



The Association for Overseas Technical Cooperation and Sustainable Partnerships
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ODA Program

May 2026

Program Outline

&

Participation Requirements

of

The Program on Corporate Management for Africa

- Creating Value from Customer's Viewpoint -

[AFCM]

Onsite training in Japan: 7 - 20 October 2026
Online post- course session: 13 January 2027

1. BACKGROUND OF THE PROGRAMS:

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

AOTS was established in 1959 with the support of the Ministry of International Trade and Industry (which is the present Ministry of Economy, Trade and Industry: METI) as Japan’s first technical cooperation organization on a private sector basis. More than 200,000 individuals from 198 countries and regions have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2024 exceeded 240,000.

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

The Program on Corporate Management for Africa - Creating Value from Customer’s Viewpoint- (AFCM) is a training program for owners, executives and senior managers who are responsible for organizational management. This program is designed for the participants to deepen understanding of customer value creation and the customer value creation process, enabling the participants to apply these concepts in real-world business management settings, amidst the diversification of the value and benefits customers seek from products and services.

2. COUNTRY:

Please refer to the below “List of Target Countries and Regions”.

List of Target Countries and Regions

<i>Category 2</i>		
Algeria	Eswatini	Namibia
Angola	Ethiopia	Niger
Benin	Gabon	Nigeria
Botswana	Gambia	Rwanda
Burkina Faso	Ghana	Sao Tome and Principe
Burundi	Guinea	Senegal
Cabo Verde	Guinea-Bissau	Sierra Leone
Cameroon	Kenya	Somalia
Central African Rep.	Lesotho	South Africa
Chad	Liberia	South Sudan
Comoros	Madagascar	Sudan
Côte d'Ivoire	Malawi	Tanzania
Democratic Republic of the Congo	Mali	Togo
Djibouti	Mauritania	Tunisia
Egypt	Mauritius	Uganda
Equatorial Guinea	Morocco	Zambia
Eritrea	Mozambique	Zimbabwe

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:

14 participants

4. PARTICIPATION REQUIREMENTS:

- (1) Participants should be, in principle, owners, directors, or middle/senior managers of a small and medium-sized company or an organization in African Countries.
- (2) Participants should be, in principle, more than 20 years old and over.
- (3) Participants should be university graduates and/or have equivalent professional experience.
- (4) Participants should have a sufficient working knowledge of English.
- (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 listed “List of Target Countries and Regions” on Article 2.
- (7) Participants should not be students or armed forces personnel.
- (8) Participants should not be consultants.
- (9) Former participants of the subsidized training programs in Japan organized by AOTS are not entitled to apply for any program which starts within six months (183 days) after they have returned home countries from Japan.

Notes:

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

Preferential Selection:

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

This program is designed primarily for small and medium-sized companies, making it suitable for those who belong to such companies.

5. OUTLINE OF THE PROGRAM:

- OBJECTIVES

This program is designed for the participants to deepen understanding of customer value creation and the customer value creation process, enabling the participants to apply these concepts in real-world business management settings, amidst the diversification of the value and benefits customers seek from products and services.

- KEY BENEFITS

- (1) To understand what “Customer Value Creation” means within your company or organization.
- (2) To learn various approaches and methodologies and explore concrete ways to create customer value.
- (3) To learn how to create concrete customer value by creating an action plan after returning home.

- CONTENTS

[Fundamentals of Customer Value Creation and Reconstructing the PMVV]

Participants will learn fundamental concepts regarding customer value creation. Building on this foundation, they will gain an understanding of Purpose, Mission, Vision, and Values (PMVV) -key elements for companies to consistently pursue customer value creation and then examine and reconstruct their own company's PMVV.

[Business Strategy and Business Model Development]

To realize the vision they have developed, participants will learn the fundamentals of business strategy. Using frameworks such as the Business Model Canvas (BMC) and Value Proposition Canvas (VPC), they will design an overall mechanism for delivering unique customer value. Furthermore, through a card-based business management simulation game, participants will gain hands-on experience in understanding business management from a leadership perspective, while developing strategic thinking, creativity, and team-building skills in response to rapidly changing situations within the simulation.

[Approaches to Creating New Products and Services]

To create value in highly uncertain environments, participants will learn about “Design Thinking,” an approach that explores solutions through a deep understanding of customers’ fundamental needs, as well as methods for organizationally utilizing insights gained through this process (Knowledge Management). Furthermore, participants will learn the basic concepts and practical cases of “Effectuation,” a decision-making and behavioral logic required of business leaders.

[Practical and Case-Based Learning through Company Visits and Business Networking]

Participants will visit Japanese companies that create customer value based on their unique corporate philosophies to gain a deeper understanding of their actual business models and operational processes. Through business exchange meeting, participants will deepen their understanding of the needs of Japanese companies entering or considering entering Africa and the key points for becoming a local partner company.

[Action Plan Development]

Based on the knowledge and practical methods for creating customer value gained in this course, participants will develop and present a concrete action plan for implementation. This plan outlines how they will apply these insights to deepen existing business operations or explore new business opportunities within their own companies upon returning home.

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.

- LECTURERS

In the lectures and exercises of this program, lecturers holding the “Small and Medium Enterprise Management Consultant*” qualification—a national certification in Japan—are scheduled to present.

*Small and Medium Enterprise Management Consultant

https://www.jf-cmca.jp/contents/018_c_english_contents/011_what_is_smec.html

- DURATION

Wednesday 7 October – Tuesday 20 October 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.

-TRAINING LOCATION AND ACCOMMODATION

AOTS Kansai Kenshu Center (KKC) <may change in consideration of various factors>

<http://www.aots.jp/en/center/about/kkc.html>

7-5, Asaka 1-chome, Sumiyoshi-ku, Osaka 558-0021, Japan

Tel: 81-6-6608-8260 (Reception) Fax: 81-6-6690-2678

Tentative Schedule of
The Program on Corporate Management for Africa
- Creating Value from Customer's Viewpoint - [AFCM]

7 October - 20 October 2026, AOTS Kansai Kanshu Center (KKC) <To Be Determined>

Date	Morning	Afternoon
6-Oct (Tue)	Arrival in Japan	
7-Oct (Wed)	Orientation/ Opening Ceremony	Lecture: Overview of Customer Value Creation
8-Oct (Thu)	Exercise: Experience a Card-Based Business Management Simulation Game	
9-Oct (Fri)	Lecture: Corporate Philosophy and Customer Value Creation	Lecture: Formulating Management Vision
10-Oct (Sat)	Day off	
11-Oct (Sun)	Day off	
12-Oct (Mon)	Lecture: Design Thinking and The Knowledge-Creating Company A methodology for Creating New Products and Services	
13-Oct (Tue)	Lecture: Management Strategies for Achieving the Vision I	Business Exchange Meeting with Japanese Companies
14-Oct (Wed)	Visit: Embedding Corporate Philosophy and Fostering Self-driven, Inspiring Professionals	Lecture: Management Strategies for Achieving the Vision II
15-Oct (Thu)	Visit: Case of Customer Value Creation Management (1)/ Business Framework Workshop	
16-Oct (Fri)	Lecture: Effectuation Action Principles for Business Leaders to Master	Visit: Case of Customer Value Creation Management (2)/ Case of Effectuation
17-Oct (Sat)	Day off	
18-Oct (Sat)	Day off	
19-Oct (Mon)	Action Plan Presentation (Within Group)	Lecture: Case of Customer Value Creation Management (3)
20-Oct (Tue)	Action Plan Presentation (Overall)	Closing Ceremony
21-Oct (Wed)	(Departure from Japan)	

13 January 2027, Online

Date	Evening (17:00 - 19:30 JST)
13- Jan (Wed)	Presentation of participants of their activities upon returning to their home countries

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.
- (4) Participants may be requested to deliver presentations at events such as business exchange sessions with Japanese companies.

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 AFCM to reach AOTS, Japan: **no later than 21 July 2026.**

Screening Committee for AFCM: **27 August 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 estimate of the Participation Fee is shown in [Appendix 3](#) “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.
- The participation fee is 156,000 yen, after subsidy for 2. Course Implementation Costs minus ODA Subsidies on [Appendix 3](#). (1. Allowance Costs are fully subsidized.)
- Participants will pay the participation fee upon arrival in Japan.
- AOTS will reimburse the international travel expenses to the participant (the amount will be finalized based on the AOTS rules and regulations after checking the evidence documents for the purchase of the ticket submitted by the participant when he/she arrives in Japan).
- The amount the participant actually pays after arrival in Japan is the participation fee minus the international travel expenses.
- In principle, payment is accepted by credit card.

AOTS Tokyo Center (Tokyo): Visa and Mastercard can be accepted.

AOTS Kansai Kenshu Center (Osaka): Visa, Mastercard, JCB, American Express, Diners Club, and Discover can be accepted.

-If it is difficult to pay by credit card, payment by cash will be accepted. In such case, please contact AOTS before coming to Japan.

8-2) Breakdown

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

1. Allowance Cost

The allowance cost is composed of the following items.

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

(1) International Travel Expenses

-International travel expenses are provided if an air ticket and its evidence document for purchase of the air ticket satisfy the required conditions; they are not provided if the conditions are not satisfied, or the participant is travelling on a free ticket.

- Participants should purchase their round-trip air tickets by themselves. Please refer to “Guidelines for Purchase of Air Tickets by the Participant and method of reimbursement by AOTS” listed on [Appendix 2](#) for the arrangement and the method of reimbursement for details.

- A participant is not allowed to overstay at city(ies) of a third country between the participant’s home country and Japan for any reasons other than flight convenience. In such a case, AOTS might not reimburse the International Travel Expenses to the participant.

(2) Accommodation and Meal Allowance

At the AOTS Kenshu Center

- During the training period, participants will be accommodated at an AOTS Kenshu Center. AOTS will provide a participant with accommodation in a single room to the value of JPY 12,200 per day with meals (lunch, dinner and breakfast), while the participant stays at an AOTS Kenshu Center.

- For the arrival day, AOTS will provide a participant with accommodation to the value of JPY 11,200 per day with dinner and breakfast at an AOTS Kenshu Center.

- Please note that AOTS Kenshu Center canteens are closed on Sundays. The participant will receive JPY 3,200 in cash per day for meals to cover the days of closure.

During the study tour

- When a study tour is implemented during the training program, a participant will be provided with accommodation to the value of JPY 14,500 (the upper limit) per day, and the meal allowance (JPY 3,200 per day) will be provided to participants in kind or paid in cash by AOTS.

(3) Personal Allowance

- AOTS will pay JPY 1,000 per day in cash to a participant.

(4) Welfare costs (Overseas Travel Insurance premiums)

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

2. Course Implementation Costs

The Contribution to Course Implementation Costs for a two-week course (the amount participants should bear) is JPY 156,000.

3. Domestic Travel Allowance

AOTS will arrange for the participants a chartered bus or other means of transport from the international airport to the AOTS training center on arrival in Japan, or provide part of the transport costs in cash as per the table below.

【Train】

Airport of arrival in Japan	Training Center	Standard Amount (Round trip)	Standard Route
Kansai International Airport (Osaka)	AOTS Kanshu Center (KKC)	JPY 1,760	Kansai International Airport (Osaka) – AOTS Kansai Kenshu Center (KKC)

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

Contribution to AOTS's Administration Cost

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

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

9. VISA ACQUISITION PROCEDURES:

(1) Status of Residence:

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

(2) Visa Acquisition

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

(3) Notes

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

10. OVERSEAS TRAVEL INSURANCE COVERAGE:

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

11. HANDLING OF PERSONALLY IDENTIFIABLE INFORMATION:

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

(1) Administrator of Personally Identifiable Information: General Manager, General Affairs & Planning Department,

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

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

Tel: 81-3-3888-8211 E-mail: kojinjoho-cj@aots.jp

(2) Use of Personally Identifiable Information

Personally identifiable information provided by the participant will only be used for the screening of the participants and the implementation of the training program. It will not be used for any other purposes or beyond the scope required by laws and regulations of Japan.

For AOTS’s privacy policy, please visit below website.

<https://www.aots.jp/en/privacy-policy/>

PRE-TRAINING REPORT

The Program on Corporate Management for Africa -Creating Value from Customer's Viewpoint-
[AFCM]

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

This document will be used as a reference material in 1) the screening process of applicants and 2) the group discussion and the presentation to be held during the program by sharing with lecturers and other participants. Therefore, the **applicant is requested to fill in all of the items clearly and concretely.**

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

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

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

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

1. Your name	
2. Your country	
3. Name of your company/ organization	
4. Outline of your organization (Business outline, product lines/service, and size of business of your company) * 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. Please write down your company's management philosophy, mission and vision.</p>	
<p>8. Who are your main customers? What needs do the customers have? And what value do your company deliver to those customers? (chose one main business if your company run several businesses)</p>	
<p>9. What differentiates your company from your competitors in providing unique customer value?</p>	
<p>10. What is/are your expectation(s) for 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 I.

Appendix 2:**Guidelines for Purchase of Air Tickets by the Participant
And method of reimbursement by AOTS****1. Arrival and Departure Dates:**

In principle, arriving in Japan **on the day before** the commencement of the program and departing on the day after the closing day of the program.

2. Method of Reimbursement:

When purchasing an air ticket, participants are requested to submit purchase evidence documents to show that participants have **purchased a discount economy air ticket. If the participants purchase a ticket other than economy class, such as first class, business class, the expenses will not be reimbursed.**

(1) International Travel Expenses eligible to be Subsidized (Reimbursement)

During the training program in Japan, participants should present to AOTS their air tickets and submit purchase evidence documents (2) (i) to (iii) below. AOTS finalizes the travel expenses based on these documents and will reimburse the participant in cash (JPY) the amount eligible for subsidy out of the sum of the following items (i) and (ii).

(i) In principle, the actual round-trip airfare for a discounted economy class flight on a direct flight or a connecting flight on a reasonable route.

* The round-trip airfare arranged up to a ceiling of the amount listed on the following page will be eligible for subsidy.

* If the participant purchases a ticket that does not satisfy the above (i) required conditions, such as business class, the subsidized amount for travel expenses will not be reimbursed.

* A participant is not allowed to overstay at city(ies) of a third country between the participant's home country and Japan for any reason other than flight convenience. In such a case, AOTS might not reimburse the International Travel Expenses to the participant.

(ii) The departure tax, airport tax and security insurance fees, other taxes and actual costs of ticketing fees by travel agents indispensable to above (i) flight.

(2) Evidence Documents of Purchasing of Air Ticket

When purchasing air tickets, participants are requested to arrange an air ticket that meets the conditions in (1) (i) above. The participants should then submit the payment evidence documents in (i) and (ii) below.

Purchase Evidence Documents	Details *Basically shown in English required
(i) Receipt	<p>-Payment evidence obtained by any of the methods a) to c) listed on the right must be submitted.</p> <p>a) Receipts issued by the travel agency or airline.</p> <p>b) An e-mail sent by the operator of an air ticket sales website confirming the completion of payment for airline tickets, if purchased via the internet</p> <p>c) A screenshot of confirmation of completed payment provided on the website for ticket purchase, if purchased via the internet</p> <p>*The payment evidence in a) to c) above shall contain at least the following information.</p> <ul style="list-style-type: none"> - Actual paid amount together with its currency unit - Ticket number identical to the one on the e-ticket purchased or passenger name to board together with departing date - Name of recipient
(ii) E-ticket	<p>-E-ticket shall contain the date of issue, the name of the passenger, E-ticket number (13 or 10 digits), and the flight itinerary.</p>

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

Departing from	Upper Limit for Round-trip (JPY)
Egypt	310,940
Ghana	673,560
Kenya	333,550
Tanzania	562,160
Tanzania	562,160
Uganda	364,080
Zambia	568,180

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

[Appendix 3] Estimate of the Fees and Costs [Category 2 Country]

Country: **Egypt**
 International Travel Expenses: **Egypt ↔ Japan, Roundtrip**
 Management Training Course: **AFCM (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	334,240	[B]	
(2) Accommodation and Meal Allowances a. [at the AOTS Kenshu Center] @ 11,200 x 1 day (Arrival Day) =	11,200		
@ 12,200 x 14 days = [during the study tour]	170,800		
b. Meal Allowance @ 3,200 x 0 day(s) =	0		
c. Accommodation Allowance @ 14,500 x 0 day(s) =	0		
(3) Personal Allowance @ 1,000 x 15 days =	15,000		
(4) Welfare Costs Overseas Travel Insurance	1,560		
Subtotal (1)-(5)	532,800	532,800 [3/3]	[NONE] 0
2. Course Implementation Costs <Breakdown of Course Implementation Costs>	<Breakdown>		
(1) Direct Course Implementation Cost	185,000	185,000	0
(2) Personnel expenses, Miscellaneous costs	427,000	271,000	156,000
Subtotal (1)-(2)	612,000	456,000	156,000
3. Domestic Travel Allowance (Kansai Airport - KKC)	1,760	1,760	
Total	1,146,560	990,560	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.	334,240	The amount of International Travel Expenses shown here is for reference only.
[C]	Amount to be settled after coming to Japan $[C]=[A]-[B]$	-178,240	-

(Japanese Yen)

	Amount paid to participants from AOTS to participant in cash during the training.	16,760	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.