



**The Association for Overseas Technical Cooperation and Sustainable Partnerships**  
**30-1, Senju-azuma 1-chome, Adachi-ku, Tokyo 120-8534**

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**ODA Program**

**April 2024**

**Program Outline**  
**&**  
**Participation Requirements**  
**of**  
**The Executive Program on Corporate Management**  
**[EPCM]**

**24 July – 6 August 2024**

## **1. BACKGROUND OF THE PROGRAM:**

The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) is an organization for human resources development mainly in overseas countries to promote technical cooperation through training, experts dispatch and other programs. Through those programs, we aim at contributing to the mutual economic growth of developing countries and Japan as well as enhancing friendly relations among those countries.

AOTS was established in 1959 with the support of the Ministry of International Trade and Industry (which is the present Ministry of Economy, Trade and Industry: METI) as Japan's first technical cooperation organization on a private sector basis. More than 200,000 individuals from 198 countries and regions have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2022 exceeded 230,000. AOTS organizes and develops a various range of training courses based on requests from returning participants and industry in developing countries.

The Executive Program on Corporate Management (EPCM) is one of AOTS's flagship and has been most popular courses to learn corporate management concepts, skills, and their underlying ways of thinking since its establishment in 1983. Using the case method, this course is designed for corporate executives to utilize various functions necessary for corporate management and to improve practical business management skills to advance corporate management.

## **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:**

20 participants

## **4. PARTICIPATION REQUIREMENTS:**

- (1) Participants should be, in principle, director-level senior executives who have overall responsibility for their organizational management.
- (2) Participants should be, in principle, 20 years old or above.
- (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 and business partners 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**

The objective of the program is to enhance participants' capabilities of corporate management, with utilizing managerial functions, pursuing to upgrade the corporate management of their companies as executives.

### **- KEY BENEFITS**

- (1) Using cases of Japanese and foreign companies, participants will think deeply how they would handle the situations described in the case if they were the executives of those companies and acquire the perspective and thought process of an executive through discussions among participants under the lead of the instructors.
- (2) Participants will strengthen decision-making skills regarding specific management issues, from corporate philosophy to corporate strategy, corporate ethics, marketing, and human resources management.

### **- EDUCATIONAL METHODOLOGY**

The most distinctive feature of EPCM is that all classes are conducted not through one-way lectures, but through discussions among participants, using the so-called case method. Participants will read cases of Japanese and foreign companies selected by the instructors. Participants will then discuss in small groups, how they would think if they were the executives of those companies regarding the issues pointed out by the instructors, to prepare for the class where all participants will participate. The instructors will begin the discussion as soon as the class starts, and the participants, as executives of the company, engage in heated discussions to express their opinions and approach the most appropriate decisions following the experienced instructors' facilitation. All EPCM participants who have experienced this case method have rated it as the best method for strengthening the thinking and decision-making skills of executives.

Course Design (Steps of the Course)

[Step 1]

Participants will first disclose their own images of "Japanese Management" and develop an agreeable definition of "Japanese-style Management". Then, the instructor will lead the class discussion to examine how it differs from Management Style of Non-Japanese companies.

[Step 2]

Participants will deepen their understanding of corporate management through discussions of cases via examining various managerial functions in an organization such as corporate philosophy, business ethics, marketing, finance, strategy, and so on. The company visits will help participants see actual management practices at Japanese companies and provide opportunities to exchange their views with Japanese company executives.

[Step 3]

Through discussions with instructors and corporate executives, participants will reaffirm their roles as executives for the advancement of management. On the final day, participants will present their own ideas on the "Potential of Japanese-style management" based on group discussions.

The typical daily schedule consists of a three-hour morning session and a three-hour afternoon session. Group Discussion may take place in the evening. Please see the Tentative Schedule for further details.

**- DURATION**

Wednesday 24 July – Tuesday 6 August 2024 (14 days)

**- LANGUAGE**

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

**- PROGRAM DIRECTOR**

ITO Akitoshi, Ph.D  
Professor of Finance, Faculty of Business Administration  
Nanzan University

Dr. Ito obtained a BA from the University of Tokyo, an MBA from Keio University, and a PhD in Finance from the University of Western Ontario (Ivey Business School). He has been doing research and teaching at Hitotsubashi University Business School since 2007 to 2023 before taking on his current position. His research interests include corporate finance, corporate governance, SDGs, disclosure, and company valuation. He published many articles in major academic journals. He was also active about developing in-company training programs for many companies and governments.

**- ASSOCIATE-PROGRAM DIRECTOR**

YAHAGI Tsuneo, Ph.D  
Professor Emeritus, Keio University

Dr. Yahagi graduated from Keio University (BS). After working at Mitsubishi Corporation, he went to Stanford University, where he obtained an MBA (with Distinction), MS (Statistics) and Ph.D. (Most Excellent Ph.D. Thesis Award in management, 1981). He has started up and managed his own venture business as well as joined several SME management teams. He became Mitsubishi Chaired professor and also served as Dean of the Graduate School of Business before becoming Provost of Keio University. He has served as an advisor to the central and local governmental agencies of Japan and private companies both in Japan and the US. He has served several companies listed on Tokyo Stock Exchange as outside board members.

**- TRAINING LOCATION AND ACCOMMODATION**

**AOTS Tokyo Kenshu Center (TKC)**

<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: 81-3-3888-3817

**Tentative Schedule  
of  
The Executive Program on Corporate Management [EPCM]**  
24 July – 6 August 2024, AOTS Tokyo Kenshu Center (TKC)

Date	Morning	Afternoon
23-Jul (Tue)	(Arrival in Japan)	
24-Jul (Wed)	Orientation Opening Ceremony	[Case Study] Japanese Management
25-Jul (Thu)	[Case Study] Economics for Management	
26-Jul (Fri)	[Case Study] Business Ethics	
27-Jul (Sat)	[Case Study] Marketing	
28-Jul (Sun)	Day off	
29-Jul (Mon)	Study Tour Explanation Move to visit site	[Visit] Discussion with the CEO of a Japanese Company
30-Jul (Tue)	Study Tour	[Visit] Corporate Philosophy of a Japanese Company
31-Jul (Wed)	[Visit] The Challenge of Innovation (History of the Development of Industrial Technology in Japan)	[Visit] Corporate Management of SME in Japan
1-Aug (Thu)	[Visit] Business Development and Management Philosophy	[Visit] Corporate Philosophy and Creativity
2-Aug (Fri)	Group Work	[Case Study] Innovation
3-Aug (Sat)	[Case Study] Organization and Human Resource Management	
4-Aug (Sun)	Day off	
5-Aug (Mon)	[Case Study] Corporate Finance	
6-Aug (Tue)	[Lecture] Special Management Lecture	Final Group Presentation Closing Ceremony
7-Aug (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 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 Training and Expert Dispatch Administration Group of AOTS, the address of which appears in Appendix 1, by telephone or e-mail with an outline of the training plan (e.g., duties and background of the participants, whether practical training is required or not, etc.).

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

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

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

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

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

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

### (Application from overseas countries)

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

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

Applicants will be interviewed by the Overseas Collaborating Organizations.

#### [Application Documents]

- (1) AOTS Training Application Form and Applicant's Personal Record (AOTS official form: Handwriting should be avoided.)  
\*Soft copies of both PDF and Excel file will be required to submit.
- (2) Enquiry about your Interest in doing business with Japanese companies and/or Entry into Japanese market  
\*Excel file
- (3) Medical Check Sheet (AOTS official form: Handwriting should be avoided.) \*PDF file
- (4) About the handling of Personal Information Concerning Trainees (AOTS official form) \*PDF file
- (5) Overseas Travel Insurance Consent Form \*PDF file
- (6) Enquiry into Training Contract (For Japanese Joint-Venture-Companies and Companies exclusively funded by Japanese Enterprises) \*PDF file  
\*For application forms (1) and (3) and (4) to (6) above the applicant's signature is needed for authorization to proceed. In the absence of agreement, or failure of submission, course participation will not be granted.
- (7) A brochure of the applicant's company/organization \*PDF file
- (8) Digital image of face photo (Please enter your name in the data title.)
- (9) Photocopy of the applicant's passport \*JPEG or PDF file  
\*If the applicant doesn't possess a passport, an election card, a driver's license or a photo ID issued by a public organization in the home country containing his or her full name (written in Roman block letters) and date of birth should be submitted instead.
- (10) Pre-Training Report \*Word

Notes:

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

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

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

### **[Screening Committee Meeting]**

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

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

Deadline of applications for EPCM to reach AOTS, Japan: **no later than 20 May 2024.**

Screening Committee for EPCM: **20 June 2024**

## **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 198,000 yen, 2. Course Implementation Costs minus ODA subsidies on Appendix 3-1.
- For Category 2, the participation fee is 148,000 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, business class ticket, or first class ticket.
- Participants should purchase their round-trip air tickets by themselves. Please refer to “Guidelines for Purchase of Air Tickets by the Participant and method of reimbursement by AOTS” listed on Appendix 2 for the arrangement and the method of reimbursement for details.
- A participant is not allowed to overstay at city(ies) of a third country between the participant’s home country and Japan for any reasons other than flight convenience. In such a case, AOTS might not reimburse the International Travel Expenses to the participant.

#### **(2) Accommodation and Meal Allowance**

##### **At the AOTS Kenshu Center**

- During the training period, participants will be accommodated at an AOTS Kenshu Center. AOTS will provide a participant with accommodation in a single room to the value of ¥9,900 per day with meals (lunch, dinner and breakfast), while the participant stays at an AOTS Kenshu Center.
- For the arrival day, AOTS will provide a participant with accommodation to the value of ¥9,020 per day with dinner and breakfast at an AOTS Kenshu Center.
- Please note that AOTS Kenshu Center canteens are closed on Sundays. The participant will receive ¥2,750 in cash per day for meals to cover the days of closure.

##### **During the study tour**

- When a study tour is implemented during the training program, a participant will be provided with accommodation to the value of ¥12,100 (the upper limit) per day, and the meal allowance (¥2,750 per day) will be provided to participants in kind or paid in cash by AOTS.

#### **(3) Personal Allowance**

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

#### **(4) Welfare costs (Overseas Travel Insurance premiums)**



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

## 2. Course Implementation Costs

The Contribution to Course Implementation Costs for a two-week course (the amount participants should bear) is ¥198,000 for those participating from Category 1 countries and ¥148,000 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
Narita International Airport (Tokyo)	AOTS Kenshu Center (TKC)	5,480JPY	Narita international Airport (Tokyo) — AOTS Tokyo Kenshu Center (TKC)

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

### **Contribution to AOTS's Administration Cost**

AOTS would like to ask the participants to support us by offering ¥30,000 per participant as Contribution to AOTS's Administration Cost.

This contribution is not obligatory; however, it would be highly appreciated if you could understand the purpose of the contribution and give us the above amount of money in addition to the Participation Fee. AOTS will issue the receipt for the participants.

## **9. VISA ACQUISITION PROCEDURES:**

### **(1) Status of Residence:**

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

### **(2) Visa Acquisition**

A participant shall apply for and obtain a “Trainee” visa at a Japanese embassy or a general consulate (hereinafter: diplomatic mission) with materials issued by AOTS such as a Guarantee Letter. It may be the case that the submitted materials are forwarded to the Consular Affairs Bureau (Tokyo) for checking. Please note that it is strongly recommended to apply well in advance as the application documents may be referred to the ministry in Japan, which can take time.

### **(3) Notes**

A bearer of a visa other than “Trainee” visa, e.g., a “temporary visitor” visa, a “multiple” visa, or an APEC business travel card (ABTC), or a citizen from a country/area participating in a visa waiver program with Japan must confirm with the local Japanese diplomatic mission prior to visa application if the existing visa is in accordance with the qualification of stay in Japan for the AOTS management training program.

## **10. OVERSEAS TRAVEL INSURANCE COVERAGE:**

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

## **11. HANDLING OF PERSONALLY IDENTIFIABLE INFORMATION:**

AOTS handles personally identifiable information we have obtained from the applicant as follows:

### **(1) Administrator of Personally Identifiable Information:**

General Manager, General Affairs & Planning Department,

The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS)

Group in charge: General Affairs and Personnel Group, General Affairs & Planning Department, AOTS

Tel: 81-3-3888-8211 E-mail: [kojinjoho-cj@aots.jp](mailto: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>

## PRE-TRAINING REPORT

-The Executive Program on Corporate Management -  
[EPCM]

Please fill in the following items by using a personal computer or similar equipment in English. Handwriting should be avoided. AOTS will duplicate and distribute it to lecturers and other participants as a reference material for the group discussion and the presentations to be held during the program.

1. Your name	
2. Your country	
3. Name of your company/ organization	
4. Outline of your organization  (preferably attach an organization brochure)	
5. Your position and department  (preferably attach an organizational chart, indicating your position)	
6. Your duties in detail	

<p>7. Most critical managerial problems you are now facing, indicating their causes from your viewpoint</p>	
<p>8. Possible measures to solve such problems together with limitation factors</p>	
<p>9. Your expectations of the program in relation to the described problems and how you would like to utilize your learning upon participating</p>	

**Appendix 1 : Contact Information**

<b>AOTS (Japan)</b>	
<b>Application from overseas countries:</b>	30-1, Senju-azuma 1-chome, Adachi-ku Tokyo 120-8534, Japan
<b>Overseas Cooperation Group I, Overseas Management Department</b>	Tel: 81-3-3888-8256
	Fax: 81-3-3888-8242
	E-mail: shouhei-au@aots.jp
<b>Application from host companies in Japan:</b>	30-1, Senju-azuma 1-chome, Adachi-ku Tokyo 120-8534, Japan
<b>Training &amp; Expert Dispatch Administration Group, Corporate Liaison Department</b>	Tel: 81-3-3888-8221
	Fax: 81-3-3888-8428
	E-mail: kigyo-inquiry-az@aots.jp
*For the contact address of the Overseas Collaborating Organizations, please contact Overseas Cooperation Group.	
<b>Application from overseas countries:</b>	Amarin Tower 12F 496-502 Ploenchit Rd, Lumpini, Pathumwan, Bangkok 10330 Thailand
<b>Bangkok Office</b>	Tel: 66-2-255-2370
	Fax: 66-2-255-2372
	E-mail: <a href="mailto:information@aots.or.th">information@aots.or.th</a>
<b>Application from overseas countries:</b>	12A Floor, Wisma KEIAI, Jl. Jend Sudirman Kav 3 Jakarta 10220, Indonesia
<b>Jakarta Office</b>	Tel: 62-21-572-4262, 62-21-572-4263
	Fax:
	E-mail: <a href="mailto:information@aots.or.id">information@aots.or.id</a>
<b>Application from overseas countries:</b>	Office Unit 12A, Rectangle One, D-4 Saket District Center, New Delhi 110017, India
<b>New Delhi Office</b>	Tel: 91-11-41054504
	Fax:
	E-mail: <a href="mailto:info@aots.org.in">info@aots.org.in</a>

**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**.

**(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 (ii) 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.

<b>Purchase Evidence Documents</b>	<b>Details</b>
<b>(i) Receipt</b>	<ul style="list-style-type: none"> <li>-Receipts issued by travel agencies.</li> <li>-If purchased via the internet, a screenshot of the credit card authorization screen or a copy of the credit card statement is acceptable.</li> <li>-E-tickets with the word 'receipt' and statement of the actual purchase price are also acceptable if the method of payment is specified and supporting documents of the payment are available.</li> </ul>
<b>(ii) E ticket</b>	<ul style="list-style-type: none"> <li>-E ticket should have the following information.</li> <li>E ticket number</li> <li>Passenger name</li> <li>Flight itinerary</li> <li>Fare and tax information</li> </ul>

## &lt; Upper limit for round-trip airfare to Japan eligible for subsidy &gt;

Departing from		Upper Limit for Round-trip (JPY)
Southeast Asia	Indonesia	147,460
	Malaysia	157,610
	Myanmar	170,100
	Philippines	120,050
	Thailand	168,610
	Vietnam	172,450
Northeast Asia	Mongolia	102,660
South Asia	Bangladesh	212,810
	India	178,540
	Nepal	193,910
	Pakistan	291,730
	Sri Lanka	194,400
Latin America	Argentina	448,650
	Bolivia	545,060
	Brazil	322,220
	Ecuador	363,180
	Mexico	377,470
	Paraguay	297,400
	Peru	450,150
Venezuela	408,860	

Departing from		Upper Limit for Round-trip (JPY)
Africa	Egypt	164,970
	Ghana	496,460
	Kenya	263,430
	Tanzania	224,420
	Zambia	303,190
Middle East	Iran	295,690
Europe and Others	Georgia	276,270
	North Macedonia	192,910
	Turkey	429,630

**Notes:** This table is the provisional amount based on last fiscal year's actual average amount. The actual limit will be announced to the participants.

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

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

(Japanese Yen)			
<i>Training Costs</i>	Total Amount	ODA Subsidies	Participation Fee
1. Allowance Costs <Breakdown of Allowance Cost>			
	<Breakdown>		
(1) International Travel Expenses	120,050		
(2) Accommodation and Meal Allowances			
a. [at the AOTS Kenshu Center]			
@ 9,020 x 1 day (Arrival Day) =	9,020		
@ 9,900 x 11 days = [during the study tour]	108,900		
b. Meal Allowance			
@ 2,750 x 3 day(s) =	8,250		
c. Accommodation Allowance			
@ 12,100 x 3 day(s) =	36,300		
(3) Personal Allowance			
@ 1,040 x 15 days =	15,600		
(4) Welfare Costs			
Overseas Travel Insurance	1,800		
Subtotal (1)~(5)	299,920	[2/3] 199,946	[1/3] 99,974
2. Course Implementation Costs <Breakdown of Course Implementation Costs>			
	<Breakdown>		
(1) Direct Course Implementation Cost	144,000	96,000	48,000
(3) Personnel expenses, Miscellaneous costs	398,000	248,000	150,000
Subtotal (1)~(2)	542,000	344,000	198,000
3. Domestic Travel Allowance (Narita Airport - TKC)			
	5,500	5,500	
<b>Total</b>	<b>847,420</b>	<b>549,446</b>	<b>297,974</b>

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)	297,974	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.	120,050	The amount of International Travel Expenses shown here is for reference only.
[C]	Amount to be settled after coming to Japan $[C]=[A]-[B]$	177,924	-

(Japanese Yen)		
	Amount paid to participants from AOTS to participant in cash during the training.	29,350
		Total amount of yellow colored column in the table.

\*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: **EPCM (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	212,810 [B]		
(2) Accommodation and Meal Allowances a. [at the AOTS Kenshu Center] @ 9,020 x 1 day (Arrival Day) =	9,020		
@ 9,900 x 11 days = [during the study tour]	108,900		
b. Meal Allowance @ 2,750 x 3 day(s) =	8,250		
c. Accommodation Allowance @ 12,100 x 3 day(s) =	36,300		
(3) Personal Allowance @ 1,040 x 15 days =	15,600		
(4) Welfare Costs Overseas Travel Insurance	1,800		
Subtotal (1)~(5)	392,680	392,680 [3/3]	[NONE] 0
2. Course Implementation Costs <Breakdown of Course Implementation Costs>	<Breakdown>		
(1) Direct Course Implementation Cost	144,000	144,000	0
(2) Personnel expenses, Miscellaneous costs	401,000	253,000	148,000
Subtotal (1)~(2)	545,000	397,000	148,000
3. Domestic Travel Allowance (Narita Airport - TKC)	5,500	5,500	
Total	943,180	795,180	148,000 [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.)	148,000	This is the amount participants should bear.
[B]	International Travel Expenses paid back from AOTS to participant during the training.	212,810	The amount of International Travel Expenses shown here is for reference only.
[C]	Amount to be settled after coming to Japan $[C]=[A]-[B]$	-64,810	-

(Japanese Yen)

	Amount paid to participants from AOTS to participant in cash during the training.	29,350	Total amount of yellow colored column in the table.
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\*In the case that participants travel to the Kenshu (Training) Center by bus, the transportation is provided in kind and not by cash.

### 3. Notes

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

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

In case the international travel expenses subsidy will not be provided, the amount of 1.-(1) in the above figure will be zero and therefore, the "Allowance Costs" and "Total Cost" will be changing accordingly.

## [Appendix 4] List of Target Countries and Regions (2023-2024)

Trainees 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.