



The Association for Overseas Technical Cooperation and Sustainable Partnerships

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ODA Program

September 2026

Program Outline

&

Participation Requirements

of

The Program on Corporate Management

- Learning from Ethos of Japanese Corporate Management -**
- [PJCM]**

1 March – 15 March 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 210,000 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 2025 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 Corporate Management -Learning from Ethos of Japanese Corporate Management (PJCM) is a training program for owners, executives and senior managers who are responsible for management of companies. The course is designed for participants to learn about the characteristic management methods of excellent Japanese corporations and the thinking behind these methods in order to explore and apply them to their own companies.

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:

25 participants

4. PARTICIPATION REQUIREMENTS:

Participants are required to meet all the following participation requirements.

- (1) Participants should be, in principle, owners, directors and executives of companies in the target countries.
Senior managers who are responsible for organizational management may also be accepted.
- (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.
- (5) 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

In this course, participants deepen their understanding of the characteristics of management in successful Japanese corporations such as management policies based on long-term perspectives, the managers' GEMBA (shop floor)-oriented approach, the permeation of management philosophies and a variety of other management methods that elicit the commitment of employees.

In addition, the course invites participants to consider applying the features of such Japanese management policies and methods to participants' own company and aims to improve the participants' resources and capacity as managers by seeking a management style that integrates Japanese management with the corporate management in their own countries.

- KEY BENEFITS

- (1) Participants deepen their understanding of the spirit of Japanese management by closely examining the essence.
- (2) Referring to the way of Japanese management and detailed examples, the course offers an opportunity to gain insight into ideas and methods that participants could incorporate in their own companies.

- CONTENTS

Based on the concept above, the participants will learn the following in this program.

- (1) Participants deepen their understanding of three spirits in corporate management, including citizenship, entrepreneurship, and the utilitarian mind. By learning how Japanese corporations have traditionally balanced these three spirits, participants understand the basic approach and way of management characteristic of Japanese corporations.
- (2) Participants deepen their understanding of the "5S", "Amoeba Management"(*) and other GEMBA (shop floor)-oriented management methods engaged in by Japanese corporations with successful results and learn the ideas behind these methods as well as methods of putting them into practice through corporate visits, practical exercises, and discussions.
- (3) There are over 30,000 long-surviving companies in Japan that have been in operation for over 100 years, and most of these are family businesses. Participants learn about the efforts and techniques for perpetuating a business that are utilized in family businesses in Japan and consider how to make the most of these ideas in the management of their own companies.
- (4) On the final day, participants give a presentation detailing an action plan to implement on returning to their own countries, explaining how they will apply the knowledge they have gained in the course to the

management of their own companies.

* Amoeba management: A unique management methods created by Mr. Kazuo Inamori, the founder of Kyocera Corp. for the realization of his management philosophy. Presently this management method has been introduced not only to the companies he was involved with but to another 600 Japanese companies as well.

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

Monday 1 March – Monday 15 March 2027 (15 days)

- LANGUAGE

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

- COURSE DIRECTOR

(1) COURSE DIRECTOR

Dr. Shinichi Ishii

Professor of International Business, Osaka Metropolitan University

After serving as an assistant professor and associate professor at Osaka City University Graduate School of Business Administration, he has been a professor at Osaka City University Graduate School of Business Administration since 2010 and a professor at Osaka Metropolitan University Graduate School of Business Administration since 2023, his current position. He specializes in business administration and international business, and his current research topics include strategic alliances among firms and new product development management. From 2016 to 2019, he served as Executive Director (International Affairs) of the Japan Academy of Business Administration.

Major publications:

“Strategy and Organization of Corporate Alliance” (2003), “International Joint Venture Behavior of Japanese Firms: Empirical Analysis of the Trojan Horse Hypothesis” (2009), “R&D management across borders”(2013), “Japanese business system” (Contributor, 2016) , “Create a new business” (Co-authored, 2021), and so on.

(2) DEPUTY COURSE DIRECTOR

Dr. Hidekazu Sone

Professor, Faculty of Policy Science,
Shizuoka University of Art and Culture

Dr. Sone has been teaching as a Professor at Faculty of Policy Science, Shizuoka University of Art and Culture since 2022 after working as an Assistant Professor at Osaka University of Economics, a Visiting Researcher at Memorial University in Canada and an Assistant Professor at the Faculty of Business Administration at Tezukayama University. Currently he is active as the President of Japan Academy of Family Business, Executive Secretary of Entrepreneur Research Forum. Dr. Sone holds a PhD in Business Administration.

Major publications:

“Business Administration from the Ground Up” (Joint Authorship, 2013), "Family Business in Japan" (Editing and Writing, 2016), "Survival Mechanisms of Long-established Firms" (2019, winner of the Main Prize of the Small and Medium Enterprise Research Encouragement Award from the Shoko Research Institute, winner of the Family Business Society Award, winner of the Entrepreneur Research Forum Award, etc.), "Corporate Governance and Management in German Enterprises" (Joint Authorship, 2021), "Theory and History in Regional Perspective" (Joint Authorship, 2022) and so on.

-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 Corporate Management [PJCM]
-Learning from Ethos of Japanese Corporate Management-

1 March – 15 March 2027, AOTS Kansai Kenshu Center (KKC) <To Be Determined>

Date	Morning		Afternoon
28-Feb. (Sun.)	(Arrival in Japan)		
1-Mar. (Mon.)	ORIENTATION/ OPENING CEREMONY [LECTURE] Course Overview/ Spirit of Japanese Management		[PRESENTATION & DISCUSSION] Sharing Management Issues and Training Objectives of participants
2-Mar. (Tue.)	[VISIT] 5S and Management		[LECTURE] 5S (cleaning activities) Habituation and Management -5S and “cleaning activities” and their significance and effectiveness in corporate management
3-Mar. (Wed.)	[LECTURE & EXERCISE] Exercise for Making a 5S Implementation Plan -Group Discussions about the companies in the group that has introduced 5S as model companies		[ONLINE LECTURE] 5S Management Case in an Overseas Company -The difficulties and challenges of introducing 5S in non-Japanese companies as case studies
4-Mar. (Thu.)	[LECTURE] Spirit of Japanese Entrepreneurs -To identify the characteristics of Japanese management in comparison with American companies		[VISIT] Case Study of Japanese Entrepreneurship
5-Mar. (Fri.)	[LECTURE] Skill Succession and Family Business -Efforts of family business enterprises for long- survival and growth, and mechanisms for skills succession		[MEETING] Business Exchange Meeting with Japanese Companies
6-Mar. (Sat.)	Day off		
7-Mar. (Sun.)	Day off		
8-Mar. (Mon.)	[LECTURE] Management of Japanese Companies in Different Cultures -Adjusting and integrating corporate culture when introducing Japanese-management methods		
9-Mar. (Tue.)	[LECTURE] Cases of Global Collaboration of Japanese Companies		
10-Mar. (Wed.)	Study Tour	[VISIT] Case Study of Development Planning for Successor based on Management philosophy	[VISIT] Case of Skill Succession and Family Business
11-Mar. (Thu.)		[VISIT] Case Study of 5S and Digital Transformation (DX)	[VISIT] Japanese-Production Systems
12-Mar. (Fri.)	[LECTURE] Basic Concepts and Features of the Amoeba Management		
13-Mar. (Sat.)	Day off		
14-Mar. (Sun.)	Day off		
15-Mar. (Mon.)	[LECTURE & PRESENTATION] Final Report Presentation/ Closing Ceremony		
16-Mar. (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 *Word

Notes:

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

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

[Screening Committee Meeting]

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

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

Deadline of applications for PJCM to reach AOTS, Japan: **no later than 30 November 2026.**

Screening Committee for PJCM: **7 January 2027**

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 Corporate Management [PJCM]

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.

***AOTS will not use this information for any other purposes other than an AOTS training program.**

Note: Please fill in the following items by using a personal computer or similar equipment in English. Handwriting should be avoided.

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. Most critical managerial problems you are now facing, indicating their causes from your viewpoint	
8. Possible measures to solve such problems together with limitation factors	
9. Current condition of implementing 5S within your company	1. Implemented in the entire company 2. Partially implemented 3. Considering implementing 4. No plan to implement at this time
10. Your expectations of the program in relation to the described problems and how you would like to utilize your learning upon participating	

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	298,560
	Indonesia	246,820
	Laos	299,700
	Malaysia	273,580
	Myanmar	281,830
	Philippines	176,460
	Thailand	247,440
	Vietnam	226,560
Northeast Asia	Mongolia	179,100
South Asia	Bangladesh	358,240
	India	296,980
	Nepal	294,700
	Pakistan	335,990
	Sri Lanka	314,790
Africa	Egypt	329,180
	Ghana	715,910
	Kenya	353,590
	Tanzania	597,800
	Uganda	406,810
	Zambia	604,990
	Malawi	466,930

Departing from		Upper Limit for Round-trip (JPY)
Latin America	Argentina	965,860
	Bolivia	1,041,480
	Brazil	616,600
	Colombia	870,240
	Ecuador	643,870
	Guatemala	876,900
	Mexico	531,870
	Paraguay	814,030
	Peru	870,620
	Venezuela	1,063,650
Europe and Others	Georgia	601,810
	North Macedonia	582,090
	Turkey	485,990
	Serbia	602,860

Notes: This table is applicable to participants in training programs **starting between 1 October 2026 and 31 March 2027**. 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: PJCM (15-day Course)

(Japanese Yen)

Training Costs	Total Amount	ODA Subsidies	Participation Fee
1. Allowance Costs <Breakdown of Allowance Cost>	<Breakdown>		
(1) International Travel Expenses	176,460 [B]		
(2) Accommodation and Meal Allowances a. [at the AOTS Kenshu Center] @ 11,200 x 1 day (Arrival Day) = @ 12,200 x 14 days = [during the study tour] b. Meal Allowance @ 3,200 x 1 day(s) = c. Accommodation Allowance @ 14,500 x 1 day(s) =	11,200 170,800 3,200 14,500		
(3) Personal Allowance @ 1,000 x 16 days =	16,000		
(4) Welfare Costs Overseas Travel Insurance	1,660		
Subtotal (1)~(5)	393,820	262,546 [2/3]	131,274 [1/3]
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 (Kansai Airport - KKC)	1,760	1,760	
Total	1,007,580	666,306	341,274 [A]

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

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

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

2. Settlement Method and Breakdown

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

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

	Item	Amount (Japanese Yen)	Note
[A]	Participation Fee (Participation Fee consists of 1. Allowance Costs and 2. Course Implementation Costs minus ODA Subsidies)	341,274	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.	176,460	The amount of International Travel Expenses shown here is for reference only.
[C]	Amount to be settled after coming to Japan $[C]=[A]-[B]$	164,814	-

(Japanese Yen)

	Amount paid to participants from AOTS to participant in cash during the training.	20,960	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: PJCM (15-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	358,240 [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 1 day(s) =	3,200		
c. Accommodation Allowance @ 14,500 x 1 day(s) =	14,500		
(3) Personal Allowance @ 1,000 x 16 days =	16,000		
(5) Welfare Costs Overseas Travel Insurance	1,660		
Subtotal (1)~(5)	575,600	[3/3] 575,600	[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 (Kansai Airport - KKC)	1,760	1,760	
Total	1,189,360	1,033,360	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.	358,240	The amount of International Travel Expenses shown here is for reference only.
[C]	Amount to be settled after coming to Japan $[C]=[A]-[B]$	-202,240	-

(Japanese Yen)

	Amount paid to participants from AOTS to participant in cash during the training.	20,960	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.