



The Association for Overseas Technical Cooperation and Sustainable Partnerships
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ODA Program

October 2025

Program Outline
&
Participation Requirements
of
The Program on Transforming to Circular Economy
Business Model
[CEB]

4 March – 17 March 2026

1. BACKGROUND OF THE PROGRAMS:

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

AOTS was established in 1959 with the support of the Ministry of International Trade and Industry (which is the present Ministry of Economy, Trade and Industry: METI) as Japan's first technical cooperation organization on a private sector basis. More than 200,000 individuals from 198 countries and regions have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2023 exceeded 240,000.

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

At the World Economic Forum in January 2012, the Ellen MacArthur Foundation of the United Kingdom presented a report titled "Towards the Circular Economy". Since then, the economic opportunities that the shift to a Circular Economy (CE hereafter) will bring have been attracting attention not only from global companies and investors, but also from governments around the world, and there is a growing recognition that companies that lead the shift to CE business models and create value in line with CE principles will gain a competitive advantage in the future.

In 2015, the European Commission announced the "EU Action Plan for the Circular Economy," which sets the realization of CE as the core of the EU's growth strategy toward 2030, aiming to secure resources in Europe (protecting businesses from resource depletion and price fluctuations) and create jobs (creating new business areas). Based on this policy, new rules and regulations applicable to economic activities in the EU market are being prepared.

For companies in developing countries that have made progress and deepened their integration with the global economy and markets through economic partnership agreements and other measures, early efforts to shift to a CE business model will be an essential theme for their future competitive strategies.

Japan experienced pollution problems due to rapid industrial development and difficulties in procuring energy and resources due to the oil shocks during its period of rapid economic growth in the 1960s and 1970s, and has therefore been actively promoting the development and diffusion of related technologies of energy conservation and the 3Rs (Reduce, Reuse and Recycle) ahead of the world. In addition, Japan is surrounded by the sea and is mountainous, with many volcanoes and steep rivers, and the Asian way of interdependent relationship with nature, with its core values of nature worship and coexistence with nature, has been handed down from ancient times to the present day and remains in part. Thus, in Japan there is an accumulation of elemental technologies, elemental examples and traditional practices that contribute to the realization of CE as defined in the EU and to the establishment of CE business models that correspond to its principles.

Against this background, the Program on Transforming to Circular Economy Business Model (CEB) is designed for managers and executives of companies in developing countries to learn the concept of CE and how to use effective tools to examine measures for improving circularity, as well as to learn the specific image of what CE business should be and how to approach change toward it by touching on examples of CE business in Japan. The program aims to develop human resources who can promote the transformation to a CE business model in 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:

15 participants

4. PARTICIPATION REQUIREMENTS:

- (1) Participants should be, in principle, managers, executives, and middle/senior managers of companies in developing countries. Managers and staff of industrial organizations are also eligible.
- (2) Participants should be, in principle, more than 20 years old and over.
- (3) Participants should have a sufficient working knowledge of English.
- (4) Participants should be university graduates and/or have equivalent professional experience.
- (5) Participants should be healthy enough to undergo an intensive training program in Japan.
- (6) Participants should be residing in the developing countries and/or regions.
- (7) Participants should not be students or armed forces personnel.
- (8) Former participants of the subsidized training programs in Japan organized by AOTS are not entitled to apply for any program which starts within six months (183 days) after they have returned home countries from Japan.

Notes:

- (1) Participants shall attend all the events in the curriculum provided for each management training program.
- (2) Family members or business partners (colleagues/subordinates of the participant's company) are not allowed to accompany participants on their journey in Japan.
- (3) Participants shall not request AOTS to arrange, nor arrange by themselves, any additional programs, and shall leave Japan and return to their home countries soon after the completion of the program.

Preferential Selection:

- (1) Participants from Japanese companies, business partners of Japanese companies, companies planning to deal with Japanese companies are most desirable. (In the case of applications from Japanese companies, business partners of Japanese companies, companies planning to deal with Japanese companies, the priority for selection becomes higher.)
- (2) In the case of applications from non- Japanese affiliated companies that do not have any business relations with Japanese companies, the priority for selection becomes lower.
- (3) In addition, applications from companies with capital from developed countries will be given lower priority in the selection process than applications from local companies that hold local capital.
- (4) Those who work in the national government (agency) or the local government (agency) have lower priority to participate in this training programs, since the programs are mainly targeted at the people working in the companies/organizations in the private sector.
- (4) The number of participants from the same host company in Japan or the same sending company from overseas may be limited if there are more applicants than AOTS can accept.

5. OUTLINE OF THE PROGRAM:

- OBJECTIVES

In this program, participants will learn about the concept of CE, how to use effective tools to study measures to improve circularity, and how CE business should be conducted. Participants will also visit CE business practicing companies where they gain concrete knowledge on how to implement CE business models. Through these studies, participants will be able to promote the transformation to CE business models in their own companies.

- HIGHLIGHTS

- (1) Organize and recognize changes in the business environment and deepen understanding of the concept of CE, types of CE businesses, and basic strategies.
- (2) Learn how to use circular design and other methods necessary for building CE business through lectures and

exercises.

- (3) Gain practical knowledge about building a CE business and issues through company visits.
- (4) Learn to formulate action plans for CE business model transformation through hands-on experience and acquire the basic skills to put them into practice in their own companies.

- CONTENTS

【Conceptual Understanding】

Participants will learn the concept of CE on the basis of the butterfly diagram (illustration showing two types of cycles - renewables and finite materials - on the left and right) and the three principles of CE (1. Eliminate waste and pollution, 2. Circulate products and materials, 3. Regenerate nature) in order to present the concept of CE in an easy-to-understand manner. Based on the butterfly diagram, the lecture will also provide an overview of the types of CE businesses.

Furthermore, when working on a change such as a transformation to a CE business model, it is often difficult for a single company to make it happen, and it is important to consider the formation of an ecosystem that transcends the framework of a company. With this in mind, participants will understand what circular design is, which is key to the transition to CE and the establishment of CE businesses, and the wide range of subjects it deals with.

【How to use the tools and methods】

Participants will learn the following tools and methods as useful for understanding the issues and points of change in their business from the perspective of responding to CE, or for considering the construction of a CE business model, and how to use them through mini exercises.

- Engineering methods for circular design
- Life cycle assessment methodology
- Business ecosystem diagrammatization methodology

【Case study visits/ Business exchange meeting】

Participants will observe practical examples and new technologies for improving circularity by Japanese companies that fall into the CE business category, and exchange views with practitioners on the purpose of developing business while pursuing improved circularity, future potential as a business, challenges and innovations. Participants will also consider perspectives on interdependent engagement with nature, touching on examples of CE businesses rooted in the culture, traditions and history of local areas in Japan.

【Group Discussions】

Participants will discuss with group members and examine action plans for transformation to CE business model using the group members' existing businesses as examples, while applying what they have learned in previous lectures and case study visits. Each group will present the outcomes of the discussions on the final day.

The course will usually consist of three hours in the morning and three hours in the afternoon. Group Discussion may take place in the evening. Please see the Tentative Schedule for further details.

- DURATION

Wednesday 4 March – Tuesday 17 March 2026 (14 days)

- LANGUAGE

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

- PROGRAM DIRECTOR

Dr. Daijiro Mizuno

Professor, Kyoto Institute of Technology Center for Possible Futures

Dr. Mizuno graduated from the University of East London in 2001 with a BA fashion design and completed his doctorate at the Royal College of Art in 2008 with a PhD in fashion design. He has been a specially-appointed lecturer at Kyoto University Design School, an associate professor at Faculty of Environment and Information Studies, Keio University, and a specially-appointed professor at KYOTO Design Lab, Kyoto Institute of Technology, before assuming his current position in 2022. From 2020, he is also a Distinguished Visiting Professor at Keio University Graduate School of Media and Governance. His research focuses on design theories, methods, and practices of new artifacts (products, services, systems, etc.) for realizing new interactions and circulatory systems of the environment (social, human, artificial, information, and natural) in a broad sense.

In recent years, he has provided advice on the development of circular products and services to companies such as Sony Corporation, Hitachi, Ltd, Panasonic Corporation, KOKUYO Co., Ltd., Hakuhodo Inc. and Accenture Japan Ltd, while also actively speaking as an expert at the Ministry of Economy, Trade and Industry and the World Design Assembly for the dissemination and establishment of circular design.

His recent publications include "Circular Design: Products, Services, and Business for Creating a Sustainable Society" (February 2022, Gakugei Shuppansha, co-author), "Food Design: Design Research for Future Food" (July 2022, BNN, Inc., co-author), "Sustainable Fashion" (September 2022, Gakugei Shuppansha, co-author), and others.

- 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 Transforming to Circular Economy Business Model [CEB]**

4 – 17 March 2026

AOTS Kansai Kenshu Center (KKC) <To Be Determined>

Date	Morning	Afternoon
3-Mar (Tue)	(Arrival in Japan)	
4-Mar (Wed)	Orientation Opening Ceremony	[Lecture] Circular Design
5-Mar (Thu)	[Lecture /Exercise] Circular Product Design Workshops	
6-Mar (Fri)	[Lecture] Resource Circulation Theory	[Visit] Recycling business, waste recycling
7-Mar (Sat)	Day off	
8-Mar (Sun)	Day off	
9-Mar (Mon)	Study Tour	Move to visit site
10-Mar (Tue)		[Lecture /Exercise] Business Ecosystem Mapping
11-Mar (Wed)		[Lecture /Exercise] Basic principles of Life Cycle Assessment (LCA) and business model issues
12-Mar (Thu)		[Visit] Remanufacturing Practice
13-Mar (Fri)	[Visit] Home Appliance Recycling Practice	[Meeting] Circular business exchange meeting
14-Mar (Sat)	Day off	
15-Mar (Sun)	Day off	
16-Mar (Mon)	[Visit] Regenerative Practice	
17-Mar (Tue)	Group Discussion Report Presentation	Closing Ceremony
18-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 CEB to reach AOTS, Japan: **no later than 1 December 2025.**

Screening Committee for CEB: **8 January 2026**

7. ARRIVAL AND DEPARTURE DATES:

Participants “in principle” are requested to arrive in Japan **the day before** the commencement of the training program and leave Japan the day after the final day of the program.

8. TRAINING COSTS (Application from overseas countries):

The training costs and the procedures for their settlement differ depending on whether an overseas company makes the application via the Overseas Collaborating Organization or a Japanese host company in Japan makes the application. The following is an explanation of the case of the application from an overseas country via a Collaborating Organization.

8-1) Outline

AOTS training programs are financed by Official Development Assistance (ODA) subsidies from the Japanese Ministry of Economy, Trade and Industry (METI) together with the Participation Fee from the participants themselves.

- The Training Costs will vary in accordance with the actual airfare and participants’ staying days.
- Participants shall purchase their air tickets by themselves. For information on how to purchase tickets, please refer to “Guidelines for Purchase of Air Tickets by the Participant and method of reimbursement by AOTS” on Appendix 2.
- In principle, the subsidy from the Japanese Government applies from the day before the start of the training until the last day of the training.
- Please refer to Table 1 “List of Target Countries and Regions” on Appendix 4 for the classification of Category 1 and Category 2.
- Sample estimates of the Participation Fee for the countries of Category 1 and Category 2 are shown in Appendix 3-1, 3-2 “Estimate of the Fees and Costs”.
- Participants are encouraged to enter the round-trip amount of the airline ticket they intend to purchase in order to ascertain the approximate amount of the participation fee when applying for training.
- For Category 1, the participation fee is the sum of 1/3 of 1. Allowance Costs and 210,000 yen, 2. Course Implementation Costs minus ODA subsidies on Appendix 3-1.
- For Category 2, the participation fee is 156,000 yen, after subsidy for 2. Course Implementation Costs minus ODA Subsidies on Appendix 3-2. (1. Allowance Costs are fully subsidized.)
- Participants will pay the participation fee upon arrival in Japan.
- AOTS will reimburse the international travel expenses to the participant (the amount will be finalized based on the AOTS rules and regulations after checking the evidence documents for the purchase of the ticket submitted by the participant when he/she arrives in Japan).

- The amount the participant actually pays after arrival in Japan is the participation fee minus the international travel expenses.
- In principle, payment is accepted by credit card.
AOTS Tokyo Center (Tokyo): Visa and Mastercard can be accepted.
AOTS Kansai Kenshu Center (Osaka): Visa, Mastercard, JCB, American Express, Diners Club, and Discover can be accepted.
- If it is difficult to pay by credit card, payment by cash will be accepted. In such case, please contact AOTS before coming to Japan.

8-2) Breakdown

The Training Costs are the total amount of expenses to invite a participant to a training program in Japan. It is the sum of 1. Allowance Costs and 2. Course Implementation Costs. The Participation Fee, the amount that participants should bear, consists of “Contribution to Allowance Costs” and “Contribution to Course Implementation Costs” [A].

1. Allowance Cost

The allowance cost is composed of the following items.

The Contribution to Allowance Costs for the participants from the countries in Category 1 is 1/3 of the Allowance Costs. Participants from the countries in Category 2 do not have to pay the Contribution to Allowance Costs.

(1) International Travel Expenses

- International travel expenses are provided if an air ticket and its evidence document for purchase of the air ticket satisfy the required conditions; they are not provided if the conditions are not satisfied, or the participant is travelling on a free ticket.
- Participants should purchase their round-trip air tickets by themselves. Please refer to “Guidelines for Purchase of Air Tickets by the Participant and method of reimbursement by AOTS” listed on Appendix 2 for the arrangement and the method of reimbursement for details.
- A participant is not allowed to overstay at city(ies) of a third country between the participant’s home country and Japan for any reasons other than flight convenience. In such a case, AOTS might not reimburse the International Travel Expenses to the participant.

(2) Accommodation and Meal Allowance

At the AOTS Kenshu Center

- During the training period, participants will be accommodated at an AOTS Kenshu Center. AOTS will provide a participant with accommodation in a single room to the value of JPY 11,600 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 10,600 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 3,100 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 3,100 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 Transforming to Circular Economy Business Model – [CEB]

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 (preferably attach an organization brochure)	
4. Your position and department (preferably attach an organizational chart, indicating your position)	
5. Your duties in detail	
6. Please provide an overview of the business processes related to the main product/service that your company/organization provides. (preferably attach a diagram of the business process)	

<p>7. Are there any issues/difficulties in procurement of raw materials or energy needed for your company/organization's business that you are aware of? Please describe them in detail as much as possible, including examples.</p> <p>(If you work in the business of processing client emissions, please describe your perception of the issues related to the procurement of materials, energy needed to process the emissions and/or the emissions that you receive from your clients.)</p>	
<p>8. How does your company/organization treat waste, flue gas, wastewater, waste heat, etc. generated in its business processes? Please describe any issues/challenges you are aware of related to the treatment of such kind of emissions.</p> <p>(If you work in the business of processing client emissions, please describe the treatment of emissions received from clients and/or the emissions emitted in the process of processing those emissions.)</p>	

<p>9. Are there any wastes, flue gas, wastewater, waste heat, or other emissions from your company/organization's business processes that are being reused? If so, how are they utilized?</p> <p>(If you work in the business of processing client emissions, please include the reutilization of emissions received from the client.)</p>	
<p>10. What happens to the goods/products provided by your company/organization after they are delivered to the customer/consumer? Please describe how the goods/products are handled by whom after being delivered to the customer/consumer, and trace the extent to which the goods/products or their components are used and stored by humans (lifetime of the items), i.e., until they are released into the nature, to the best of your knowledge.</p> <p>(If you work in the business of processing client emissions, please describe how and by whom the goods or materials are handled after they leave your company/organization's treatment process.)</p>	

<p>11. Does your company/organization assess the environmental impact of its products/services?</p> <p>If yes, please provide an overview of the perceived environmental impacts in your company/organization.</p> <p>If not, what are the discussions about the circular economy in your company/organization or in your country? Please describe to the best of your knowledge.</p>	
<p>12. What are your expectations of the program?</p>	

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-inquiry-az@aots.jp
*For the contact address of the Overseas Collaborating Organizations, please contact Overseas Cooperation Group.	
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, then obtain an quotation issued by travel agents or obtained via an Internet service for purchasing air tickets. The participants should then submit the payment evidence documents in (i) to (iii) below.

Purchase Evidence Documents	Details	
(i) Evidence Documents confirming the amount quoted at the time of ticket purchase.	-Estimate obtained by any of the methods a) to c) listed on the right must be submitted.	a) Quotation issued by the travel agency. b) An email with the quoted price sent by the travel agency (copy) c) A screenshot of website displaying the prices of the air ticket on the Internet. *The quotations in a) to c) above, (quotation) or a screenshot of a price on the Internet shall contain the following information. (The conditions such as date of travel and seat classes (e.g., economy class))
(ii) Receipt	-Receipts issued by travel agencies. -If purchased via the internet, a screenshot of the credit card authorization screen or a copy of the credit card statement is acceptable. -E-tickets with the word 'receipt' and statement of the actual purchase price are also acceptable).	
(iii) E ticket	-E ticket requires the passenger's name, itinerary, and e-ticket number (13 or 10 digits).	

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

Departing from		Upper Limit for Round-trip (JPY)
Southeast Asia	Indonesia	271,130
	Malaysia	268,620
	Myanmar	307,590
	Philippines	169,610
	Thailand	315,080
	Vietnam	254,850
Northeast Asia	Mongolia	175,090
South Asia	Bangladesh	415,640
	India	413,670
	Nepal	294,640
	Pakistan	335,250
	Sri Lanka	290,420
Latin America	Argentina	837,200
	Bolivia	704,730
	Brazil	636,190
	Colombia	789,470
	Guatemala	864,120
	Mexico	506,220
	Paraguay	733,860
	Peru	606,660
Venezuela	807,140	

De parting from		Upper Limit for Round-trip (JPY)
Africa	Egypt	334,240
	Ghana	706,790
	Kenya	370,040
	Tanzania	575,200
	Zambia	639,030
Middle East	Iran	443,070
Europe and Others	Georgia	519,940
	North Macedonia	461,180
	Turkey	571,670
	Serbia	558,950

Notes: This table is applicable to participants in training programs **starting between 1 October 2025 and 31 March 2026**. The actual amount will be informed after it is settled.

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

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

(Japanese Yen)

Training Costs	Total Amount	ODA Subsidies	Participation Fee
1. Allowance Costs			
<Breakdown of Allowance Cost>	<Breakdown>		
(1) International Travel Expenses	169,610 [B]		
(2) Accommodation and Meal Allowances			
a. [at the AOTS Kenshu Center]			
@ 10,600 x 1 day (Arrival Day) =	10,600		
@ 11,600 x 11 days =	127,600		
[during the study tour]			
b. Meal Allowance			
@ 3,100 x 3 day(s) =	9,300		
c. Accommodation Allowance			
@ 14,500 x 3 day(s) =	43,500		
(3) Personal Allowance			
@ 1,000 x 15 days =	15,000		
(4) Welfare Costs			
Overseas Travel Insurance	1,290		
Subtotal (1)~(5)	376,900	251,266 [2/3]	125,634 [1/3]
2. Course Implementation Costs			
<Breakdown of Course Implementation Costs>	<Breakdown>		
(1) Direct Course Implementation Cost	149,000	99,333	49,667
(2) Personnel expenses, Miscellaneous costs	401,000	240,667	160,333
Subtotal (1)~(2)	550,000	340,000	210,000
3. Domestic Travel Allowance (Kansai Airport - KKC)	1,760	1,760	
Total	928,660	593,026	335,634 [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)	335,634	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.	169,610	The amount of International Travel Expenses shown here is for reference only.
[C]	Amount to be settled after coming to Japan [C]=[A]-[B]	166,024	-

(Japanese Yen)

	Amount paid to participants from AOTS to participant in cash during the training.	26,060	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 3-2] Estimate of the Fees and Costs [Category 2 Country]

Country: Bangladesh
International Travel Expenses: Bangladesh ↔ Japan, Roundtrip
Management Training Course: CEB (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	415,640 [B]		
(2) Accommodation and Meal Allowances a. [at the AOTS Kenshu Center] @ 10,600 x 1 day (Arrival Day) =	10,600		
@ 11,600 x 11 days = [during the study tour]	127,600		
b. Meal Allowance @ 3,100 x 3 day(s) =	9,300		
c. Accommodation Allowance @ 14,500 x 3 day(s) =	43,500		
(3) Personal Allowance @ 1,000 x 15 days =	15,000		
(5) Welfare Costs Overseas Travel Insurance	1,290		
Subtotal (1)~(5)	622,930	622,930 [3/3]	[NONE] 0
2. Course Implementation Costs <Breakdown of Course Implementation Costs>	<Breakdown>		
(1) Direct Course Implementation Cost	149,000	149,000	0
(2) Personnel expenses, Miscellaneous costs	401,000	245,000	156,000
Subtotal (1)~(2)	550,000	394,000	156,000
3. Domestic Travel Allowance (Kansai Airport - KKC)	1,760	1,760	
Total	1,174,690	1,018,690	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.	415,640	The amount of International Travel Expenses shown here is for reference only.
[C]	Amount to be settled after coming to Japan $[C]=[A]-[B]$	-259,640	-

(Japanese Yen)

	Amount paid to participants from AOTS to participant in cash during the training.	26,060	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

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.