



The Association for Overseas Technical Cooperation and Sustainable Partnerships

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September 2017

Program Outline

&

Participation Requirements

of

The Program on Business Innovation

[PBI]

- Learning through the Practical Workshop -

22 – 31 January 2018

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 182,000 individuals from 171 countries have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2015 exceeded 197,000.

The Program on Business Innovation (PBI) is the training program for directors, managers/supervisors and engineers from any of the developing countries who promote innovations in their respective organizations to go through the process necessary for creating innovations practically. The curriculum of this program is designed for participants to have a simulated experience of creating innovations by working in a diversified team through practical sessions/workshops. This program aims to give participants the self-awareness and the basic actions necessary for implementing management reforms and innovating their companies in order to develop corporate competitiveness after returning to their countries.

*Our English name, "The Overseas Human Resources and Industry Development Association (HIDA)", has been changed to "The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS)", effective 1 July 2017.

2. COUNTRY:

Please refer to the List of Target Countries and Regions.
(<http://www.aots.jp/jp/ikusei/files/taishokoku.pdf>)

NOTE: The general-purposed web page enlists China, which is not a target country of this program.

3. NUMBER OF PARTICIPANTS:

25 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

(1) Participants should be, in principle, directors, manager/supervisors and engineers who are promoting innovation in their respective organizations with the responsibilities of corporate strategy, developments of new businesses or new products, production technologies, and/or marketing, in manufacturing companies and companies in the service sector. Participants could also include those who are going to create innovations in their respective organizations in the future.

*The term "innovation" refers to the generation of social/economic value in a company and changing the company in order to overcome the competitions in the future market. The Pre-Training Report is given great importance in our screening process.

(2) Participants should be, in principle, 25 years old and above.

(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.

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 directly 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 to the Management Training Administration Group of AOTS listed in Item 10, **no later than 7 November 2017.**

[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
- (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 other than above listed, if necessary.

The formats are readily downloadable at our website.

<http://www.aots.jp/en/ikusei/application.html>

5-2) Application from host companies in Japan

Please refer to below website (Japanese).

(<http://www.aots.jp/jp/ikusei/management/proc01.html>)

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 7 November 2017.**

[Screening Committee Meeting]

The application documents will be forwarded to the AOTS Screening Committee, which will meet on **7 December 2017**, 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 13 as of 7 December 2017, AOTS may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

The objective of the program is to give participants the self-awareness and learn the basic form of innovation activities by learning the process to track down the problem, how to come up with a solution, how to build and brush-up business models, while understanding the efforts that help create innovations in Japanese companies, in order to innovate their respective companies after returning to their countries.

- DURATION

22 –31 January, 2018 (2 weeks)

- CONTENTS

(1) Participants will deepen their understanding of viewpoints, ways of thinking, tools and processes to create innovations through the following activities:

- A) To seek and identify potential business opportunities (challenges) and learn how to grasp the customer's jobs-to-be-done through case studies.
- B) To come up with new ideas from the customer's jobs-to-be-done, based on the specific subject.
- C) To draw a potential business model based on such new ideas.
- D) To test and brush up the initial business model (hypothesis).
- E) To make a presentation on the final business model.

(2) Participants will visit Japanese companies to deepen their understanding of the examples of innovations in Japanese companies as well as what efforts they have tried to create innovations.

(3) Participants will develop innovative directions and practical action plans to specify their problems/challenges in their companies/departments as well as to come up with ideas as to how to promote and implement innovations as a leader after returning to their countries, and make presentations on the final day.

A typical daily schedule consists of a 3-hour morning session and a 3-hour afternoon session. Some evening sessions may also be organized after dinner, as per necessary, dependent upon initiatives of participants of group.

Refer to the Tentative Schedule for further details.

- LANGUAGE

All lectures, discussions, and company visits 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

Mr. Naohiro Nishiguchi
Executive Managing Director,
Japan Innovation Network

After starting his career at the Long-Term Credit Bank of Japan, he joined the World Bank Group. Then, he moved on to serve as a worldwide partner of Mercer Ltd., and an executive officer of Innovation Network Corporation of Japan, before assuming his current position. In 2011, he took the initiative in launching and operating the Frontier Personnel Research Committee of the Japanese Ministry of Economy, Trade and Industry (METI). Then in July 2013, he joined the founding team of the Japan Innovation Network, which executes the Committee's suggestions. He has focused on overthrowing the dogma that innovations can't be created by a large company. Before becoming the executive fellow of "i. school" of the University of Tokyo, he held various committee positions with METI and the Ministry of Education, Culture, Sports, Science and Technology (MEXT). He had 8 years' business experience in the US. He graduated from the Faculty of Economics, Sophia University, and acquired an MBA from the Kellogg School of Management, Northwestern University.

He is the author of "Organizational Management for Successful M&A" and "Practical Work in the Due Diligence Process of Personnel Management."

- TRAINING LOCATION AND ACCOMMODATION

AOTS Tokyo Kenshu Center (TKC) <may change in consideration of various factors>

<http://www.aots.jp/en/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 Business Innovation [PBI]
- Learning through the Practical Workshop –

22 - 31 January 2018 AOTS Tokyo Kenshu Center (TKC) <To Be Determined>

Date	Morning Session (9 : 30 - 12 : 30)	Afternoon Session (13 : 30-16 : 30)
21 Jan. (Sun.)	(Arrival in Japan)	
22 (Mon.)	Orientation /Opening Ceremony	LECTURE & EXERCISE: Innovation Workshop (1) -Guidance -Learn ways of thinking for facilitating the creations of innovations
23 (Tue.)	LECTURE & EXERCISE: Innovation Workshop (2) -JTBD (Job to be done) and Business model -Develop a new business model based on a specific subject	
24 (Wed.)	LECTURE & EXERCISE: Innovation Workshop (3) -Field work for testing (to be determined) -Brushing up the ideas and business models -Presentation preparations	
25 (Thu.)	LECTURE & EXERCISE: Innovation Workshop (4) - Pitch training - Presentation on a new business model and the review	
26 (Fri.)	COMPANY VISIT: Case Study of Creating Innovations (1)	COMPANY VISIT: Case Study of Creating Innovations (2)
27 (Sat.)	Day Off	
28 (Sun.)	Day Off	
29 (Mon.)	Study Tour	COMPANY VISIT: Case Study of Creating Innovations (3)
30 (Tue.)		COMPANY VISIT: Case Study of Creating Innovations (4)
31 (Wed.)	Final Report Presentation	Final Report Presentation Closing Ceremony
1 Feb. (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 will be arranged in the evening.
(3) Though Sundays is 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 directly or a Japanese host company in Japan makes the application. The following is an explanation of the case of application directly from an overseas country. In the case of application from a Japanese host company in Japan, please contact the 'Training Administration Group' listed in 10. FURTHER INFORMATION.

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 FY2016 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 ¥8,850 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 ¥8,030 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 ¥2,570 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 ¥10,080 (the upper limit) per day, but the meal allowance (¥2,570 per day) will be paid in cash by AOTS.

(3) Personal Allowance

- AOTS will pay ¥1,020 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 ¥355,000 and the Contribution to Course Implementation Costs (the amount participants should bear) is ¥142,000.

3. Domestic Travel Allowance

- Expenses for a part of transportation fee between international airport in Japan and AOTS Kenshu Center
- AOTS will pay ¥5,260 in cash to a participant for the cost of travel between Narita international Airport (Tokyo) and AOTS Tokyo Kenshu Center (TKC).

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 - Narita /Japan, Roundtrip****Management Training Course: 2 -weeks course**

(Japanese Yen)

<i>Training Costs</i>	Total Amount	ODA Subsidy	Participation Fee
1. Allowance Costs	<u>191,950</u>	127,966	63,984
<Breakdown of Allowance Cost>	<Breakdown>	[2/3]	[1/3]
(1) International Travel Expenses	80,400		
(2) Accommodation and Meal Allowances			
a. [at the HIDA Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	8,030		
@ 8,850 x 9 days =	79,650		
[during the study tour]			
b. Meal Allowance			
@ 2,570 x 1 day(s) =	2,570		
c. Accommodation Allowance			
@ 10,080 x 1 day(s) =	10,080		
(3) Personal Allowance			
@ 1,020 x 11 days =	11,220		
2. Course Implementation Costs	<u>355,000</u>	213,000	142,000
3. Domestic Travel Allowance (Narita Airport - TKC)	<u>5,260</u>	5,260	
Total	<u>552,210</u>	<u>346,226</u>	<u>205,984</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.

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

(Japanese Yen)

<i>Training Costs</i>	Total Amount	ODA Subsidy	Participation Fee
1. Allowance Costs	239,450	239,450	0
<Breakdown of Allowance Cost>	<Breakdown>	[3/3]	[None]
(1) International Travel Expenses	127,900		
(2) Accommodation and Meal Allowances			
a. [at the HIDA Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	8,030		
@ 8,850 x 9 days =	79,650		
[during the study tour]			
b. Meal Allowance			
@ 2,570 x 1 day(s) =	2,570		
c. Accommodation Allowance			
@ 10,080 x 1 day(s) =	10,080		
(3) Personal Allowance			
@ 1,020 x 11 days =	11,220		
2. Course Implementation Costs	355,000	213,000	142,000
3. Domestic Travel Allowance (Narita Airport - TKC)	5,260	5,260	
Total	599,710	457,710	142,000

* 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.

[Table 2] Standard Airfare Limits (FY 2017)

*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/ Nagoya	124,500
		Surabaya	Tokyo/ Osaka/ Nagoya	127,700
		Manado	Tokyo/ Osaka/ Nagoya	133,400
		Medan	Tokyo/ Osaka/ Nagoya	117,700
	*Cambodia	Phnom Penh	Tokyo/ Osaka/ Nagoya	120,200
	Singapore	Singapore	Tokyo/ Osaka/ Nagoya	77,300
	Thailand	Chiang Mai	Tokyo/ Osaka/ Nagoya	124,900
		Bangkok	Tokyo/ Osaka/ Nagoya	80,400
	Philippines	Cebu	Tokyo/ Nagoya	63,100
			Osaka	60,800
		Manila	Tokyo/ Nagoya	61,300
			Osaka	59,000
	Davao	Tokyo/ Nagoya	71,400	
		Osaka	69,000	
	Vietnam	Da Nang	Tokyo/ Osaka/ Nagoya	107,500
			Nagoya	110,000
		Hanoi	Tokyo/ Osaka/ Nagoya	107,500
			Nagoya	119,800
	Ho Chi Minh City	Tokyo/ Osaka/ Nagoya	107,500	
Malaysia	Kuala Lumpur	Tokyo/ Osaka/ Nagoya	66,600	
	Kota Kinabalu	Tokyo/ Osaka/ Nagoya	80,000	
	Penang	Tokyo/ Osaka/ Nagoya	80,000	
*Myanmar	Yangon	Tokyo/ Osaka/ Nagoya	114,600	
*Laos	Vientiane	Tokyo/ Osaka/ Nagoya	110,100	
North East Asia	Mongolia	Ulaanbaatar	Tokyo/ Osaka/ Nagoya	134,500
		Osaka	120,500	
Middle Asia	*Afghanistan	Kabul	Tokyo/ Osaka/ Nagoya	334,900
		Nagoya	385,100	
	Uzbekistan	Tashkent	Tokyo/ Osaka/ Nagoya	191,900
		Osaka	177,900	
Kazakhstan	Almaty	Tokyo/ Osaka/ Nagoya	366,200	
		Osaka	218,600	
South Asia	India	Kolkata	Tokyo/ Osaka/ Nagoya	99,700
		Chennai	Tokyo	93,700
			Osaka/ Nagoya	104,400
		Coimbatore	Tokyo	100,400
			Osaka/ Nagoya	111,200
		Kochi	Tokyo	101,900
			Osaka/ Nagoya	112,700
		Thiruvananthapuram	Tokyo	102,100
			Osaka/ Nagoya	112,900
		Hyderabad	Tokyo	102,000
			Osaka/ Nagoya	112,700
		Bengaluru	Tokyo	98,800
			Osaka/ Nagoya	109,600
		Delhi	Tokyo/ Osaka/ Nagoya	93,700
		Mumbai	Tokyo/ Osaka/ Nagoya	93,700
	Nagoya		108,600	
	Ahmadabad		Tokyo/ Osaka/ Nagoya	102,800
			Nagoya	117,800
	Pune	Tokyo/ Osaka/ Nagoya	120,800	
		Nagoya	139,500	
	Sri Lanka	Colombo	Tokyo	62,000
			Osaka	57,000
			Nagoya	67,200
	*Nepal	Kathmandu	Tokyo/ Osaka/ Nagoya	105,300
			Nagoya	128,200
	Pakistan	Karachi	Tokyo	118,600
			Osaka	115,500
			Nagoya	115,200
Islamabad		Tokyo	118,600	
		Osaka	115,500	
		Nagoya	115,200	
Lahore	Tokyo/ Osaka/ Nagoya	167,000		
*Bangladesh	Dhaka	Tokyo	127,900	
		Osaka	111,400	
		Nagoya	144,800	
	Chittagong	Tokyo	103,800	
Osaka/ Nagoya		90,600		
Maldives	Male	Tokyo/ Osaka/ Nagoya	315,000	

Area	Country	Place of Departure	Place of Arrival	Airfare Limit
Oceania	Samoa	Apia	Tokyo/ Osaka/ Nagoya	111,800
	*Vanuatu	Port Vila	Tokyo/ Osaka/ Nagoya	155,200
	Papua New Guinea	Port Moresby	Tokyo/ Osaka/ Nagoya	183,400
	Fiji	Nadi	Tokyo/ Osaka/ Nagoya	105,100
Central and South America	Argentina	Buenos Aires	Tokyo/ Osaka/ Nagoya	305,700
	Uruguay	Montevideo	Tokyo/ Osaka/ Nagoya	217,700
	Ecuador	Quito	Tokyo/ Osaka/ Nagoya	262,400
	El Salvador	San Salvador	Tokyo/ Osaka/ Nagoya	258,600
	Guatemala	Guatemala City	Tokyo/ Osaka/ Nagoya	258,600
	Costa Rica	San Jose	Tokyo/ Osaka/ Nagoya	258,600
	Colombia	Bogota	Tokyo/ Osaka/ Nagoya	258,600
		Medellin	Tokyo/ Osaka/ Nagoya	258,600
	Jamaica	Kingston	Tokyo/ Osaka/ Nagoya	368,100
		Montego Bay	Tokyo/ Osaka/ Nagoya	368,100
	Chile	Santiago	Tokyo/ Osaka/ Nagoya	318,300
	Dominican Republic	Santo Domingo	Tokyo/ Osaka/ Nagoya	368,100
	Nicaragua	Managua	Tokyo/ Osaka/ Nagoya	258,600
	*Haiti	Port Au Prince	Tokyo/ Osaka/ Nagoya	368,100
	Panama	Panama City	Tokyo/ Osaka/ Nagoya	258,600
	Paraguay	Asuncion	Tokyo/ Osaka/ Nagoya	269,500
	Brazil	Sao Paulo	Tokyo/ Osaka/ Nagoya	321,800
	Venezuela	Caracas	Tokyo/ Osaka/ Nagoya	307,200
	Peru	Lima	Tokyo/ Osaka/ Nagoya	206,900
	Bolivia	La Paz	Tokyo/ Osaka/ Nagoya	293,400
	Honduras	Tegucigalpa	Tokyo/ Osaka/ Nagoya	258,600
	Mexico	Mexico City	Tokyo/ Osaka/ Nagoya	160,600
			Guadalajara	Tokyo/ Osaka/ Nagoya
		Cancun	Tokyo/ Osaka/ Nagoya	184,800
		San Luis Potosi	Tokyo/ Osaka/ Nagoya	183,800
		Mazatlan	Tokyo/ Osaka/ Nagoya	183,800
		Morelia	Tokyo/ Osaka/ Nagoya	183,800
Monterrey		Tokyo/ Osaka/ Nagoya	183,800	
Africa	Algeria	Algiers	Tokyo/ Osaka/ Nagoya	162,100
	*Uganda	Entebbe	Tokyo/ Osaka/ Nagoya	169,700
	Egypt	Alexandria	Tokyo/ Osaka/ Nagoya	63,700
		Cairo	Tokyo/ Osaka/ Nagoya	84,100
	*Ethiopia	Addis Ababa	Tokyo/ Osaka/ Nagoya	159,800
	Ghana	Accra	Tokyo/ Osaka/ Nagoya	181,500
	Cameroon	Douala	Tokyo/ Osaka/ Nagoya	221,500
		Yaounde	Tokyo/ Osaka/ Nagoya	224,100
	Kenya	Nairobi	Tokyo/ Osaka/ Nagoya	282,800
	*Zambia	Lusaka	Tokyo/ Osaka/ Nagoya	186,000
		Ndola	Tokyo/ Osaka/ Nagoya	196,000
	Zimbabwe	Harare	Tokyo/ Osaka/ Nagoya	146,500
	*Sudan	Khartoum	Tokyo/ Osaka/ Nagoya	176,700
	Seychelles	Mahe Island	Tokyo/ Osaka/ Nagoya	112,600
	*Senegal	Dakar	Tokyo/ Osaka/ Nagoya	228,200
	*Tanzania	Dar es Salaam	Tokyo/ Osaka/ Nagoya	132,600
	Tunisia	Tunis	Tokyo/ Osaka/ Nagoya	233,600
	Nigeria	Lagos	Tokyo/ Osaka/ Nagoya	242,100
	Namibia	Windhoek	Tokyo/ Osaka/ Nagoya	126,100
	Botswana	Gaborone	Tokyo/ Osaka/ Nagoya	114,700
*Madagascar	Antananarivo	Tokyo/ Osaka/ Nagoya	240,200	
*Mozambique	Maputo	Tokyo/ Osaka/ Nagoya	110,700	
Mauritius	Mauritius	Tokyo/ Osaka/ Nagoya	157,000	
*Mauritania	Nouakchott	Tokyo/ Osaka/ Nagoya	162,700	
Morocco	Casablanca	Tokyo/ Osaka/ Nagoya	352,300	
South Africa	Johannesburg	Tokyo/ Osaka/ Nagoya	142,600	
*Malawi	Lilongwe	Tokyo/ Osaka/ Nagoya	190,900	
Libya	Tripoli	Tokyo/ Osaka/ Nagoya	174,100	
Middle East	Azerbaijan	Baku	Tokyo/ Osaka/ Nagoya	162,000
	*Yemen	Sanaa	Tokyo/ Osaka/ Nagoya	174,800
	Iran	Tehran	Tokyo/ Osaka/ Nagoya	152,000
		Tabriz	Tokyo/ Osaka/ Nagoya	155,500
	Saudi Arabia	Riyadh	Tokyo/ Osaka/ Nagoya	236,300
	Jordan	Amman	Tokyo/ Osaka/ Nagoya	192,500
Lebanon	Beirut	Tokyo/ Osaka/ Nagoya	238,900	
Europe	Ukraine	Kiev	Tokyo/ Osaka/ Nagoya	126,100
	Serbia	Belgrade	Tokyo/ Osaka/ Nagoya	191,300
	Kosovo	Pristina	Tokyo/ Osaka/ Nagoya	192,400
	Montenegro	Podgorica	Tokyo/ Osaka/ Nagoya	192,400
	Turkey	Istanbul	Tokyo/ Osaka/ Nagoya	99,100
		Antalya	Tokyo/ Osaka/ Nagoya	106,400
		Izmir	Tokyo/ Osaka/ Nagoya	106,400
Macedonia	Skopje	Tokyo/ Osaka/ Nagoya	115,100	

[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	Equatorial Guinea
Chile	Niue	Eritrea
China	Pakistan	Ethiopia
Colombia	Palau	Gambia
Congo	Panama	Guinea
Cook Islands	Papua New Guinea	Guinea-Bissau
Costa Rica	Paraguay	Haiti
Côte d'Ivoire	Peru	Kiribati
Cuba	Philippines	Laos
Dominica	Samoa	Lesotho
Dominican Republic	Serbia	Liberia
Ecuador	Seychelles	Madagascar
Egypt	South Africa	Malawi
El Salvador	Sri Lanka	Mali
Fiji	St. Helena	Mauritania
Gabon	St. Lucia	Mozambique
Georgia	St. Vincent and Grenadines	Myanmar
Ghana	Suriname	Nepal
Grenada	Swaziland	Niger
Guatemala	Syrian Arab Republic	Rwanda
Guyana	Tajikistan	Sao Tome and Principe
Honduras	Thailand	Senegal
India	Tokelau	Sierra Leone
Indonesia	Tonga	Solomon Islands
Iran	Tunisia	Somalia
Iraq	Turkey	South Sudan
Jamaica	Turkmenistan	Sudan
Jordan	Ukraine	Tanzania
Kazakhstan	Uruguay	Timor-Leste
Kenya	Uzbekistan	Togo
Kosovo	Venezuela	Tuvalu
Kyrgyzstan	Viet Nam	Uganda
Lebanon	Wallis and Futuna	Vanuatu
Libya	West Bank and Gaza Strip	Yemen
Macedonia, Former Yugoslav	Zimbabwe	Zambia
Malaysia		

- 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 (Hong Kong, Macau), 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

*Developing Countries (Category 1): According to the DAC list of ODA recipients effective on 2014, 2015 and 2016 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:

Training Administration Department of AOTS

Application from overseas countries:	Hakutsuru Bldg. 4F, Ginza 5-12-5, Chuo-ku, Tokyo 104-0061, Japan
Management Training Administration Group	Tel: 81-3-3549-3051
	Fax: 81-3-3549-3055
	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

OVERSEAS OFFICES

1. Bangkok Office / (Vice 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@hidabkk.com

2. Jakarta Office / (Representative) Mr. Hayato 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: hidajkt@hidajapan.or.id

3. New Delhi Office / (Representative) Mr. Akira Kuriyama
Office No. 504, 5th Floor, International Trade Tower, Block-E, Nehru Place, New Delhi, 110019
TEL: 91-11-4105-4504
E-mail: info@hidajapan.in

4. Yangon Office / (Representative) Mr. Kenichiro Eguchi
Room Unit 430, Yuzana Hotel 4th Floor 130 Shwe Gon Taing Road, Bahan Township, Yangon
TEL: 95-1-8604922
E-mail: info@hidajapan.com.mm

PRE-TRAINING REPORT
 The Program on Business Innovation
 - Learning through the Practical Workshop -
 [PBI]

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.

The report form is available here in an MS-Word format.

(<http://www.aots.jp/jp/ikusei/management/files/17pbi-e.doc>)

Note: The Pre-Training Report will be also used as a reference material in the screening process of applicants.

1. Your name	
2. Your country	
3. Name of your company/ organization	
4. Outline of your company/ organization (preferably by attaching a brochure of the company / organization)	
5. Your position (preferably by attaching an organizational chart indicating your position)	
6. Your duties in detail	
7. Why do you think innovation is important for your company?	

8. The stage of innovation and the idea of the innovation in your company / organization	Please check (x) as appropriate.	The stage of innovation
		1. Have ideas of innovation but no plan
		2. Planning to create innovation
		3. Under preparation to create
		4. Promoting innovation
		5. No idea of innovation
<p>If you check 1, 2, 3, or 4, please answer the following question,</p> <p>ii . What innovations are you trying to create now?</p>		

<p>9. What is the most critical challenge you are now facing in generating the innovation which you mentioned at the question 8 above?</p>	
<p>10. How you are now trying to overcome the challenge which you mentioned at the question 9 above?</p>	
<p>11. What are your expectations of this training program?</p> <p>Note: A good outcome from the training program cannot be expected unless you actively participate in the workshop.</p>	

2W English

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.

The report form is available here in an MS-Word format

(<http://www.aots.jp/jp/ikusei/training/doc01.html#koka>)

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

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 5,100 USD per person to run the course. Do you think the AOTS training programs produce enough benefits to justify the expense (5,100 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 (5,100 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 [_____]

End of document