pledge to Comply with the COVID-19 Disease Control Measures Specified by AOTS *PDF file
*For application forms (1) and (3) and (4) to (7) 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.
- (8) A brochure of the applicant's company/organization *PDF file
- (9) Digital image of face photo (Please enter your name in the data title.)
- (10) 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.
- (11) Pre-Training Report and Questionnaire *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, which will meet on **24 November 2022**, 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 participants is less than 20 as of the application deadline, AOTS may 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 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

12-24 January, 2023

- LANGUAGE

All lectures, discussions, 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]
 12 to 24 January 2023
 AOTS Kansai Kenshu Center (KKC) <To Be Determined>

Date	Morning	Afternoon
Day before the start of the training	Arrival in Japan Conduct antigen qualitative test and report the results. *For information on the request and contents to undergo testing, see the “Pledge of compliance with AOTS preventive measures against COVID-19” in the training application form.	
Starting day of training	Course Orientation/ Opening Ceremony [Workshop] Sharing the Purpose of the Program	[Lecture] Role, Mind-set, & Vision of a Top Manager
13 (Fri.)	[Lecture] Activation of Organization by Organizational Development (1)	
14 (Sat.)	[Lecture] Activation of Organization by Organizational Development (2)	
15 (Sun.)	Day off	
16 (Mon.)	[Lecture] 2030 SDGs Game SDGs and Innovation	[Lecture] Overview of Business Innovation
17 (Tue.)	[Lecture & Exercise] Plotting a Draft Strategy for Business Innovation	
18 (Wed.)	Study Tour	[Visit] Example of Business Innovation in Japanese Companies
19 (Thu.)		[Visit] Example of Good “Challenging” Management in Japanese SMEs
20 (Fri.)		[Visit] Example of Organizational Activation by Organization Development, etc.
21 (Sat.)	Day off	
22 (Sun.)	Day off	
23 (Mon.)	[Lecture] Lecture by Japanese Corporate Director	Preparation for Final Presentation
24 (Tue.)	Final Presentation	
25 (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.

On the day before the commencement of the training program, conduct the antigen qualitative test kit provided by AOTS when you check in the AOTS Kenshu Center and report the results to AOTS.

*For information on the request and content to undergo testing, see the “Pledge of compliance with AOTS preventive measures against COVID-19” in the training application form.

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 p. 14 'Guidelines for participants' air travel and reimbursement by AOTS'.
- In principle, the subsidy from the Japanese Government applies from two days before the start of the training until the last day of the training.
- Please refer to Table 2 “List of Target Countries and Regions” for the classification of category 1 and category 2 on page 13.
- The Estimates of the Participation Fee for the countries of Category 1* is shown in Tables 1-1 listed on page 12.
- 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.
- For Category 1, the participation fee is the sum of 1. 1/3 of the allowance cost and 2. Course Implementation Fee.
- Participants shall pay the participation fee to AOTS after arriving in Japan. In principle, payment shall be made by credit card (VISA or MASTERS). If it is difficult to pay by credit card, cash payment is accepted. In such cases, please contact us before arriving in Japan.

8-2) Reimbursement of International travel expenses and final settlement after arrival in Japan

- (1) The amount of the subsidy [B] will be reimbursed to the participant after the participant has submitted the evidence documents for the purchase of the ticket and the amount of the travel expenses is finalized based on AOTS' rules and regulations.
- (2) In order to reduce the exchange of payments for final settlement between AOTS and the participant after arrival in Japan, AOTS will settle with the participant the difference [C] as shown below.

$$[C] = [A] - [B]$$

[A]: The Participation Fee paid by the participant

[B]: The travel expenses reimbursed by AOTS to the participant.

8-3) 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” listed on page 14 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 ¥9,440 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 ¥8,600 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 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 ¥10,267 (the upper limit) per day, and the meal allowance (¥2,620 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) 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.

Airport of arrival in Japan	Training Center	Standard Amount (Round trip)	Standard Route
Narita International Airport (Tokyo)	AOTS Kenshu Center (TKC)	5,460JPY	Narita international Airport (Tokyo)—AOTS Tokyo Kenshu Center (TKC)
Kansai International Airport (Osaka)	AOTS Kenshu Center (KKC)	1,800JPY	Kansai International Airport (Osaka)—AOTS Kansai Kenshu Center (KKC)

(5) Welfare costs (Overseas Travel Insurance premiums, Antigen qualitative test Fees)

- These are the costs of overseas travel insurance insured by AOTS for the participants and antigen qualitative test taken after their arrival in Japan, one day before the course starting day.

2. Course Implementation Costs

The Contribution to Course Implementation Costs for a two-week course (the amount participants should bear) is ¥168,000.

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.

[Table 1-1] Estimate of the Fees and Costs [Category 1 Country]

Estimate of the Training Costs

Country: **Indonesia**
 International Travel Expenses: **Jakarta/ Indonesia - Kansai/ Japan, Roundtrip**
 Management Training Course: **BIOD (2-Week course)**

Please enter your airfare in green-colored column to make calculation.

1. Overview of the Estimate of the Training Costs

Training Costs		Total Amount	ODA Subsidies	Participation Fee
(Japanese Yen)				
1. Allowance Costs	<Breakdown of Allowance Cost>	<Breakdown>		
(1) International Travel Expenses		160,000	[C]	
(2) Accommodation and Meal Allowances				
a. [at the AOTS Kenshu Center]				
@ 8,600 x 1 day (Arrival Day) =		8,600		
@ 9,440 x 13 days =	[during the study tour]	122,720		
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 14 days =		14,560		
(4) Domestic Travel Allowance	(Kansai Airport - KKC)	1,800		
(5) Welfare Costs				
Overseas Insurance		1,800		
Antigen Qualitative Testing Fee		1,200	[2/3]	[1/3]
Subtotal (1)~(5)		336,454	224,302	112,152
2. Course Implementation Costs		516,000	348,000	168,000
Total		852,454	572,302	280,152 ... [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. The total amount will be 21,600 yen.

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

	Item	Amount (Japanese Yen)	Note
[A]	Participation Fee (Participation Fee consists of one third of 1. Allowance Costs and 2. Course Implementation Costs)	280,152	This is the amount participants should bear, and the value of which varies with the International Travel Expenses amount, and participants' staying days. PCR testing fees may also vary.
[B]	International Travel Expenses paid back from AOTS to participant during the training.	160,000	The amount of International Travel Expenses shown here is for reference only.
[C]	Amount to be settled after coming to Japan $[D]=[A]-([B]+[C])$	120,152	-

(Japanese Yen)			
	Amount paid to participants from AOTS to participant in cash during the training.	21,600	Total amount of yellow colored column in the table.

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.

[Table 1-2] Estimate of the Fees and Costs [Category 2 Country]

Estimate of the Training Costs

Country: **Bangladesh**
 International Travel Expenses: **Dhaka/ Bangladesh - Kansai/ Japan, Roundtrip**
 Management Training Course: **BIOD (2-Week course)**

Please enter your airfare in green-colored column to make calculation.

1. Overview of the Estimate of the Training Costs

Training Costs		Total Amount	ODA Subsidies	Participation Fee
(Japanese Yen)				
1. Allowance Costs	<Breakdown of Allowance Cost>	<Breakdown>		
(1) International Travel Expenses		200,000	[C]	
(2) Accommodation and Meal Allowances				
a. [at the AOTS Kenshu Center]				
@ 8,600 x 1 day (Arrival Day) =		8,600		
@ 9,440 x 13 days =		122,720		
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 14 days =		14,560		
(4) Domestic Travel Allowance (Kansai Airport - KKC)		1,800		
(5) Welfare Costs				
Overseas Insurance		1,800		
Antigen Qualitative Testing Fee		1,200	[3/3]	[None]
Subtotal (1)~(5)		376,454	376,454	0
2. Course Implementation Costs		516,000	348,000	168,000
Total		892,454	724,454	168,000 ••• [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. The total amount will be 21,600 yen.

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

	Item	Amount (Japanese Yen)	Note
[A]	Participation Fee (Participation Fee consists of one third of 1. Allowance Costs and 2. Course Implementation Costs)	168,000	This is the amount participants should bear, and the value of which varies with the International Travel Expenses amount, and participants' staying days. PCR testing fees may also vary.
[B]	International Travel Expenses paid back from AOTS to participant during the training.	200,000	The amount of International Travel Expenses shown here is for reference only.
[C]	Amount to be settled after coming to Japan $[D]=[A]-([B]+[C])$	-32,000	-

(Japanese Yen)			
	Amount paid to participants from AOTS to participant in cash during the training.	21,600	Total amount of yellow colored column in the table.

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.

[Table 2] List of Target Countries and Regions (2022-2023)

Trainees should be residing in the following countries/regions.

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

1. The list above is in alphabetical order, with the generic name for the country being used.
2. These countries and regions are mainly developing countries as designated by the OECD/DAC (Organization for Economic Co-operation and Development / Development Assistance Committee).

*Low/Lower Middle/Upper Middle Income Countries (Category 1):

According to the DAC list of ODA recipients effective for reporting on 2022 and 2023 flows, these are Low/Lower Middle/Upper Middle Income Countries and regions which are not "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:

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 compared prices with at least two companies under the same conditions, such as flight date, flight time, route and seat class (e.g., economy class), **and have purchased the ticket with the lower price.**

(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.

*If there is no discounted economy class on the flight, normal economy class is also eligible for the 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 at least two quotations issued by travel agents or obtained via an Internet service for purchasing air tickets. The participants should then compare the two quotations at least and then purchase the cheaper airline ticket and submit the payment evidence documents in (i) to (iii) below.

Purchase Evidence Documents	Details	
(i) Evidence Documents confirming the amount quoted by at least two companies at the time of ticket purchase.	<p>-Estimates from at least two companies obtained by any of the methods a) to c) listed on the right must be submitted.</p> <p>-Quotations may be submitted by combining quotations obtained by more than one method, e.g., a) for one company and b) for one company.</p>	<p>a) Quotation issued by the travel agency. b) An email with the quoted price sent by the travel agency (copy) c) A screenshot of websites comparing the prices of two or more companies on the Internet.</p> <p>*The quotations in a) to c) above, (quotation) or a screenshot of a price comparison screen on the Internet shall contain the following information. (The conditions such as date of travel and seat classes (e.g., economy class) and flight no. must be the same)</p>
(ii) Receipt	<p>-Receipts issued by travel agencies.</p> <p>-If purchased via the internet, a screenshot of the credit card authorization screen or a copy of the credit card statement is acceptable.</p> <p>-E-tickets with the word 'receipt' and statement of the actual purchase price are also acceptable).</p>	
(iii) E ticket		

(3) Methods of Reimbursement

(i) Before coming to Japan.

Please submit above-mentioned quotations from at least two companies to AOTS for prior confirmation by the deadline of two weeks before arrival in Japan.

(ii) After arrival in Japan and during the training

AOTS will confirm the air ticket submitted by the participant and the above purchase evidence documents and calculate the actual JPY value of the airline ticket at the exchange rate on the date of issue. If the airline ticket does not meet the conditions in (1) (i) above or if any participant fails to submit the purchase evidence documents specified in (2) (i) to (iii) above, the **participant will not receive any subsidy towards his/her international travel expenses.**

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 departure from their home country until the time of return to their home country. 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. Pledge to Comply with the COVID-19 Disease Control Measures Specified by AOTS:

When applying to participate in AOTS training, participants must pledge to ensure that they comply with the quarantine requirements set out by AOTS before and during their stay in Japan, that they will take the necessary measures to prevent COVID-19 infection during their stay in Japan, and that they will take the utmost care not to interfere with the training. The participant must pledge to take the necessary precautions to ensure that the training will not be disrupted. Participants must confirm the said pledge in the training application form and submit a signed agreement to confirm their consent at the time of application for training.

12. 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.

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

13. FURTHER INFORMATION:**AOTS (Japan)**

Application from overseas countries:	30-1, Senju-azuma 1-chome, Adachi-ku Tokyo 120-8534, Japan	
Overseas Cooperation Group, Operations 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:	g-ukeire-ak@aots.jp

AOTS Overseas Offices

1. Bangkok Office / (Senior Deputy Representative) Mr. Shoji Koino Amarin Tower 12F, 496-502 Ploenchit Rd, Lumpini Pathumwan, Bangkok 10330 TEL: 66-2-255-2370 FAX: 66-2-255-2372 E-mail: information@aots.or.th	2. Jakarta Office / (Representative) Ms. Kazuko Saito 12A Floor, Wisma KEIAI, Jl. Jend Sudirman Kav 3 Jakarta 10220, Indonesia TEL: 62-21-572-4262~4263 E-mail: information@aots.or.id
3. New Delhi Office / (Representative) Mr. Eiji Teshima Office Unit 12A, Rectangle One, D-4 Saket District Center, New Delhi, 110017 TEL: 91-11-4105-4504 E-mail: info@aots.org.in	

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

*The requirements written in this program outline are based on the Japanese Government's border measures as of 11 October 2022. The requirements may change due to changes in the Japanese Government's border entry measures and conditions for the termination of isolation.

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 mindset 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>	