

# Guide to AOTS Industry-Academia collaborative programs FY2026







Apr. 2026

The **A**ssociation for **O**verseas **T**echnical Cooperation and **S**ustainable  
Partnerships(AOTS)

# Overview of the Organization

<b>Established</b>	August 10, 1959
<b>Aims</b>	To promote mutual economic development of Japan and other countries and friendly relationships between them by conducting activities to facilitate industrial globalization, trade, investment, and international economic cooperation.
<b>Chairman</b>	Mr. HIGASHIHARA Toshiaki (Executive Chairman, Representative Executive Officer and Director, Hitachi, Ltd.)
<b>President</b>	Mr. YOSHIDA Yasuhiko (Former Official of the Ministry of Economy, Trade and Industry (METI))
<b>Endowment of the organization</b>	JPY 700,000,000
<b>Main activities</b>	Training, experts dispatch, internship, business promotion, etc.
<b>Scale of operations</b>	Approximately JPY 5,900,000,000 (FY2025 budget on a planned basis))
<b>Offices</b>	Domestic bases: Kitasenju Office, Tokyo Training Center, Kansai Training Center Overseas bases: Bangkok, Jakarta, New Delhi
<b>Number of staff</b>	Approx. 149 (as of Apr. 2025)
<b>Results</b>	Training of overseas industrial human resources: 400,000 persons; Dispatch of Japanese experts: 10,000 persons Japanese internship in overseas countries: 1,000 persons

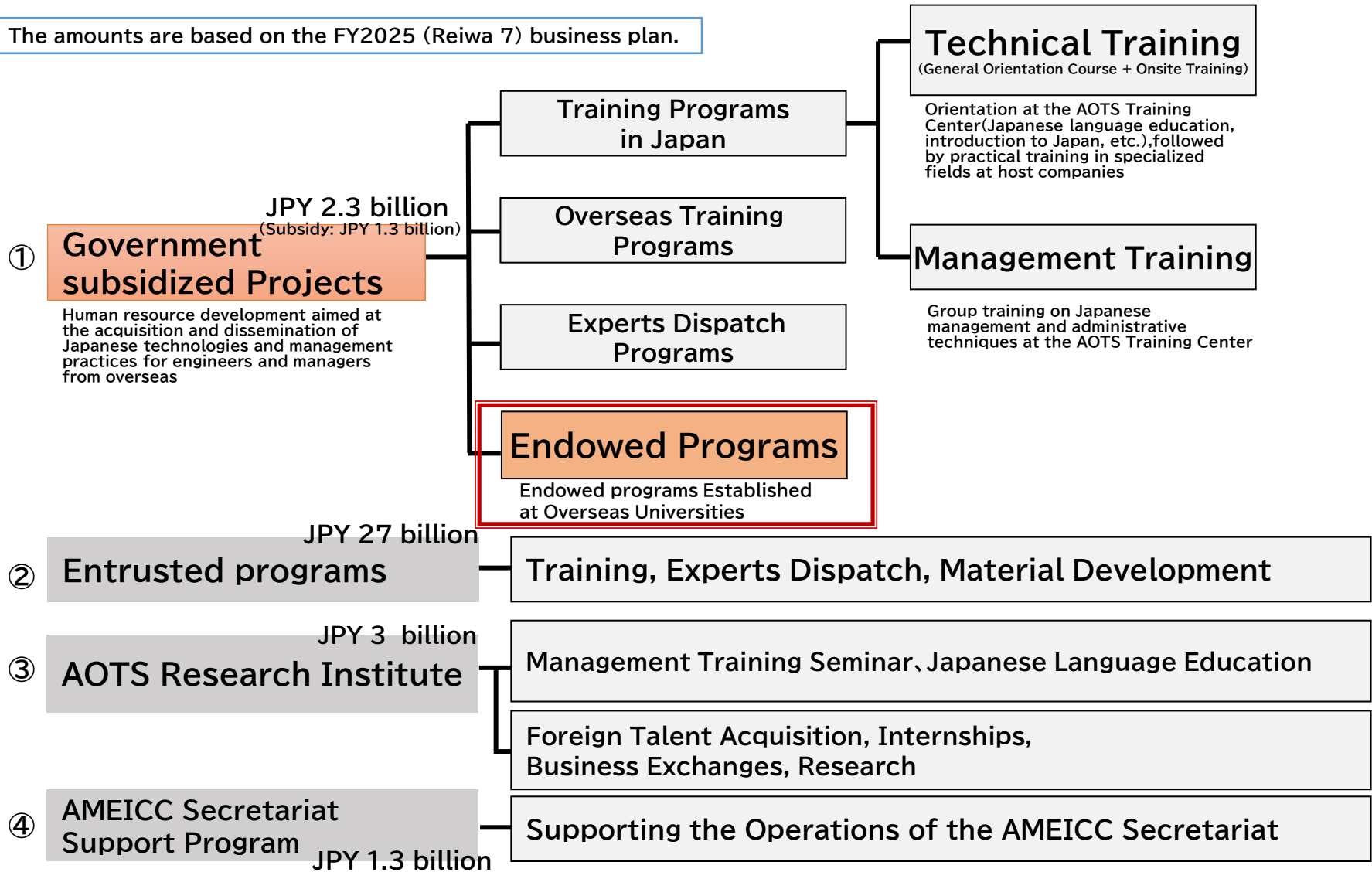


<b>Brief history</b>	 From the establishment in 1959, implementing training in Japan and overseas countries. (170 countries and regions, total 360,000 persons)
	 From the establishment in 1970, dispatching Japanese experts to the industry of overseas countries (60 countries and regions, total 7,100 persons)
	 AOTS and JODC merged on March 30, 2012, and the Overseas Human Resources and Industry Development Association (HIDA) was established.
	 Its English name has been changed to AOTS, effective July 1, 2017.

# Overview of Major AOTS Programs (by Category)



The amounts are based on the FY2025 (Reiwa 7) business plan.



# Technical cooperation utilization type/ Emerging market development program

## Technical cooperation utilization type/ Emerging market development program (Training/ Experts dispatch program/Industry-Academia collaborative programs)



Developing  
countries  
and regions



The aim of this program is **to improve the standard of local industry technology and develop the economy** by developing local human resources of private companies, etc. in developing countries through public-private partnerships.

### Industry-Academia collaborative programs

Technical Training

Management Training

Overseas Training

Experts Dispatch



Students enrolled in universities and other higher education institutions in developing countries, or international students from developing countries studying at universities in Japan



**Utilizing the perspectives and technologies** of Japanese companies / Japan-affiliated companies in those countries  
**Encouraging their employment** at Japanese companies and Japan-affiliated companies



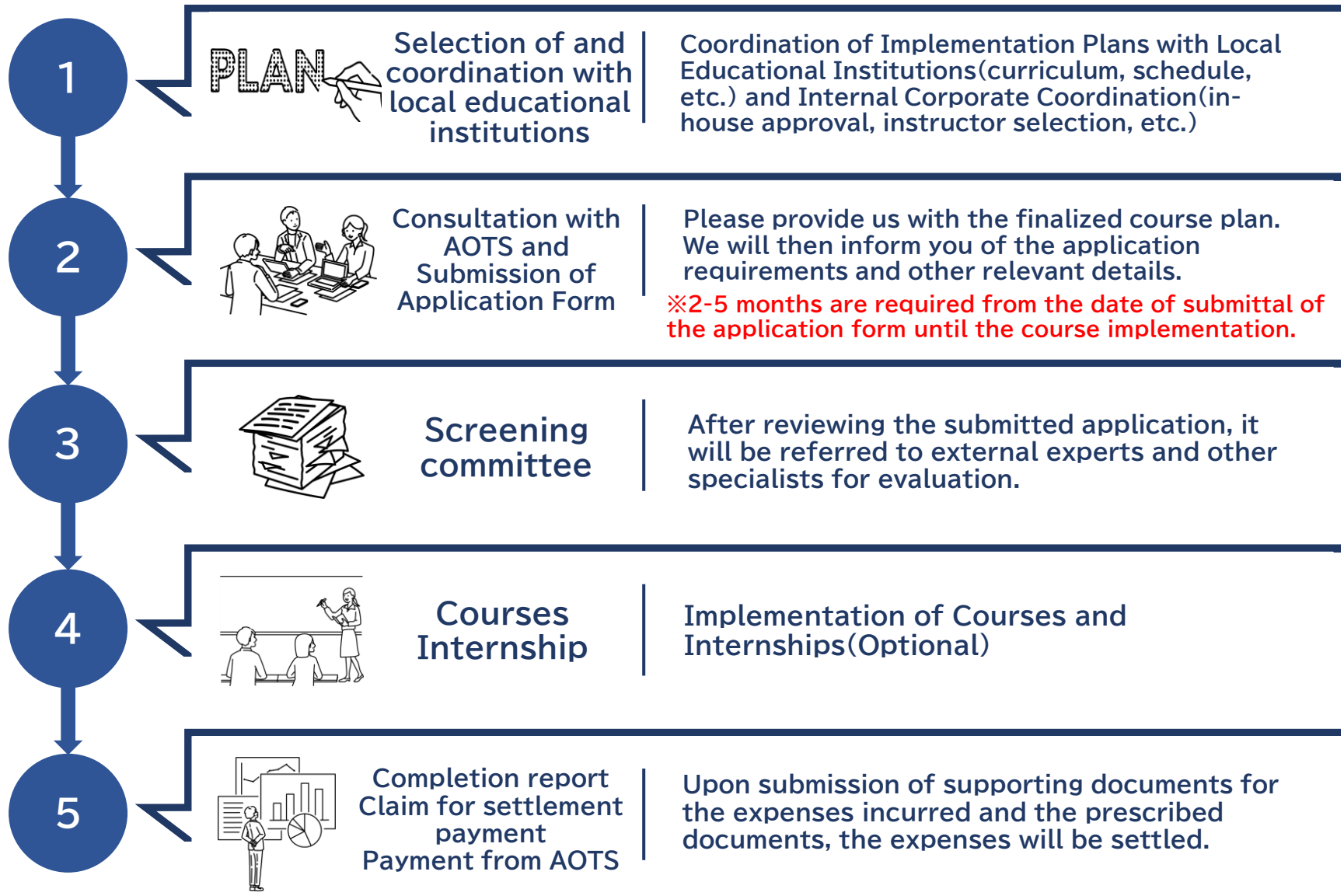
Overview

- ① Courses
- ② Internship(Optional)

→2/3 of eligible costs are subsidized, regardless of the size of the enterprise.

※For details on the objectives of the program, please refer to our website.

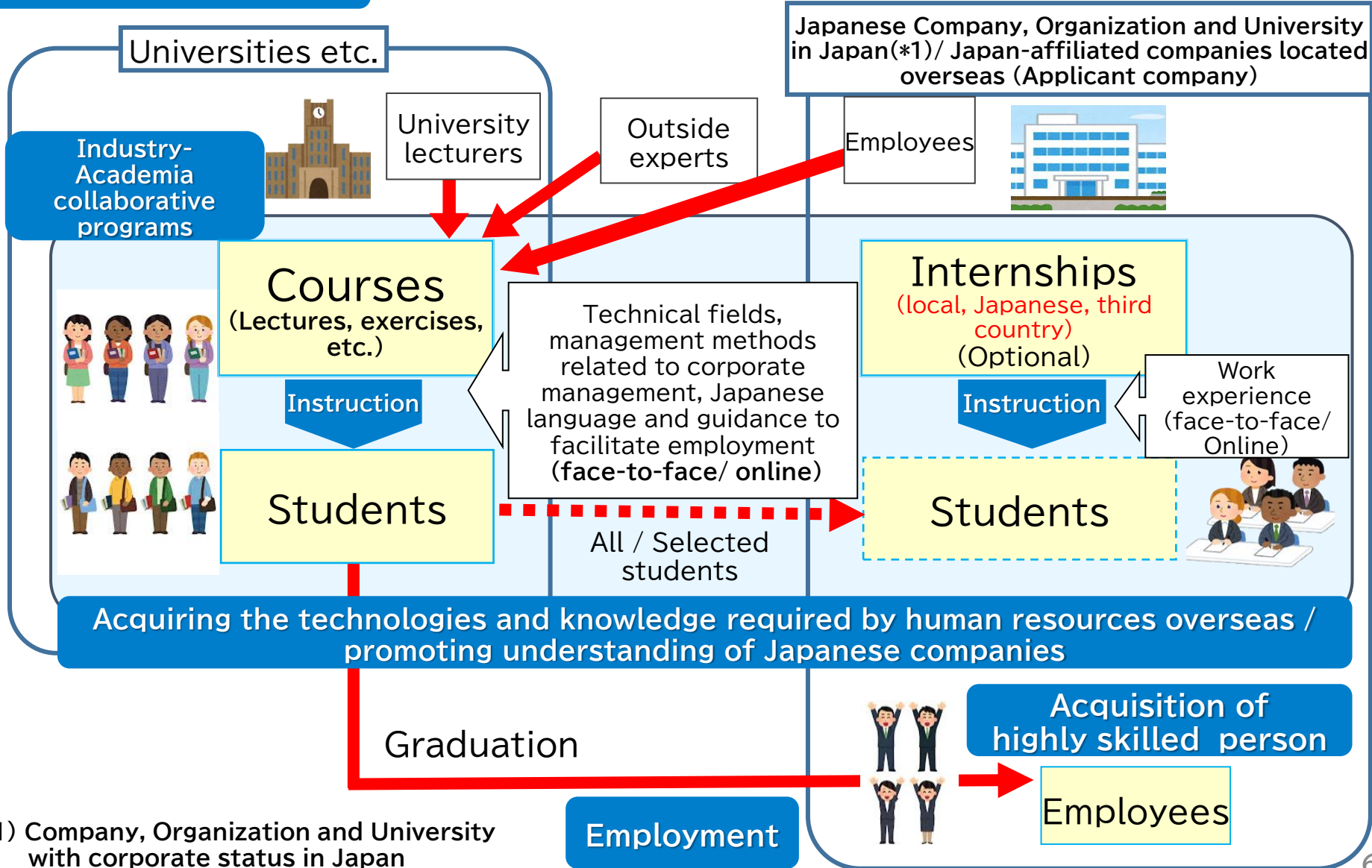
# Flow of Use



# Project Overview

## Project diagram

\*The applicant company is responsible for the selection and coordination of universities.



(\*1) Company, Organization and University with corporate status in Japan

# Benefits from Implementing Industry-Academia Collaborative Programs

1

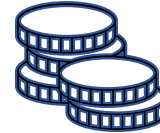
## Talent Acquisition



Contributing to the acquisition of highly skilled and talented human resources

2

## Access to Subsidies



Subsidies are applicable to course implementation costs and travel expenses for internships in Japan

3

## Employee Development



Developing company employees through teaching and knowledge transfer to students

4

## Network Enhancement



Strengthening collaboration and networks with local educational institutions

5

## Contribution to Local Communities

Contributing to the development of local industrial human resources

# Basic Requirements for Applicant companies



Companies, organizations, and universities with corporate status and more than 50% Japanese ownership, including representative offices.



Those with plans to employ students from eligible universities as highly skilled human resources.

Recruitment plan should include occupations with the status of residence “Engineer/Specialist in Humanities/International Services (ESI) .”

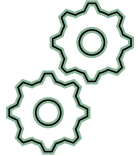


Those with the ability to implement and manage courses and internships and to bear the associated costs.

※If documents and supporting evidence are not submitted in a timely manner in accordance with AOTS instructions, the requirements shall be deemed unmet. Consequently, any expenses related to documents and supporting evidence not submitted by that time will be excluded from eligibility for subsidy.



Those able to arrange companies and organizations, as necessary, to assist with the preparation and implementation of courses in the countries and regions where they are conducted.



Schools and other educational institutions that are providing education on the technical fields to be taught in the course



Schools and other educational institutions that have established and operate programs awarding degrees of the level of Associate Degree or Foundation Degree, or higher



Schools and other educational institutions that graduate human resources who can be expected to play active role at Japanese companies or local Japan-affiliated companies  
※Multiple specific local universities and other institutions may be identified as eligible for setting up courses.

## Courses

Type	Lectures, seminars, exercises, practical training and experiments, research, etc.
Total course hours	450 minutes or more (A minimum of 90 minutes per session)
Number of students	5 or more
Contents	The following technical content must account for at least half of the entire course. *For details, please refer to the next slide. ①key technical fields directly related to company activities ②content to encourage promotion of employment with Japanese or local Japan-affiliated firms

## Internship

Place	Applicant companies or related companies located in the course-hosting country, Japan, or a third country
Duration	Minimum 2 days
Contents	Work experience and/or practical experience

# Examples of Course Content

Percentage of  
Course Content

## ① Technical fields etc.

(Ex.) Automation, AI, IoT, robotics, information security, big-data processing, next-generation automotive technologies, mechatronics, carbon recycling, clean energy, optics/quantum technology, biotechnology, nanotechnology/materials, expertise that is key to business activities and industrial development etc.

## ② Businesses etc.

\* Please consult with us regarding specific subject fields etc.

(Ex.) 5S, Kaizen, Marketing, Project Design, and other management methods related to corporate management, etc.

More  
than half  
of the  
total

## ③-1 Japanese Business Culture and Company Introduction etc.

(Ex.) Introductions to companies and products, advantages of employment with Japanese and Japan-affiliated companies (career development, advantages in treatment)

## ③-2 Japanese language

(Ex.) language skills for communication after employment

Less  
than half  
of the  
total



## Company Product Introduction and Technical Course (In-person lectures: 450 minutes / 1 day)

©Aiming to recruit 5 to 10 sales, system, and service engineers, similar courses will be offered multiple times at several local universities. Courses only; internships will not be implemented.

Lecture Contents
<ul style="list-style-type: none"><li>• Overview of Products and Accessories</li><li>• Explanation of Technical Terminology in Product Technical Data and Data Analysis Methods</li></ul>
<ul style="list-style-type: none"><li>• Introduction to IoT-Enabled Smart Products</li><li>• Predictive Anomaly Detection Systems, Maintenance Management, and Product Demonstrations</li></ul>
<ul style="list-style-type: none"><li>• Japanese Corporate Culture, Business Etiquette, and Business Practices</li></ul>

# Implementation Example ②: Long-Term Course with Internship in Japan



## Training Course for Electrical Chief Engineers (Class III Certification) (Long-term, In-person Lectures)

◎Aiming for successful completion of the Electrical Chief Engineer Examination and the recruitment of 15 individuals, similar courses will be offered over an extended period at multiple local universities. Selected participants will take part in internships in Japan.

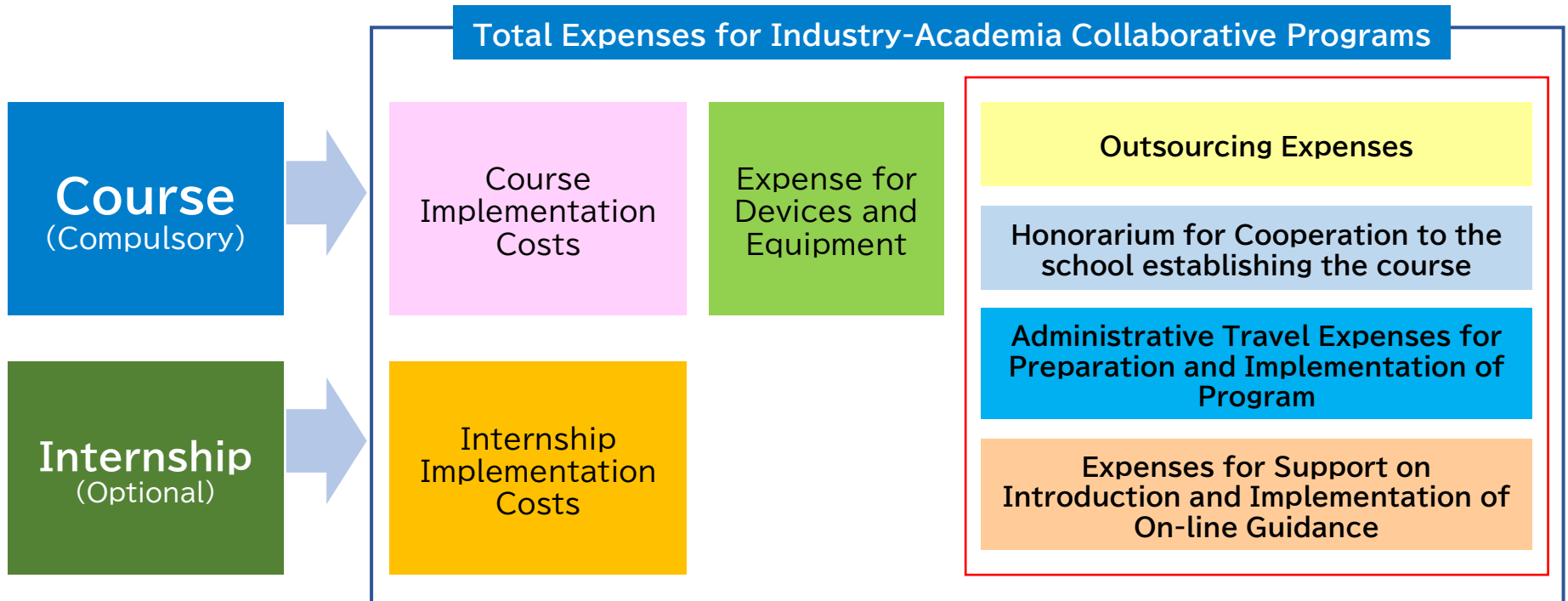
Courses	Lecture Contents
Technical	Preparation Course for the Third-Class Electrical Chief Engineer Examination(Electromagnetic Theory, Electric Circuits, Electronic Theory, Electrical and Electronic Measurements, Electric Power, Electricity Business Act and Related Laws and Regulations, Technical Standards for Electrical Facilities, Electrical Facilities Management, etc.)
Japanese Language	Preparation Course for the Japanese-Language Proficiency Test (JLPT) Level 3(Acquisition of basic conversation skills, grammar, vocabulary, and listening comprehension required for engineering work)



## Internship in Japan (5-day Work Experience)

- Hands-on experience in operation and maintenance management of solar power generation facilities

# Structure of industry-Academia Collaborative Programs and its Costs



- Courses may be conducted in person at universities and/or online.
- The maximum amount per company per fiscal year is JPY 12 million.
- Equipment and materials should be rented whenever possible; purchases are limited to items costing JPY 500,000 or less per unit.

# Eligible Costs and Base Amounts (Partial)



## Course

Remuneration for Program Advisor

Technical Guidance Fee for lecturers

Technical: JPY 17,500/person/day  
Japanese: JPY 6,600 /person/day

Expenses for Creating Teaching Materials

JPY 4,000/page

Travel Expenses for Lecturers

Actual cost : Airfare, Overseas Travel Insurance Fees, Visa Fees  
Fixed amount payment : Daily allowance, Accommodation expenses  
(Example: Daily allowance: JPY 5,000; accommodation expense: JPY 15,100 / applicable to such as Thailand, Indonesia, and Vietnam)

Rental Expenses of Educational Facilities and Equipment

Interpretation Fee

Expenses for Devices and Equipment

Expenses of Devices and Equipment necessary for On-line Guidance including their Environmental Setting

Other Expenses for Educational Activities Conducted by Lecturers

## Internship

Travel Expenses for Intern

For Internship in Japan, Fixed amount payment will be provided as follows:  
Meal expense: JPY 3,200/day; Miscellaneous expense: JPY 1,000/day

Interpretation Fee

Expenses of Creating Digitalized Materials for On-line Internship

Expenses of Devices and Equipment necessary for On-line Guidance including their Environmental Setting

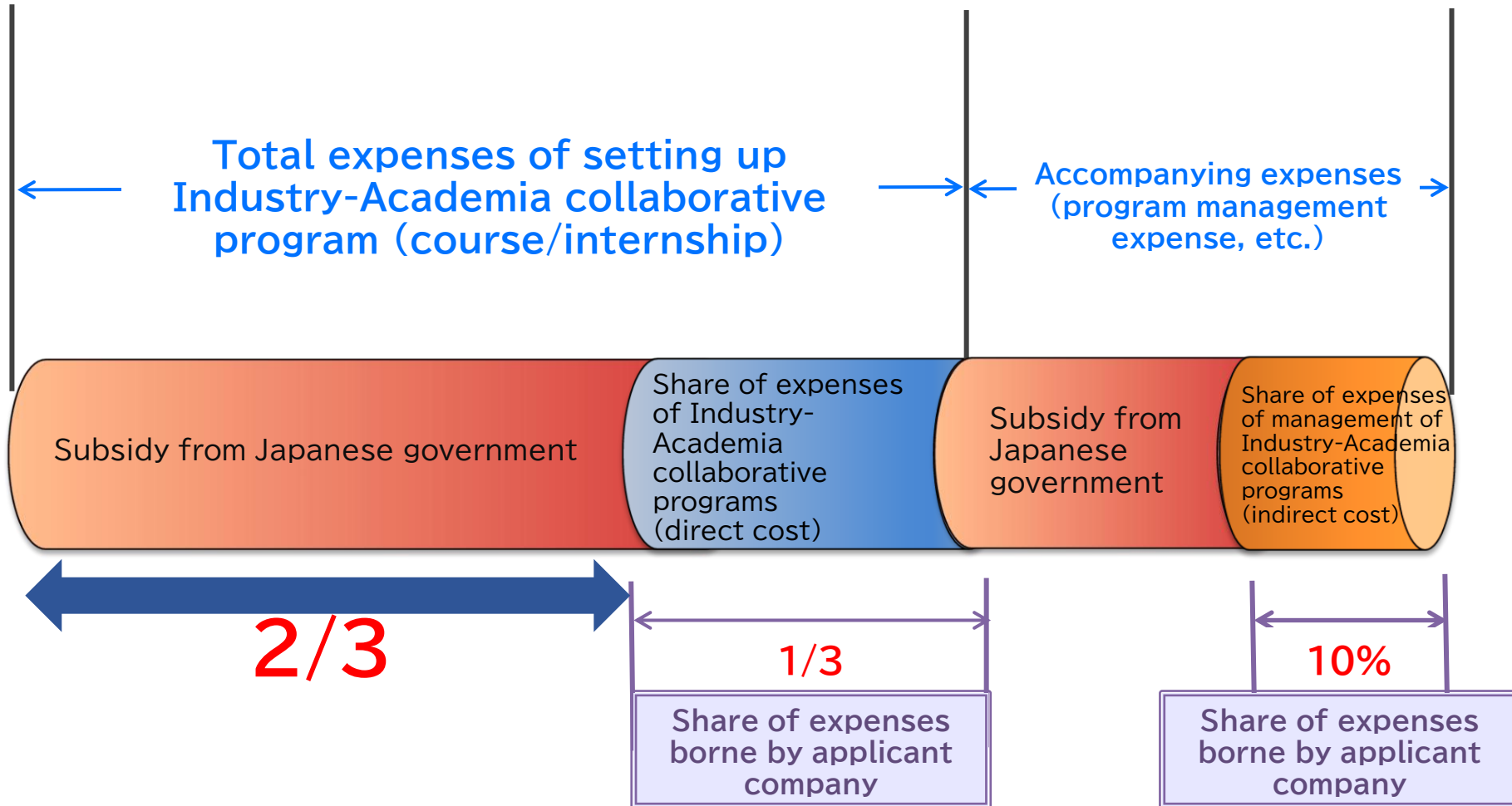
Other Expenses for Internship Implementation

\*The base amounts shown are based on FY2026 and may be revised from FY2027 onward.

\*Please contact us individually for further details on the base amounts.

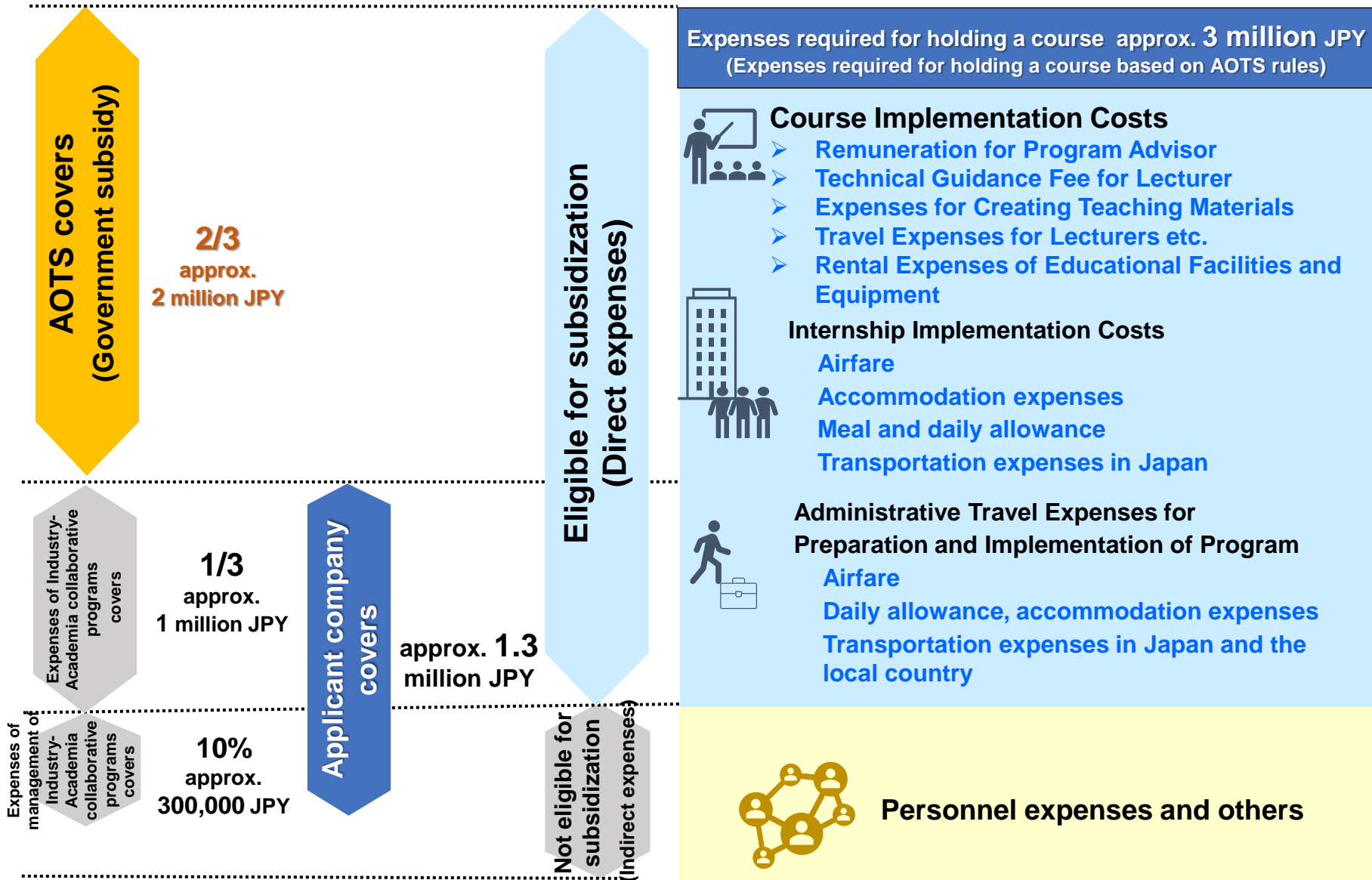
# Expenses①

(Subsidy rate from Japanese government subsidy/Corporate cost burden)



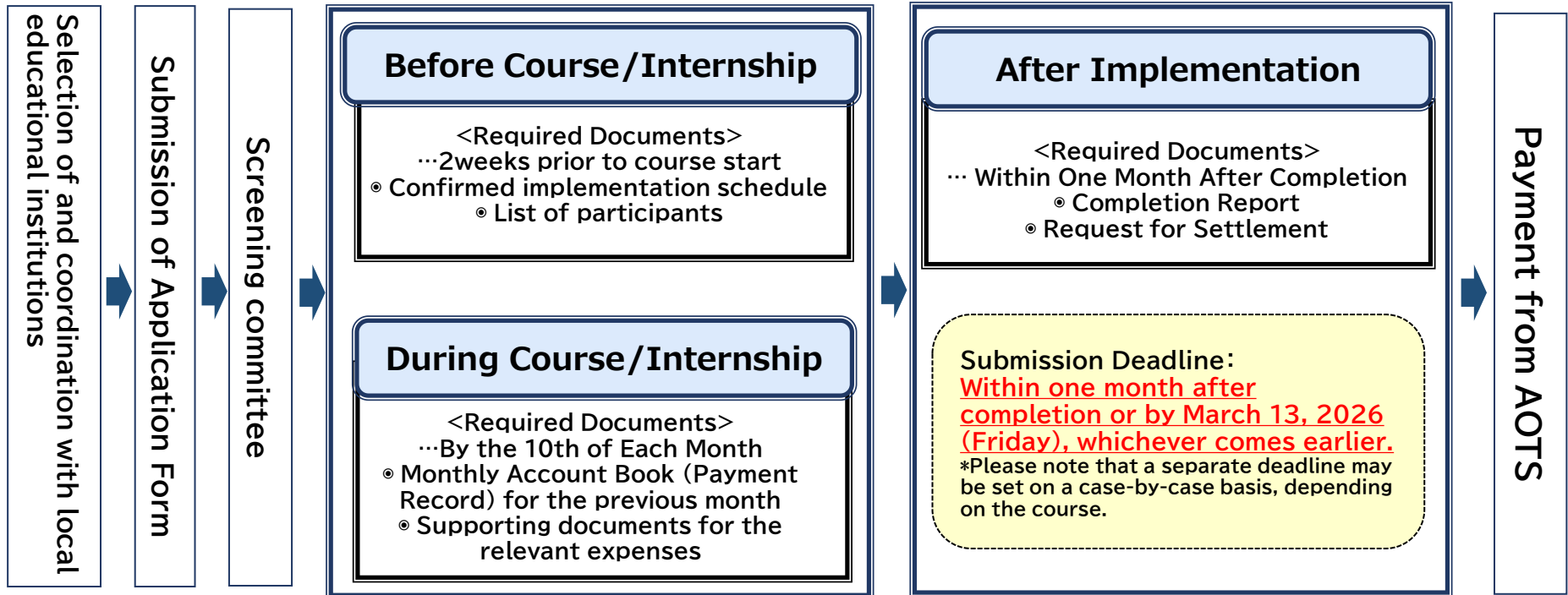
◆In addition to above cost, we ask for your cooperation in covering the costs of running the organization (operating contribution).

# Expenses② (Estimate example)



◆ In addition to above cost, we ask for your cooperation in covering the costs of running the organization (operating contribution).

# Process Flow from Pre-Application to Program Completion



- For long-term plans, interim settlement may be conducted.
- As this is a single-fiscal-year program, planning across fiscal years is permitted; however, eligibility for subsidies for the following fiscal year cannot be guaranteed at this time.
- If a plan spans multiple fiscal years, approval by the Screening Committee will be required once again for the following fiscal year.

## ■ Application Period

Applications are accepted at any time.

\* The execution status of budget plans may call for premature termination of acceptance of proposals.

## ■ Documents to be submitted

Please download from the following website.

<https://www.aots.jp/hrd/technology-transfer/ended-program/>

- Application for Implementation of Industry-Academia Collaborative Programs (prescribed form)
- Attachments
  - I. Company Brochure
  - II. Company History
  - III. Certified Copy of Register
  - IV. Financial Statements for last 3 fiscal years
- Supplementary Document (To be submitted as required)
  - I. Document on export/service transaction

## ■ Method of Submission

Please send an electronic copy of the application form to [indus-acad-collab-pg★aots.jp](mailto:indus-acad-collab-pg★aots.jp) by e-mail, and send the original application form to the AOTS Endowed Program Group address on the next page.

※When sending an email, please replace “★” with “@”

# Contact List for Inquiries



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

Endowed Program Group, Corporate Liaison Department

E-mail: [indus-acad-collab-pg★aots.jp](mailto:indus-acad-collab-pg★aots.jp)

Tel: +81-3-3888-8238

Address: 30-1, Senju-Azuma 1-chome, Adachi-ku, Tokyo 120-8534, JAPAN

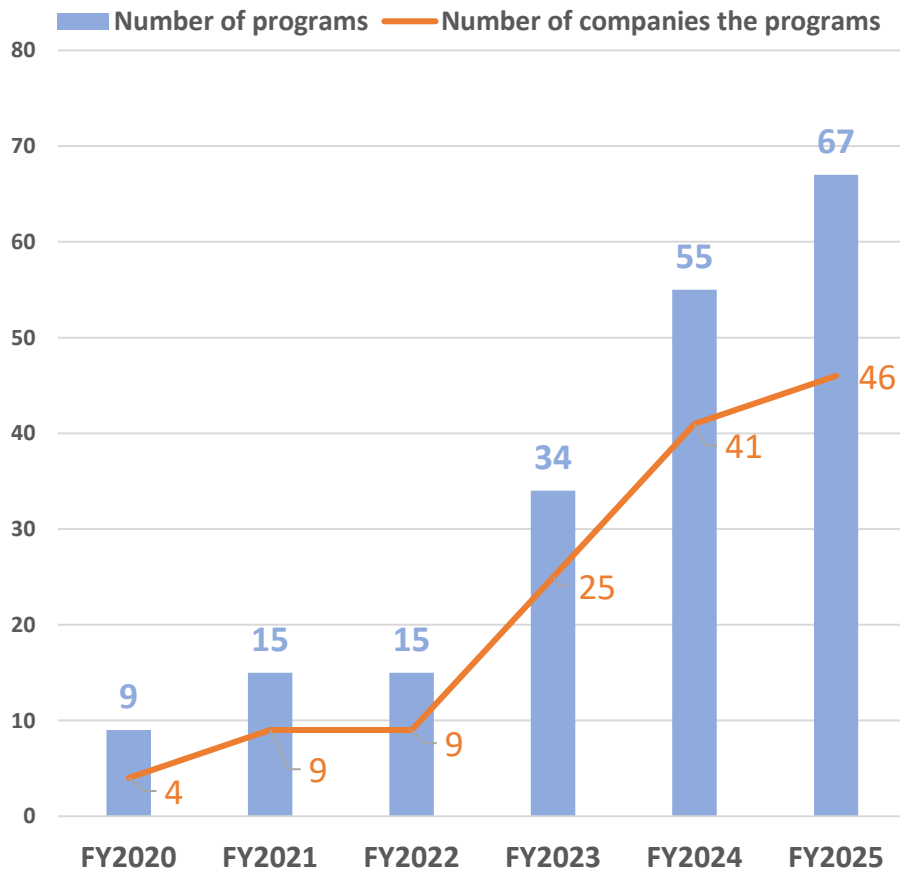
Overseas Office	TEL	E-mail
Bangkok, Thailand (Mr. Nishimaki)	Office: +66-2-255 2370	<a href="mailto:information★aots.or.th">information★aots.or.th</a>
Jakarta, Indonesia (Ms. Saito)	Office: +62-21-572-4262, +62-21-572-4263	<a href="mailto:saito★aots.or.id">saito★aots.or.id</a>
New Delhi, India (Ms. Iyadomi)	Office: +91-11-4105 4504 Mobile: +91 8130702261	<a href="mailto:info★aots.org.in">info★aots.org.in</a>

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# Reference Material - Past Use of Industry-Academia Collaborative Programs(1)

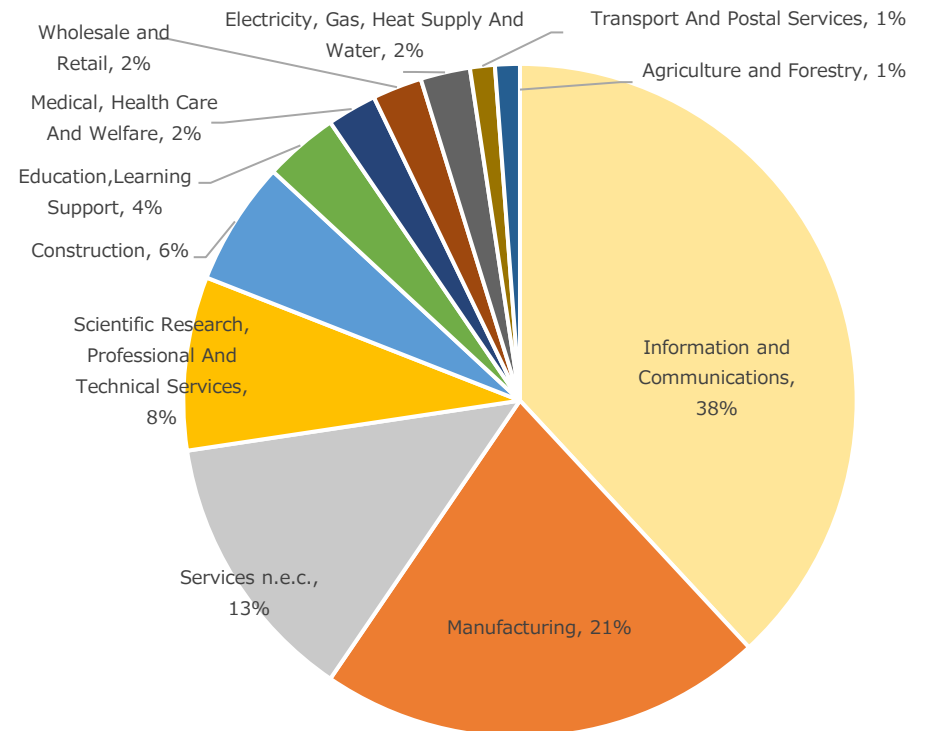
## Change in the number of programs and number of applicant companies

\* Number of programs between FY2020 and FY2025



## Breakdown of applicant company by type of business

\* Number of applicant companies between FY2020 and FY2025  
(Number of companies using the program. Companies that used the program more than once are only counted once.)

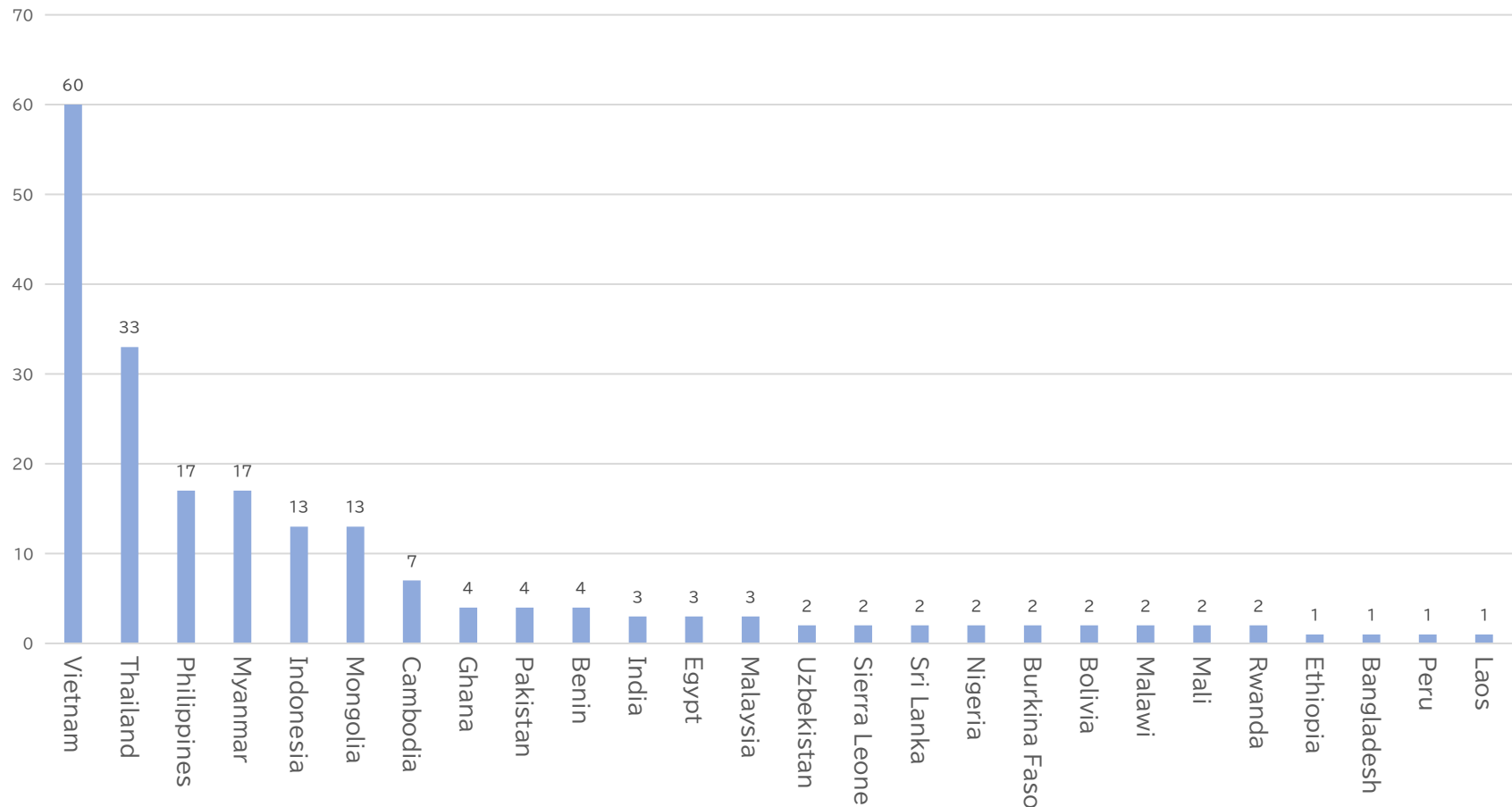


# Reference Material - Past Use of Industry-Academia Collaborative Programs(2) Results by Country

Countries eligible to hold a course

\*Countries/regions that are eligible for ODA and have an educational institution holding a course

Number of Programs \* Total number of programs between FY2020 and FY2025



A shortage of human resources with IT competence has been a serious issue in Vietnam, leading to increasingly fierce competition for human resources including from foreign countries. SORIMACHI Vietnam Co., Ltd., which carries out not only off-shore development in Japan but also develops and sells IT products and services inside Vietnam, signed a memorandum with the Industrial University of Ho Chi Minh City and planned educational courses and an internship program for students. Courses provided guidance on mobile app development techniques, Japanese corporate culture, and introductory Japanese language study. In the internship program, students had an opportunity to join a system development project. After the program, three students were employed by the company. SORIMACHI Vietnam Co., Ltd. highly recommended the program for allowing it to acquire new employees, introduce human resources to other Japanese IT companies, and establish a good relationship with the university.



- SORIMACHI Vietnam Co., Ltd. and 2 companies signed a memorandum with the Industrial University of Ho Chi Minh City regarding securing human resources.
- SORIMACHI Vietnam Co., Ltd. employed 3 students and introduced 2 to other Japanese IT companies.
- Many participants responded in the post-program questionnaire that their motivation to find employment at SORIMACHI Vietnam Co., Ltd. or Japanese companies increased.

<b>Participating students</b>	<ul style="list-style-type: none"> <li>• 10 from the Department of Information Technology (Third and fourth grade students)</li> <li>• 8 selected students worked as interns at SORIMACHI Vietnam Co., Ltd.</li> </ul>	
<b>Curriculum</b>	<b>Courses (Lectures, exercises, etc.)</b> <ul style="list-style-type: none"> <li>• Basic AI, big data, machine learning skills</li> <li>• Mobile app development (Android &amp; iOS)</li> <li>• Beginner's Japanese (greetings and so on)</li> <li>• Introduction of work environment and corporate culture of Japanese companies</li> </ul>	90-mins. lecture x 3 times a week for 4 months (Online)
	<b>Internship</b> <ul style="list-style-type: none"> <li>• Work in a system development project</li> </ul>	2 months of work experience (Face-to-face)
<b>Lecturers</b>	<ul style="list-style-type: none"> <li>• Employees of the company served as instructors</li> <li>• The company in Vietnam accepted the interns</li> </ul>	



**Comment by Dr. Le Van Thang, Vice President of the Industrial University of Ho Chi Minh City**

I am grateful that AOTS and SORIMACHI Vietnam Co., Ltd. provided very practical courses for the students of the Industrial University of Ho Chi Minh City. By acquiring a lot of useful knowledge and practical experience, the students were able to improve their basic skills necessary for their future job hunting. I hope both AOTS and SORIMACHI Vietnam Co., Ltd. will continue to pass on knowledge about Japan and expand the opportunity for students to find employment at Japanese companies.

# Example of Collaborative Program Use (1) Vietnam - Construction



## Program title: Course on Japanese architecture and construction techniques (waste recycling techniques, insulation work, weight reduction techniques) (Vietnam)

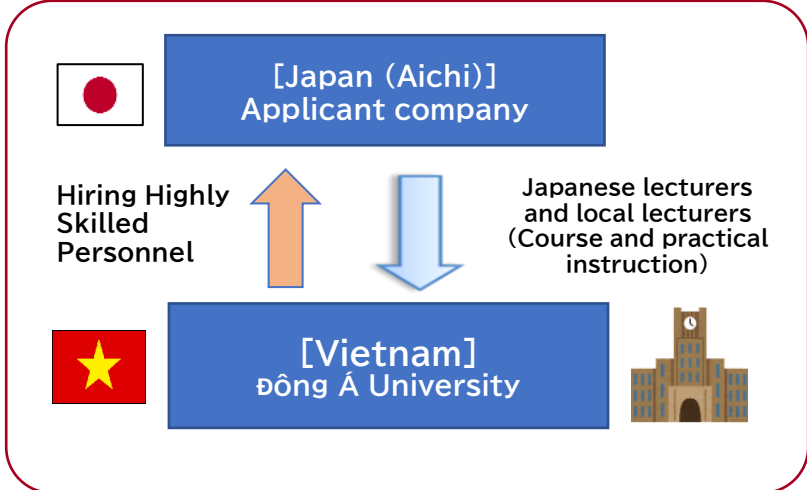
**Background and necessity:**  
 To make up for the serious shortage of construction management engineers due to labor shortages and aging of the population, the company has decided to hire highly skilled foreign workers. It has hired six Vietnamese university graduates to oversee construction management work. However, the construction and architecture techniques that are essential for construction management work in Japan are not included in courses at the local university's Architectural Engineering Department and a long period of OJT and classroom training would be required after hiring. To address these issues, the company will hold courses and internships to secure highly skilled workers who can contribute immediately.

**Overview:**  
 ◆Applicant company: SME (Nagoya, Aichi)  
 Type of business: Civil engineering and construction contracting, architectural design and supervision, real estate sales, leasing  
 Target university: Đông Á University  
 (Number of students: 10; number of students participating in an internship: 10)  
 Course period: September 22, 2022-June 26, 2023  
 Internship period: December 4-9, 2023  
 Applicant company held an internship in Japan

**Course components:**

- Techniques to run construction waste recycling, building insulation work techniques, lightweight building techniques, health and safety management, standard specifications for public building construction in Japan, beginner Japanese
- Internship: Tours of construction sites and completed buildings, group discussions, presentations

**Recruitment plan:**  
 Teach students about construction and architecture techniques while they are still at university through a course and hold internships so that they can develop a clear idea of what construction management work is like in Japan with the aim of quickly training and securing the appropriate personnels.  
 Plan to hire two to three personnels from among students in the collaborative program.



**Lead to the transfer of technology to local university and securing of highly skilled foreign workers**



Internship in Japan

# Example of Collaborative Program Use (2) Vietnam - IT

## Program title: Course on the latest developments in user experience (UX) design using Figma (Vietnam)

### Background and necessity:

To address the shortage of IT workers in Niigata Prefecture due to the shrinking and aging of the population and the declining birthrate, the Nagaoka University of Technology and the Ho Chi Minh City University of Technology collaborated to hold a course and internship in Japan for computer science majors with past experience studying Japanese who applied for the program. The aim was to increase the students' interest in working for a company in Niigata and for companies in the prefecture to work together to create a place where foreign nationals would choose to live.

### Overview:

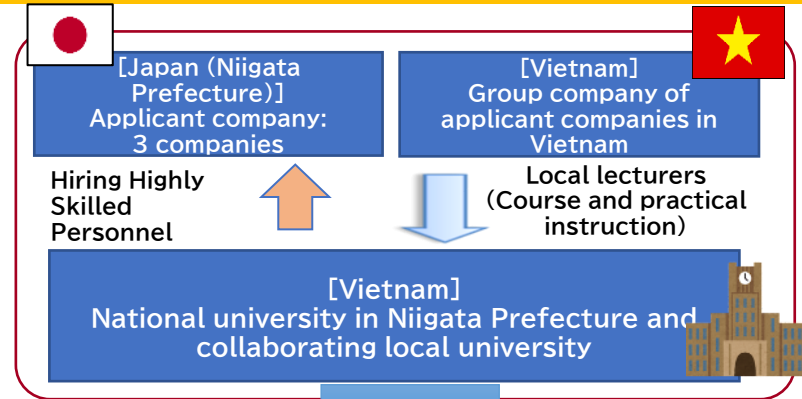
- ◆ Applicant company: One large company and 2 SMEs (Nagaoka and Niigata cities in Niigata Prefecture)
- Type of business: System development, software development
- Target university: Ho Chi Minh City University of Technology (Number of students: 21; number of students participating in an internship: 6)
- Course period: April 17–26, 2023
- Internship period: June 19–August 18, 2023
- Internships in Japan at 3 companies

### Course components:

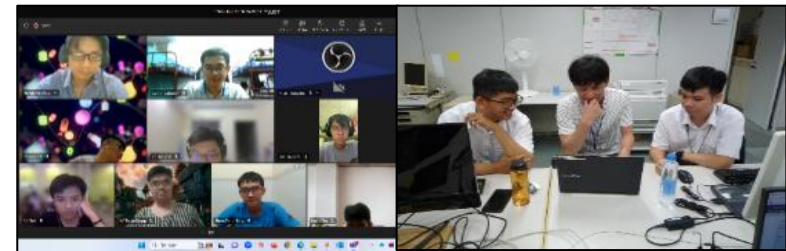
- Classroom and practical lessons giving an overview of Figma (specialized design tool for UI/UX design of websites and mobile apps) and information about operation methods and the various functions
- Internship: Tests and manual writing for mock projects to develop web apps and robot applications and a real project on a facility reservation management system

### Recruitment plan:

Course that teaches students UI/ UX design and an internship that teaches interns how to carry out system development projects for a Japanese company, with the aim of attracting excellent skilled personnels. Plan to hire one student as an IT engineer at each of the three applicant companies, for a total of three students.



Lead to development of a place foreign national would choose and securing of highly skilled foreign workers in Niigata Prefecture



Online lesson

Internship in Japan



During their stay in Japan

## Program title: Course on quality control in embedded systems development (Sri Lanka)

### Background and necessity:

There is currently a major shortage in embedded systems engineers, and the applicant companies focused on Sri Lanka where IT workers are abundant and are working to train embedded systems engineers. However, there are few opportunities to learn about quality assurance in embedded system development in Sri Lanka, and the lack of awareness about software quality control is a problem.

### Overview:

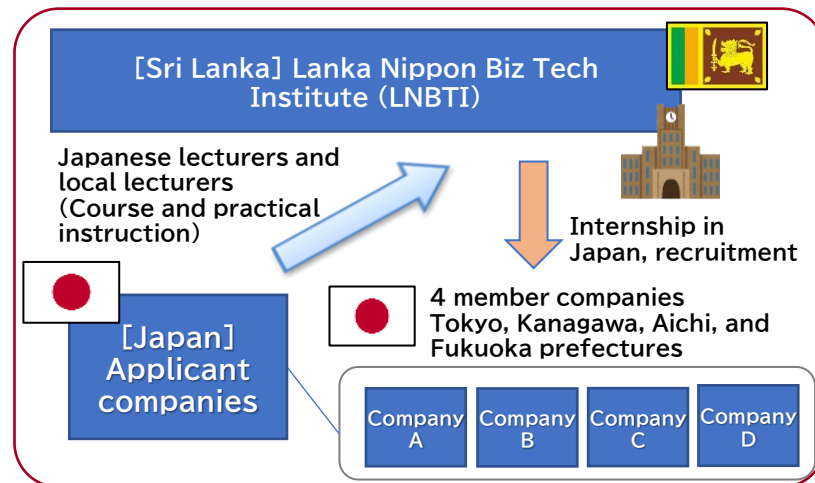
- ◆Applicant company: General incorporated association (Tokyo)  
\* Four member companies participated as companies holding internships (Tokyo, Kanagawa, Aichi, and Fukuoka prefectures)
- Type of business: Train workers in embedded system technology
- Target university: Lanka Nippon Biz Tech Institute (Number of students: 87; number of students participating in an internship: 8)
- Course period: May 2023 (in person and online)
- Internship period: Two to three months from June to October 2023  
Internships in Japan at 4 companies

### Course components:

- Teach an overview of quality control and quality control techniques that are needed for developing software.
- Internship: At four member companies of the applicant corporation, eight students try development methods through practical experience in development work and learn the basic attitude for working at a Japanese company.

### Recruitment plan and results:

Through classes and an internship, aimed to provide instruction on quality control that is considered the most important think when working for a Japanese company and secure excellent embedded system engineers. Upon conclusion of the internship, all three students who participated in the internship were hired by a Japanese company and are working in Japan and another student has received a job offer.



Class

Internship in Japan



During their stay in Japan

## Program title: Lean Automation & Factory IoT Course (Thailand)

### Background and necessity:

The applicant company signed an MOU with Suranaree University of Technology. It has an ongoing internship program and employs around one to two people a year but suffers from a high turnover rate. It holds a course to provide practical training on advanced Japanese technologies and the unique environment at manufacturing sites with the aim of training workers who can contribute immediately after joining the company, helping them develop their careers quickly and keeping them from leaving the company, as well as increasing the presence of Japanese-style manufacturing in Thailand.

### Overview:

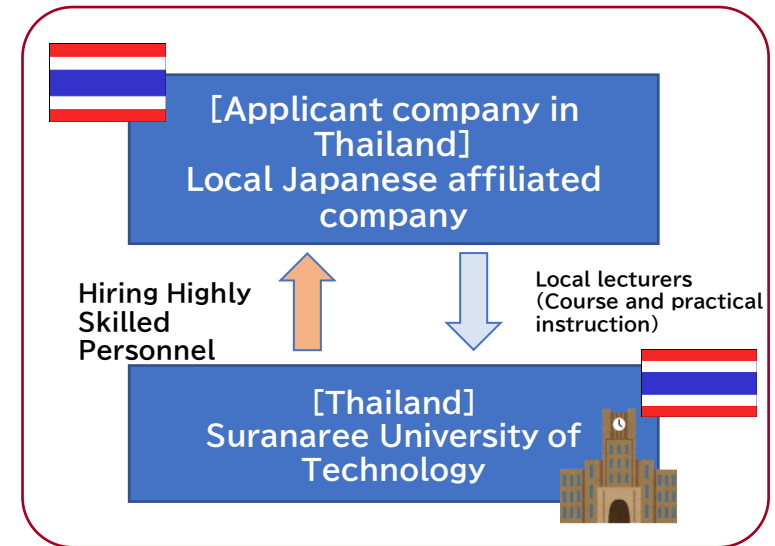
◆Company: One medium-sized company (in Thailand)  
 Type of business: Design and fabrication of precision parts, molds, cutters, automated equipment, and power saving equipment  
 Target university: Suranaree University of Technology  
 (Number of students: 9; number of students participating in an internship: 9)  
 Course period: October–November 2023  
 Internship period: November 2023–March 2024  
 Applicant company held an internship in Thailand

### Course components:

- Classes and practical training on process design and equipment design technologies for the automated production systems developed over many years by the applicant company and programming technologies for IoT devices that connect factory equipment, people, and things via networks
- Internship: Experience through work how the knowledge and skills acquired in the course are used in manufacturing production processes and equipment

### Recruitment plan:

Aim to secure and retain excellent personnels who can contribute immediately by teaching programming skills for automated production systems and IoT devices, increasing understanding of the strengths of manufacturing in Japan, and fostering a concrete idea of what career development looks like at the applicant company.  
 Plan to hire around three personnels at the applicant company and group companies combined from among students in the collaborative program.



Lead to securing and retention of excellent workers and increase in the presence of Japanese-style manufacturing in Thailand



In-person class



Internship in Thailand

## Program title: Business Analytics Consulting (Indonesia)

### Background and necessity:

In the past several years, competition for recruiting data scientists and analytics consultants in Indonesia has been increasing. Although universities in Indonesia provide education on general statistics and data processing techniques, they do not provide enough practical education for students to develop the ability to solve real-world problems through data analysis.

Against this background, the applicant company signed an MOU on securing personnel and collaborative research with Bandung Institute of Technology in 2021 and has been holding its own courses and carrying out recruitment activities. To accelerate these activities, the company held the present course.

### Overview:

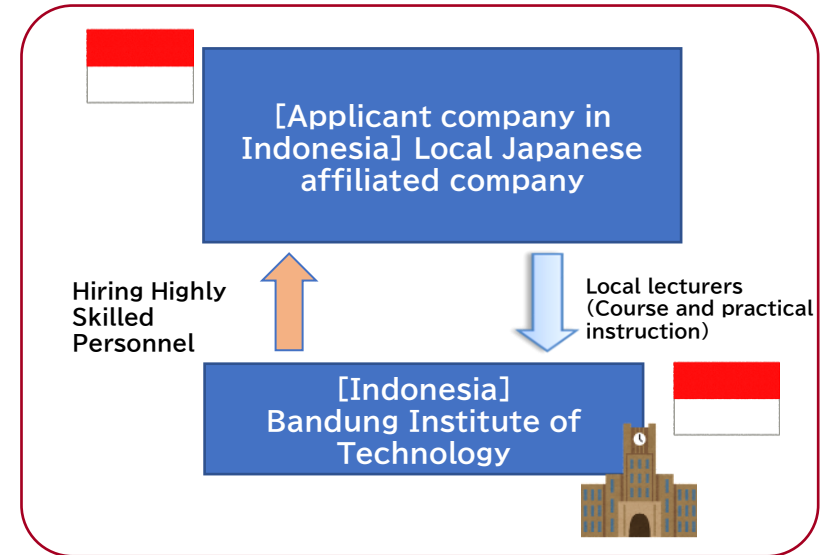
- ◆ Applicant company: One large company (in Indonesia)
- Type of business: Consulting business
- Target university: Bandung Institute of Technology  
(Number of students: tentatively 30)
- Course period: February–June 2024

### Course components:

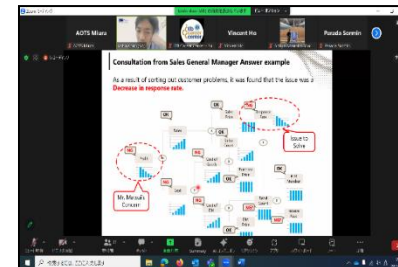
In addition to classes on advanced statistics, data analysis using machine learning, and data mining techniques, and instruction on how to apply the technology to solving real business problems through practical exercises.

### Recruitment plan:

Aim to secure excellent skilled personnels by providing instruction for students with a statistics background on using data analysis techniques to solve business problems in projects through classes and practical exercises. Plan to hire around two personnels from among students in the collaborative program.



Lead to the securing of analytical consultants at local companies in preparation for future business expansion



Online lesson



In-person class

# Example of Collaborative Program Use (6) Egypt - Manufacturing

## Program title: Course on the Latest Control Systems for the Process Industry (Egypt)

### Background and necessity:

The applicant company prepares its estimates and proposals for projects in Africa that it oversees in Bahrain, and it needs to hire and train excellent African sales engineers who understand the needs of customers in Africa and can create appropriate estimates and proposals. Against this background, the applicant company signed an MOU with the Egypt-Japan University of Science and Technology and is holding the course to secure workers who are loyal to Japan and can contribute immediately.

### Overview:

- ◆Applicant company: One large company (in Bahrain)
- Type of business: Sales and engineering of industrial instruments and process control systems and other business
- Target university: Egypt-Japan University of Science and Technology (Number of students: 43; number of students participating in an internship: 3)
- Course period: July 2023
- Internship period: October 2023-February 2024
- Applicant company in Bahrain accepted students from Egypt to do a local internship

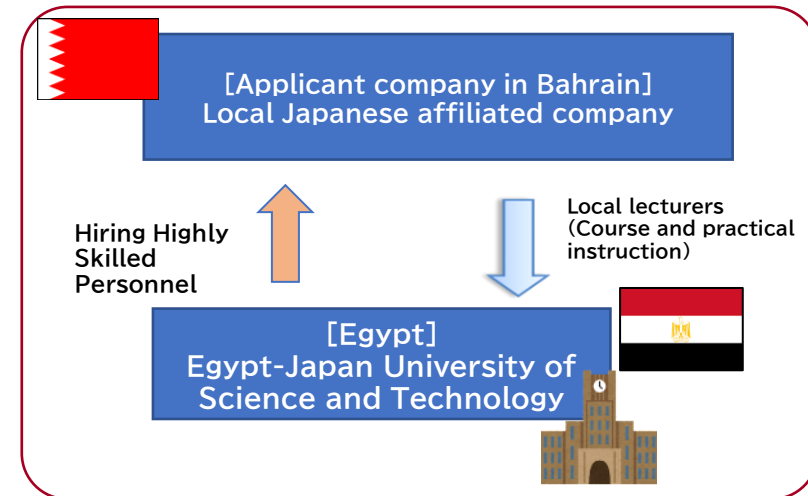
### Course components:

After learning the fundamentals of various systems that are essential for the safe and stable operation of manufacturing equipment in the process industry, teach the latest techniques in advanced control and digital transformation (DX) that can improve productivity and operations.

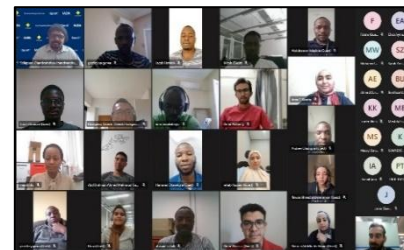
### Recruitment plan and results:

Through a course and internship, aim to secure excellent sales engineers who can create proposals and finalize specifications for systems and field instruments according to customer requirements in the process industry.

Two personnels were employed from among the interns by the applicant company in Bahrain and are currently working.



Lead to the securing of excellent African sales engineers for projects in Africa



Online lesson



Internship in Bahrain