



The Association for Overseas Technical Cooperation and Sustainable Partnerships
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ODA Program

August 2026

Program Outline
&
Participation Requirements
of
The Program on Productivity Improvement
Utilizing Creativity at the Gemba
[PICG]

3 February – 16 February 2027

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 2024 exceeded 240,000.

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

The Program on Productivity Improvement Utilizing Creativity at the Gemba (PICG) aims to develop frontline leaders capable of driving productivity improvement initiatives on the shop floor. To achieve this, it focuses on enhancing participants' ability to identify and resolve challenges and implement improvements in manufacturing environments, thereby reducing waste and increasing productivity. The program does so by helping participants acquire the skills to understand and apply manufacturing methodologies—such as 5S, IE (Industrial Engineering), and Karakuri Kaizen®*—which leverage the ingenuity of frontline employees, a practice long embraced by Japanese companies.

**Karakuri Kaizen®*

Improvements that reduce the environmental impact and cost by using natural energy, such as gravity, and simple mechanisms, such as gears and the principle of leverage. (Adapted from the website of the Japan Institute of Plant maintenance).

Karakuri Kaizen is a registered trademark of the Japan Institute of Plant Maintenance.

2. COUNTRY:

Please refer to “[Appendix 4] List of Target Countries and Regions” of this program outline.

Those who reside in the countries listed in the 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:

24 participants

4. PARTICIPATION REQUIREMENTS:

- (1) Participants should be, in principle, managers, plant managers, etc. at manufacturing sites in developing countries who are responsible for improving productivity in the manufacturing industry.
- (2) Participants should be, in principle, more than 20 years old and over.
- (3) Participants should have a sufficient working knowledge of English.
- (4) Participants should be university graduates and/or have equivalent professional experience.
- (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 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 the participants to develop the ability as on-site leaders who can promote productivity improvement activities at manufacturing sites by acquiring the methods and the ability to put the methods into practice. Participants will learn and understand manufacturing methods such as 5S, IE (Industrial Engineering) and Karakuri Kaizen®. The methods which Japanese companies have traditionally employed, utilize the creativity of on-site (the Gemba) employees in order to improve ability to identify problems and make improvements, and to reduce waste and achieve higher productivity.

- KEY BENEFITS

- (1) Participants will reflect on productivity in manufacturing environments, identify value-added activities and waste, and learn key perspectives, creative thinking approaches, and specific methods for generating maximum value with minimal resources.
- (2) Through simulated production lines and hands-on exercises, participants will experience methods for improving work processes, optimizing layouts and flow paths, refining and leveling production processes, "Karakuri Kaizen®," and IoT-based improvement techniques, thereby enhancing their practical improvement skills.
- (3) Participants will deepen their understanding of productivity-enhancing initiatives practiced by Japanese companies, such as 5S, on-site improvement, "Karakuri Kaizen®," and the use of IoT.
- (4) Through discussions among participants, Q&A sessions with the instructor, and the instructor's summary, participants will be able to draw on the methods and case studies learned in this course to develop concrete plans for how to address the challenges they face in their own workplaces upon returning home.

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[Understanding Concepts and Improvement Methods for Enhancing Productivity on Manufacturing Site]

Through the lecture, participants will reconfirm what productivity means in a manufacturing setting. They will

learn how to identify value-added activities and waste, as well as how to generate maximum value with minimal resources. They will also explore key perspectives for Kaizen, creative thinking approaches, and specific methods such as 5S, Industrial Engineering (IE), and Karakuri Kaizen®.

[Acquiring Practical Kaizen Skills Using IE, Karakuri Kaizen®, and IoT]

Participants will conduct exercises on simulated production lines and other setups to enhance their Kaizen skills. Through these exercises, they will develop practical Kaizen skills, including the ability to identify waste using IE methods, as well as skills in work process improvement, layout and traffic flow optimization, and process improvement and leveling.

Similarly, regarding Karakuri Kaizen®, separate from the IE exercises mentioned above, participants will conduct practical exercises on a simulated production line. By combining natural energy sources—such as gravity—with mechanical devices like levers, pulleys, and gears, they will acquire the practical skills needed to solve on-site problems in a cost- and energy-efficient manner.

Furthermore, regarding IoT digital technology, participants will conduct visualization and operational efficiency exercises using microcomputers. Through hands-on experience, they will learn about IoT-based improvement activities that can be implemented through on-site ingenuity without requiring large-scale system investments.

[Understanding Kaizen Activities and Best Practices on the Production Site]

Through company visits, participants will deepen their understanding of specific implementation cases of productivity improvement initiatives practiced by Japanese companies, such as 5S, Kaizen, Karakuri Kaizen®, and the use of IoT.

[Developing an Action Plan to Improve Productivity]

Based on the challenges each participant faces in the workplace, and drawing on the methods and case studies learned in this program, participants will develop and present an action plan designed to improve productivity and encourage employees to enhance their creativity.

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 3 February – Tuesday 16 February 2027 (14 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.

- COURSE DIRECTOR

Dr. Kentaro Minagawa

Professor, Department of Data Science, Faculty of Information Science and Technology, Osaka Institute of Technology

Ph.D. in Engineering, Osaka Institute of Technology, Japan

For the past 20 years, he has lectured at AOTS extensively, mainly in production management training courses. His practical lectures through exercises and company case studies are highly regarded.

- 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 Productivity Improvement Utilizing Creativity at the Gemba [PICG]**
3 February – 16 February 2027, AOTS Kansai Kenshu Center (KKC) <To Be Determined>

Date	Morning	Afternoon
2-Feb (Tue)	(Arrival in Japan)	
3-Feb (Wed)	Orientation / Opening Ceremony	[Lecture/Exercise] Productivity Improvement through Elimination of Muda & Gemba Kaizen (1)
4-Feb (Thu)	[Exercise] Productivity Improvement through Elimination of Muda & Gemba Kaizen (2)	
5-Feb (Fri)	[Lecture] Know-How to Promote 5S Activities	[Visit] Case of 5S Activities
6-Feb (Sat)	[Lecture/Exercise] Kaizen Activities Utilizing IoT	
7-Feb (Sun)	Day off	
8-Feb (Mon)	Day off	
9-Feb (Tue)	[Lecture] Basics of Karakuri Kaizen®	
10-Feb (Wed)	[Lecture] Karakuri Gemba Kaizen Exercise (1)	
11-Feb (Thu)	[Lecture] Karakuri Gemba Kaizen Exercise (2)	
12-Feb (Fri)	[Visit] Case of LCIA (Low Cost Intelligence Automation)	[Visit] Case of Karakuri Kaizen® (1)
13-Feb (Sat)	Day off	
14-Feb (Sun)	Day off	
15-Feb (Mon)	Action Plan Presentation (Within Group)	[Visit] Karakuri Kaizen® (2)
16-Feb (Tue)	Action Plan Presentation (Overall)	Closing Ceremony
17-Feb (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.

6. APPLICATION PROCEDURE:

(Application from host companies in Japan)

- (1) **Advance application:** The Japanese host company should contact the Corporate Liaison Group I / II 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 Corporate Liaison Group I / II 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 Corporate Liaison Group I / II (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 I 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 I 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 *Excel file

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 PICG to reach AOTS, Japan: **no later than 3 November 2026.**

Screening Committee for PICG: **3 December 2026**

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.
- Please refer to Table 1 “List of Target Countries and Regions” on Appendix 4 for the classification of Category 1 and Category 2.
- Sample estimates of the Participation Fee for the countries of Category 1 and Category 2 are shown in Appendix 3-1, 3-2 “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.
- For Category 1, the participation fee is the sum of 1/3 of 1. Allowance Costs and 210,000 yen, 2. Course Implementation Costs minus ODA subsidies on Appendix 3-1.
- For Category 2, the participation fee is 156,000 yen, after subsidy for 2. Course Implementation Costs minus ODA Subsidies on Appendix 3-2. (1. Allowance Costs are fully subsidized.)
- 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 JPY 12,200 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 JPY 11,200 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 JPY 3,200 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 JPY 14,500 (the upper limit) per day, and the meal allowance (JPY 3,200 per day) will be provided to participants in kind or paid in cash by AOTS.

(3) Personal Allowance

- AOTS will pay JPY 1,000 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 JPY 210,000 for those participating from Category 1 countries and JPY 156,000 for those participating from Category 2 countries.

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
Kansai International Airport (Osaka)	AOTS Kanshu Center (KKC)	JPY 1,760	Kansai International Airport (Osaka)—AOTS Kansai Kenshu Center (KKC)

- 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 JPY 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 Productivity Improvement Utilizing Creativity at the Gemba -
[PICG]

Please complete the following items in English using a computer or similar device, **within 100 words per item**, in **the specified Excel format**.

This document will be used as a reference material in 1) the screening process of applicants and 2) the group discussion and the presentation to be held during the program by sharing with lecturers and other participants.

Therefore, the **applicant is requested to fill in all of the items clearly and concretely.**

Please submit the pre-training report in the specified Excel format, not in PDF, Word format, etc.

The Excel format is available from the Overseas Collaborating Organization or the URL below.

<https://www.aots.jp/en/what-we-do/hrd/management/subsidized/list-of-courses/>

***AOTS will not use this information for any other purposes other than an AOTS training 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 the most critical problem you are now facing in terms of productivity?		
8. Why do you think the problem that you mentioned in above question 7 is critical?		
9. What is the level of practice of Karakuri Kaizen® at your workplace? Please tick (V) one from (1) to (4). Please provide additional comments if necessary.		(1) We are putting Karakuri Kaizen® into practice.
		(2) I understand what Karakuri Kaizen® is but we do not practice it.
		(3) I know the words but do not understand the content.
		(4) I do not know.
10. What are your expectations of this training program?		

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	
Corporate Liaison Group I / II, Corporate Liaison Department	Tel:	81-3-3888-8221
	Fax:	81-3-3888-8428
	E-mail:	kigyo-iquiry-az@aots.jp
*For the contact address of the Overseas Collaborating Organizations, please contact Overseas Cooperation Group I.		
Application from overseas countries:	Gaysorn Amarin 12F 496-502 Ploenchit Rd, Lumpini, Pathumwan, Bangkok 10330 Thailand	
Bangkok Office	Tel:	66-2-255-2370
	Fax:	66-2-255-2372
	E-mail:	information@aots.or.th
Application from overseas countries:	12A Floor, Wisma KEIAI, Jl. Jend Sudirman Kav 3 Jakarta 10220, Indonesia	
Jakarta Office	Tel:	62-21-572-4262、62-21-572-4263
	Fax:	
	E-mail:	information@aots.or.id
Application from overseas countries:	Office Unit 12A, Rectangle One, D-4 Saket District Center, New Delhi 110017, India	
New Delhi Office	Tel:	91-11-41054504
	Fax:	
	E-mail:	info@aots.org.in

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. The participants should then submit the payment evidence documents in (i) and (ii) below.

Purchase Evidence Documents	Details *Basically shown in English required
(i) Receipt	-Payment evidence obtained by any of the methods a) to c) listed on the right must be submitted. a) Receipts issued by the travel agency or airline. b) An e-mail sent by the operator of an air ticket sales website confirming the completion of payment for airline tickets, if purchased via the internet c) A screenshot of confirmation of completed payment provided on the website for ticket purchase, if purchased via the internet *The payment evidence in a) to c) above shall contain at least the following information. - Actual paid amount together with its currency unit - Ticket number identical to the one on the e-ticket purchased or passenger name to board together with departing date - Name of recipient
(ii) E-ticket	-E-ticket shall contain the date of issue, the name of the passenger, E-ticket number (13 or 10 digits), and the flight itinerary.

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

Departing from		Upper Limit for Round-trip (JPY)
Southeast Asia	Cambodia	266,850
	Indonesia	309,460
	Malaysia	280,780
	Myanmar	325,410
	Philippines	172,840
	Thailand	252,880
	Vietnam	244,920
East Asia	China	230,610
Northeast Asia	Mongolia	177,940
South Asia	Bangladesh	393,690
	India	468,890
	Nepal	344,140
	Pakistan	334,830
	Sri Lanka	325,410
Middle East	Iran	604,750
Africa	Egypt	310,940
	Ghana	673,560
	Kenya	333,550
	Malawi	415,670
	Tanzania	562,160
	Uganda	364,080
	Zambia	568,180
	Malawi	415,670

Departing from		Upper Limit for Round-trip (JPY)
Latin America	Argentina	1,116,820
	Bolivia	623,460
	Brazil	582,420
	Colombia	910,830
	Ecuador	753,990
	Guatemala	820,320
	Mexico	575,050
	Paraguay	847,370
	Peru	862,350
	Venezuela	766,060
Europe and Others	Georgia	555,800
	North Macedonia	544,510
	Turkey	467,580
	Serbia	516,230

Notes: This table is applicable to participants in training programs **starting between 22 April and 30 September 2026**. The actual amount will be informed after it is settled.

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

Country: Philippines
 International Travel Expenses: Philippines ⇄ Japan, Roundtrip
 Management Training Course: PICG (14-day Course)

(Japanese Yen)			
Training Costs	Total Amount	ODA Subsidies	Participation Fee
1. Allowance Costs <Breakdown of Allowance Cost>	<Breakdown>		
(1) International Travel Expenses	172,840	[B]	
(2) Accommodation and Meal Allowances a. [at the AOTS Kenshu Center] @ 11,200 x 1 day (Arrival Day) =	11,200		
@ 12,200 x 14 days = [during the study tour]	170,800		
b. Meal Allowance @ 3,200 x 0 day(s) =	0		
c. Accommodation Allowance @ 14,500 x 0 day(s) =	0		
(3) Personal Allowance @ 1,000 x 15 days =	15,000		
(4) Welfare Costs Overseas Travel Insurance	1,560		
Subtotal (1)~(5)	371,400	[2/3] 247,600	[1/3] 123,800
2. Course Implementation Costs <Breakdown of Course Implementation Costs>	<Breakdown>		
(1) Direct Course Implementation Cost	185,000	123,333	61,667
(2) Personnel expenses, Miscellaneous costs	427,000	278,667	148,333
Subtotal (1)~(2)	612,000	402,000	210,000
3. Domestic Travel Allowance (Narita Airport - TKC)	5,560	5,560	
Total	988,960	655,160	333,800

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)	333,800	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.	172,840	The amount of International Travel Expenses shown here is for reference only.
[C]	Amount to be settled after coming to Japan $[C]=[A]-[B]$	160,960	-

(Japanese Yen)

	Amount paid to participants from AOTS to participant in cash during the training.	20,560	Total amount of yellow colored column in the table. (Excluding International Travel Expenses, which are settled by Participation fee.)
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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 [Category 2 Country]

Country: Bangladesh
 International Travel Expenses: Bangladesh ⇄ Japan, Roundtrip
 Management Training Course: PICG (14-day Course)

1. Overview of the Estimate of the Training Costs

(Japanese Yen)

Training Costs	Total Amount	ODA Subsidies	Participation Fee
1. Allowance Costs <Breakdown of Allowance Cost>	<Breakdown>		
(1) International Travel Expenses	393,690 [B]		
(2) Accommodation and Meal Allowances			
a. [at the AOTS Kenshu Center]			
@ 11,200 x 1 day (Arrival Day) =	11,200		
@ 12,200 x 14 days =	170,800		
[during the study tour]			
b. Meal Allowance			
@ 3,200 x 0 day(s) =	0		
c. Accommodation Allowance			
@ 14,500 x 0 day(s) =	0		
(3) Personal Allowance			
@ 1,000 x 15 days =	15,000		
(5) Welfare Costs			
Overseas Travel Insurance	1,560		
Subtotal (1)~(5)	592,250	592,250 [3/3]	[NONE] 0
2. Course Implementation Costs <Breakdown of Course Implementation Costs>	<Breakdown>		
(1) Direct Course Implementation Cost	185,000	185,000	0
(2) Personnel expenses, Miscellaneous costs	427,000	271,000	156,000
Subtotal (1)~(2)	612,000	456,000	156,000
3. Domestic Travel Allowance (Narita Airport - TKC)	5,560	5,560	
Total	1,209,810	1,053,810	156,000 [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.

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 2. Course Implementation Costs minus ODA Subsidies.)	156,000	This is the amount participants should bear.
[B]	International Travel Expenses paid back from AOTS to participant during the training.	393,690	The amount of International Travel Expenses shown here is for reference only.
[C]	Amount to be settled after coming to Japan $[C]=[A]-[B]$	-237,690	-

(Japanese Yen)

	Amount paid to participants from AOTS to participant in cash during the training.	20,560	Total amount of yellow colored column in the table. (Excluding International Travel Expenses, which are settled by Participation fee.)
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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 4] List of Target Countries and Regions

Participants should be residing in the following countries/regions.

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

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 2024 and 2025 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. African countries and regions listed have been excluded as they will be treated as Category 2 countries this fiscal year.

*Least Developed Countries (Category 2):

These are mainly the least developed countries on the DAC list and countries in the African countries and regions, which the Japanese government has identified as target countries to especially support through ODA.