



JICA SUSTAINABILITY REPORT 2023



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— Realizing a Sustainable World —

In recent years, the global situation has been changing rapidly and became more unpredictable, with climate change, loss of natural resources, widening economic disparities, and conflicts occurring simultaneously and becoming more prolonged. Between June and August 2023, the global average temperature was the highest ever recorded. The effects of climate change and other global issues are now familiar to many people with a real sense of urgency. Under these compounding crises, the most impacted are the already-vulnerable populations in developing countries. At a time when achieving the Sustainable Development Goals (SDGs) by 2030 is at stake, we must continue to promote sustainability in order to pass on a sustainable society to future generations.

Pursuant to Japan's new Development Cooperation Charter, JICA will extend cooperation based on the mission of *human security* that underpins JICA projects: ensuring all people can live with dignity and free from fear and want. We also aim to achieve sustainable *quality growth* thereby reducing inequality and protecting natural environments. As the agency responsible for implementing Japan's development cooperation in 139 countries and regions around the world (fiscal 2022), I believe that JICA has an extremely important role to play in promoting sustainability given the wide range of issues we cover.

In order for JICA to perform its role to the best of its ability, we will continue to review at the organizational level and work tirelessly for change while incorporating global trends. As one step in this direction, JICA has strengthened its organizational structure over the past year by establishing the Sustainability Committee and the Office for Sustainability Management. We have also formulated the JICA Sustainability Policy, which includes specific goals such as achieving carbon neutrality of the organization by 2030 and implementing all new projects in a manner aligned with the goals of the Paris Agreement. Through this Sustainability Report, JICA aims to further strengthen dialogue with our various partners by communicating quantitative data and the progress we have made in achieving our objectives and initiatives.

For JICA, sustainability efforts are an integral part of our mission. Under the vision of "Leading the world with trust", JICA will continue to work for the realization of a sustainable world. We will forge a common vision towards the future by further strengthening the relationship of trust established through close cooperation with developing countries.



November 2023

TANAKA Akihiko

President

Japan International Cooperation Agency (JICA)

Mission

JICA, in accordance with the Development Cooperation Charter, will work on *human security** and *quality growth*.

Vision

Leading the world with trust

JICA, with its partners, will take the lead in forging bonds of trust across the world, aspiring for a free, peaceful and prosperous world where people can hope for a better future and explore their diverse potentials.

Actions

1. **Commitment:** Commit ourselves with pride and passion to achieving our mission and vision.
2. **Gemba:** Dive into the field ("*gemba*") and work together with the people.
3. **Strategy:** Think and act strategically with broad and long-term perspectives.
4. **Co-creation:** Bring together diverse wisdom and resources.
5. **Innovation:** Innovate to bring about unprecedented impacts.

JICA Global Agenda

JICA has set 20 "JICA Global Agenda" (cooperation strategies for global issues) under the four categories to identify medium- to long-term objectives and initiatives toward more strategic cooperation. JICA also shares these objectives with diverse partners in Japan and abroad to promote collaboration and co-creation and aims to maximize development impacts.

> Title of 20 cooperation strategies for global issues in four categories



Prosperity

- Urban and Regional Development
- Transportation
- Energy and Mining
- Private Sector Development
- Agriculture and Rural Development (Sustainable Food Systems)



People

- Health
- Improving Nutrition
- Education
- Social Security / Disability, and Development
- Sport and Development



Peace

- Peace-building
- Governance
- Public Finance and Financial Systems
- Gender Equality and Women's Empowerment
- Digital for Development



Planet

- Climate Change
- Natural Environment Conservation
- Environmental Management
- Sustainable Water Resources Management and Water Supply
- Disaster Risk Reduction through Pre-disaster Investment and Build Back Better

* A concept that focuses on each and every individual through protection of individuals from serious and wide-ranging threats to their survival, daily lives, and dignity and empowerment of people for sustainable self-reliance and community building, so that all people can reach their full potential.

Organization



96
Overseas Offices
(As of July 1, 2023)



15
Domestic Offices
(As of July 1, 2023)



1,968
full-time staff*
(As of July 1, 2023)
* Contracted at the JICA Headquarters



139
Developing Countries and
Regions with cooperation
(During fiscal 2022)

Building People-to-People Relationships

JICA dispatches experts and volunteers to developing countries, and accepts government officials and specialists as training participants and students in Japan. People-to-people connections established through such human resource development programs are the foundation of trust between developing countries and Japan.



Accepted
New/ongoing training participants and students
from developing countries in fiscal 2022
13,090 people,
Cumulative total of approx.
700,000 people



Dispatched
New/ongoing JICA experts and JICA volunteers in
fiscal 2022
9,438 people,
Cumulative total of approx.
260,000 people

Types of Cooperation

JICA implements effective programs and projects through various cooperation modalities to address the diverse challenges and needs of developing countries.

Scale of Operations by Type (fiscal 2022)

Technical Cooperation*¹
¥175.2 billion
Dispatch of experts and acceptance of training participants and students to support developing countries' capacity development for problem solving.

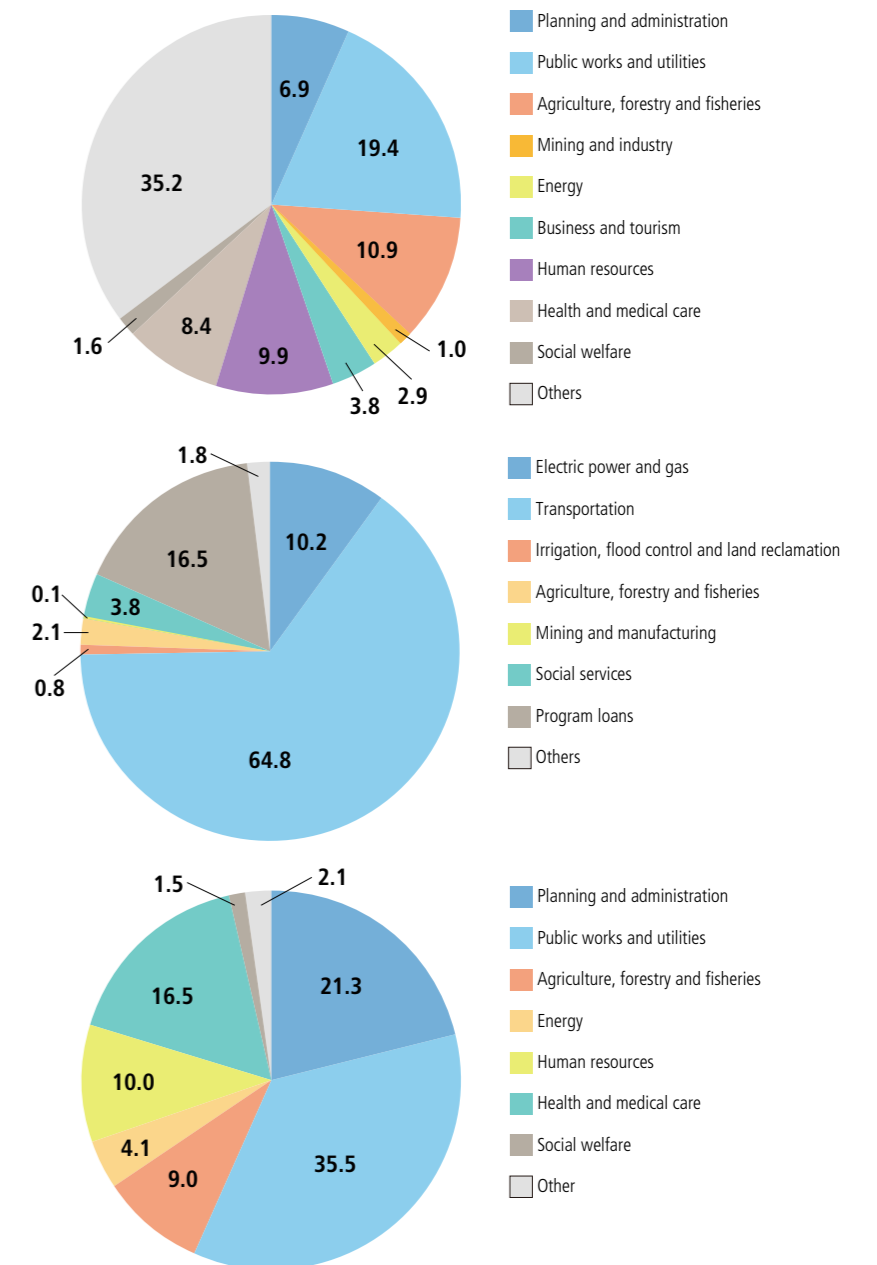
Finance and Investment Cooperation*²
¥2,450.6 billion
Lending or investing of funds under concessional terms to developing countries for their development.

Grants*³
¥119.2 billion
Grants provide funds to low-income developing countries without the obligation of repayment.

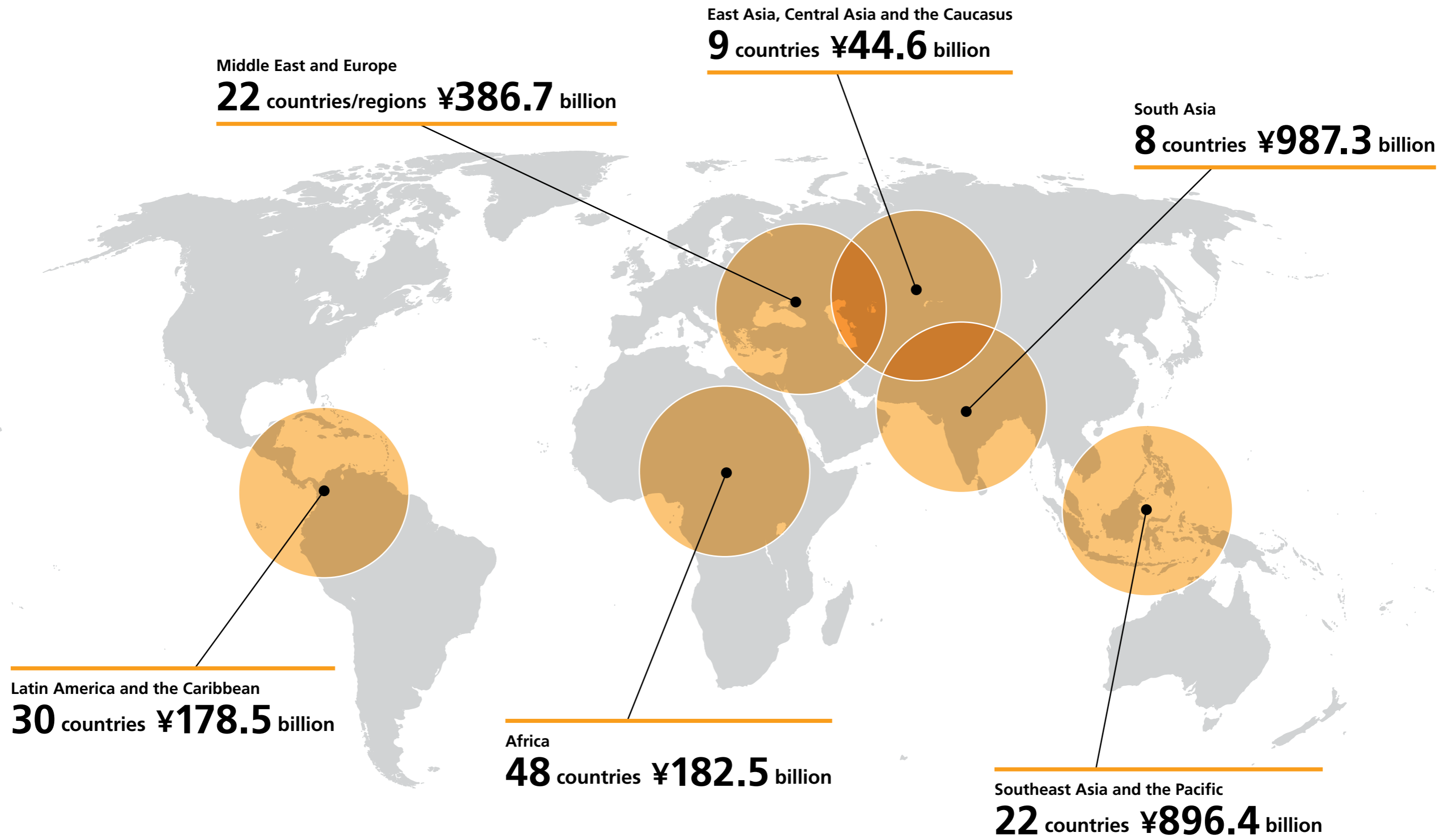
- Citizen Participation (JICA volunteers, JICA Partnership Program and others)
- Emergency Disaster Relief
- Research
- Public-Private Partnerships (Private-Sector Investment Finance, SDGs Business Supporting Surveys and others)

(Note) Totals may not add up due to rounding.
*1 Expenses include Technical Assistance expenses managed under the Finance and Investment Account budget, but exclude administration costs.
*2 Total commitment amounts of ODA Loan and Private-Sector Investment Finance.
*3 Aggregated amount of Grants committed through concluding of respective Grant Agreements(G/A).

Composition of assistance by Sector (fiscal 2022)



Scale of Operations by Region (fiscal 2022)



(Note 1) The figures show the total value of JICA programs in each region, including Technical Cooperation (Training Participants, Experts, Study Teams, Provision of Equipment, Japan Overseas Cooperation Volunteers, Other volunteers, and Other costs), Finance and Investment Cooperation (commitment amount), and Grants (newly concluded G/As) in fiscal 2022.
(Note 2) Figures exclude cooperation for multiple countries/regions and international organizations.

JICA Sustainability Policy

Based on the mission of *human security*, JICA has been working to realize a sustainable world through *quality growth*. In a rapidly changing world, JICA's role in development cooperation has become even more important. Through the vision of "Leading the world with trust", JICA aims to realize a "sustainable world" in which the three dimensions - economy, society, and environment - are in harmony and no burden is left for future generations.

JICA is an organization that supports developing countries in achieving the SDGs. In order to live up to its duties, JICA will review its own organizational management and promptly take the necessary measures as a member of a sustainable world. Under the new Development Cooperation Charter, JICA will focus on the following areas.

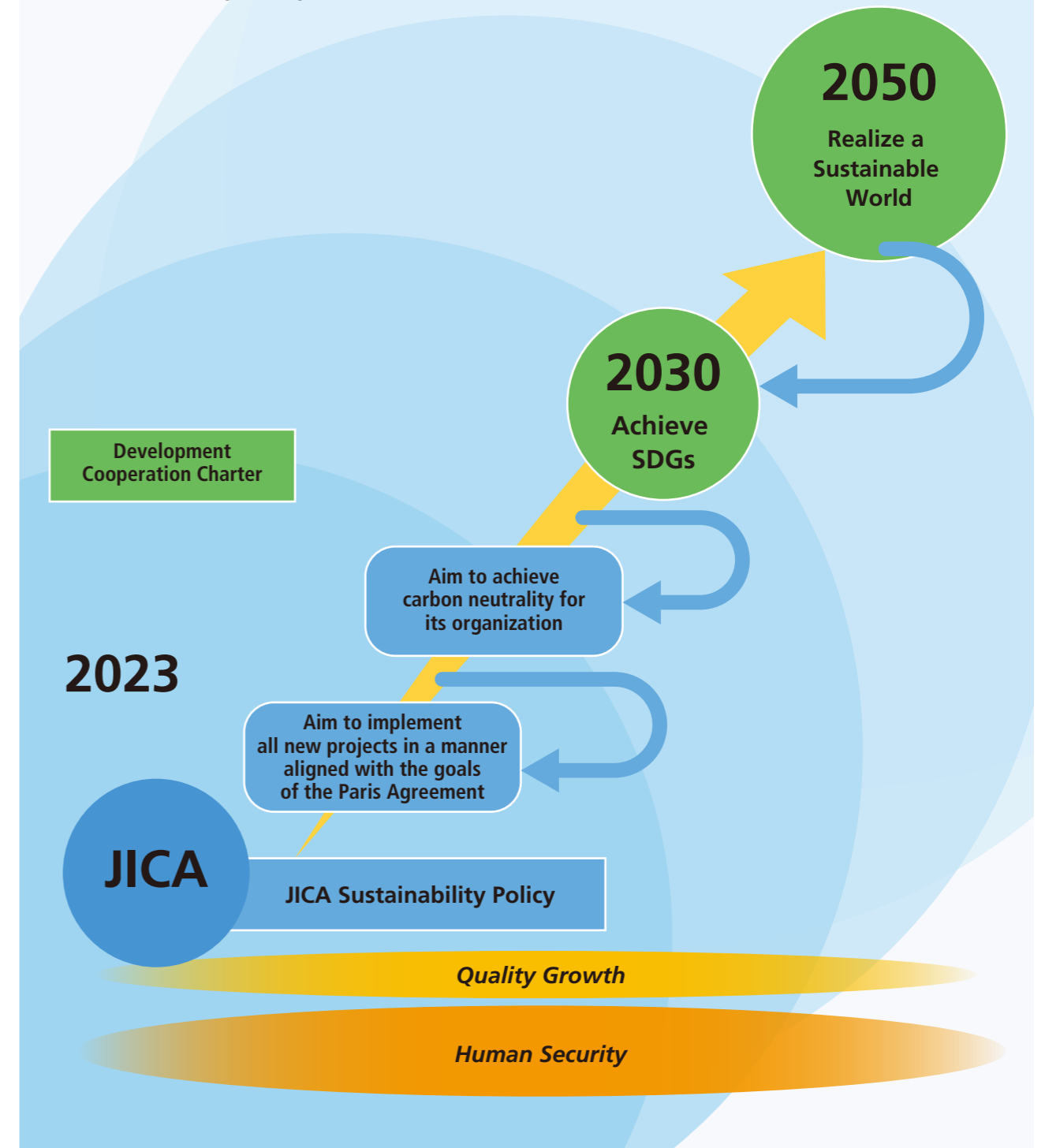
- As a climate change measure, JICA aims to implement all new projects in a manner aligned with the goals of the Paris Agreement*1. In addition to mitigation measures to reduce climate change, we will implement adaptation measures to achieve societies that are resilient to climate change and support a whole of society transition in developing countries.
- Conservation of the global environment is our responsibility for the future, and JICA will strengthen its efforts to conserve the natural environment, including protection of the marine environment, forests, and water resources, and promote the mainstreaming of biodiversity.
- JICA respects basic human rights and promotes diversity, equity, and inclusion, including gender equality, to create opportunities and an environment where diverse human resources can thrive and grow.
- JICA will disclose information accurately and transparently in accordance with international disclosure standards.
- Based on the Japanese government's declaration to achieve Carbon Neutrality by 2050, JICA aims to achieve carbon neutrality for its organization by 2030*2.
- JICA will further strengthen its governance and organization-wide efforts for sustainability management, led by the Sustainability Committee and the Office for Sustainability Management.

Complex and interrelated issues cannot be solved by one country alone. Through these efforts, JICA will continue to build trust with developing countries and various other partners, accelerate collaboration and co-creation to solve problems, and contribute to the realization of a better world.

*1 The Paris Agreement is an international framework on climate change adopted at the twenty-first session of the 2015 Conference of the Parties (COP21) to the UNFCCC: United Nations Framework Convention on Climate Change and entered into force in 2016. JICA aims to align all new projects with the goals of the Paris Agreement and is preparing for the alignment process to begin in 2023, working quickly and in stages.
 *2 JICA's target is based on Scope 1 and 2 of the GHG Protocol, the international standard for calculating and reporting greenhouse gas emissions (for Headquarters and domestic offices only; overseas offices will be considered in stages).

JICA's Goals in Sustainability Management

In today's turbulent world, we face numerous challenges such as climate change, environmental degradation, economic disparity, human rights violations, declining birth rates, and aging populations. Under the new Development Cooperation Charter, JICA will vigorously pursue its mission of *human security and quality growth* to realize sustainability. We envision a better world for the future and will move forward swiftly and steadily with medium- and long-term goals for its realization.



Impact from JICA's Cooperation on the SDGs



Expanded Food Production

The rate of increase in rice production in Sub-Saharan Africa. (From 14 million tons in the baseline year to 32.30 million tons in 2021)

A 130% increase



Maternal and Child Health (MCH) Handbook

The total number of copies distributed in 34 countries where JICA provided assistance related to the MCH Handbook. (JFY2019)

34 countries
9 million copies



Improvement of Children's Learning

The number of children provided with a quality educational environment to improve their learning through JICA's assistance. (JFY2015–JFY2017)

Over 15 million children



Access to Safe Water

The accumulated number of people who gained access to drinking water with JICA's aid for water supply facilities (JFY1999–JFY2022)

84 million people



Clean Energy

Total installed capacity of operational geothermal power-generation facilities that have been built with Japanese ODA Loans. (JFY 1978-)

1,592 MW



Development of Industrial Human Resources

The total number of industrial human resources in Asia that JICA has supported the training of. (as of July 2023)

Over 18,000 people



BOSAI: Disaster Risk Reduction

The total number of people protected from the risk of disasters by JICA's flood control and other projects. (Finance and Investment Cooperation for which ex-post evaluation was conducted JFY2011–JFY2020)

Over 3.8 million people



Natural Environment Conservation

Area planted under JICA's reforestation cooperation. (JFY2000–JFY2016)

3.05 million hectares



Realization of Clean City

The number of countries and people who benefited from the JICA Clean City Initiative. (JFY2021-)

42 countries
Over 170 million people

JICA's Basic Approach toward SDGs

The year 2023 marks the "halfway point" of the SDGs, which were formulated in 2015 and are to be achieved by 2030. The quadrennial SDG Summit was also held this year, and the entire international community is expected to make further strides toward achieving the SDGs. In Japan's Development Cooperation Charter revised in June 2023, driving international cooperation and strengthening comprehensive actions to solve global issues by accelerating efforts to achieve the SDGs was defined as one of the priority policies.

JICA has released a position paper detailing its basic strategy for accelerating achievement of the SDGs, under the twin missions of *human security and quality growth*. Specifically, JICA has set 20 strategies for global issues, the "JICA Global Agenda" based on the SDGs' Prosperity, People, Peace, and Planet in fiscal 2021 to strengthen its strategy by setting these mid- to long-term goals and initiatives. Various partnerships, including those that mobilize funds from the private sector, are essential in achieving the SDGs, as public funding alone is insufficient in terms of scale. By communicating JICA's approach and the relevance of its projects to a broad range of potential partners, JICA aims to increase its impact vis-à-vis the SDGs through greater collaboration and mobilization. Please refer to [JICA's website](#) for more information about our efforts regarding each of the 17 SDGs.

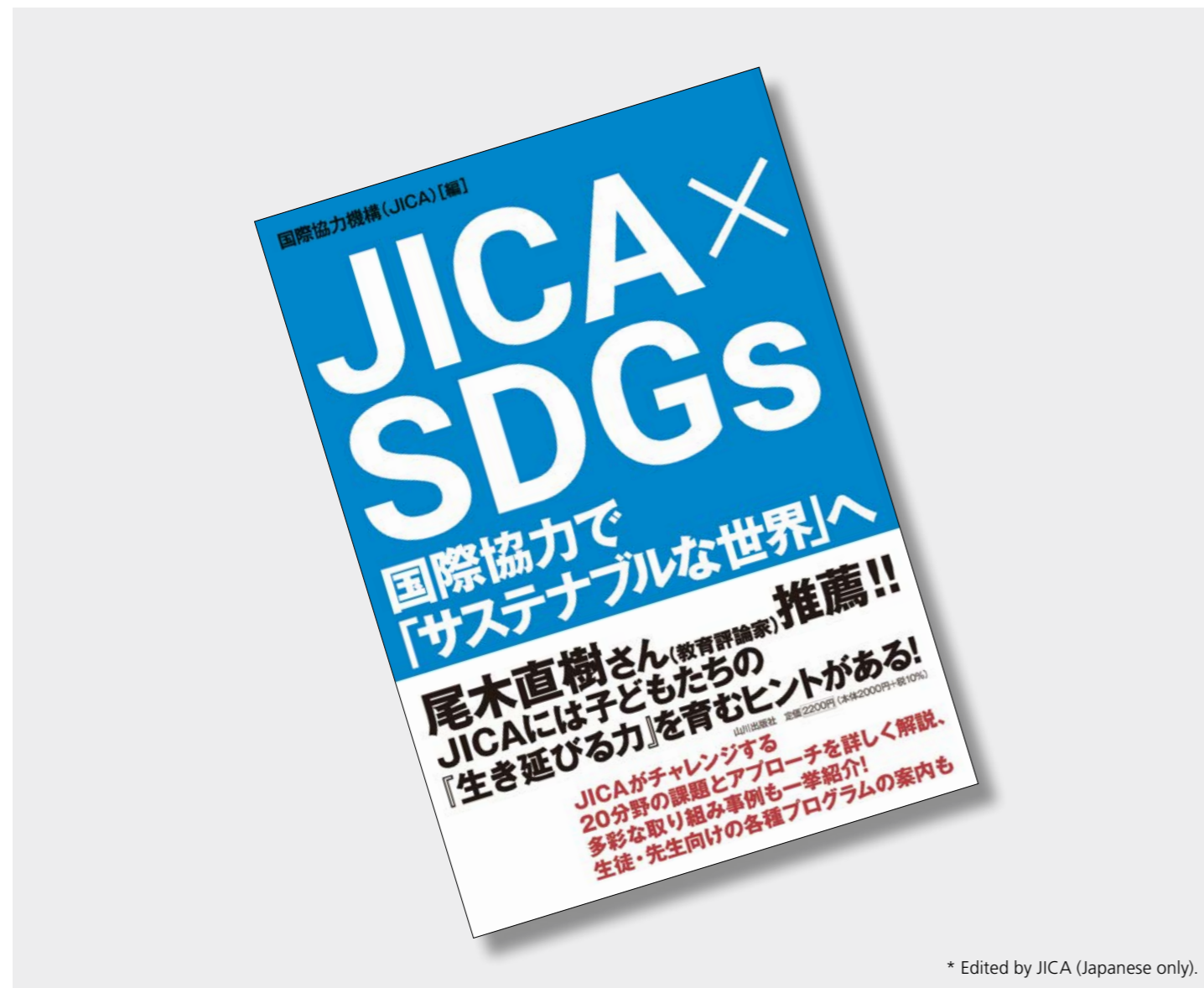
Enhance Cooperation with Domestic / International Partners to Promote the SDGs

JICA is the only government-affiliated organization besides ministries and agencies to participate in the roundtable and secretariat meetings of the Japanese Government's SDGs Promotion Headquarters. JICA has significantly contributed to the formulation of Japan's "SDGs Implementation Guiding Principles Revised Edition" and "SDGs Action Plan 2023." The former references JICA's contributions to the SDGs in Japan and abroad, primarily in developing countries; the latter includes 36 examples of a wide range of JICA-led initiatives (e.g., Science and Technology Research Partnership for Sustainable Development (SATREPS), Low-Carbon Energy Use Initiative, and the issuance of JICA Bonds). In addition,

to further advance the SDGs Implementation Guiding Principles and the SDGs Action Plan, JICA established the "JICA-SDGs Partner" framework in July 2020 to certify organizations that partner with JICA to achieve the SDGs (about 50 organizations were certified as of June 2023) and to help disseminate information about how companies and organizations are promoting the SDGs. In addition, JICA Kansai Center serves as a member of the secretariat of the "Kansai SDGs Platform," which has over 2,000 member organizations (as of September 2023) and promotes the SDGs in the Kansai region by enhancing collaboration among its members.

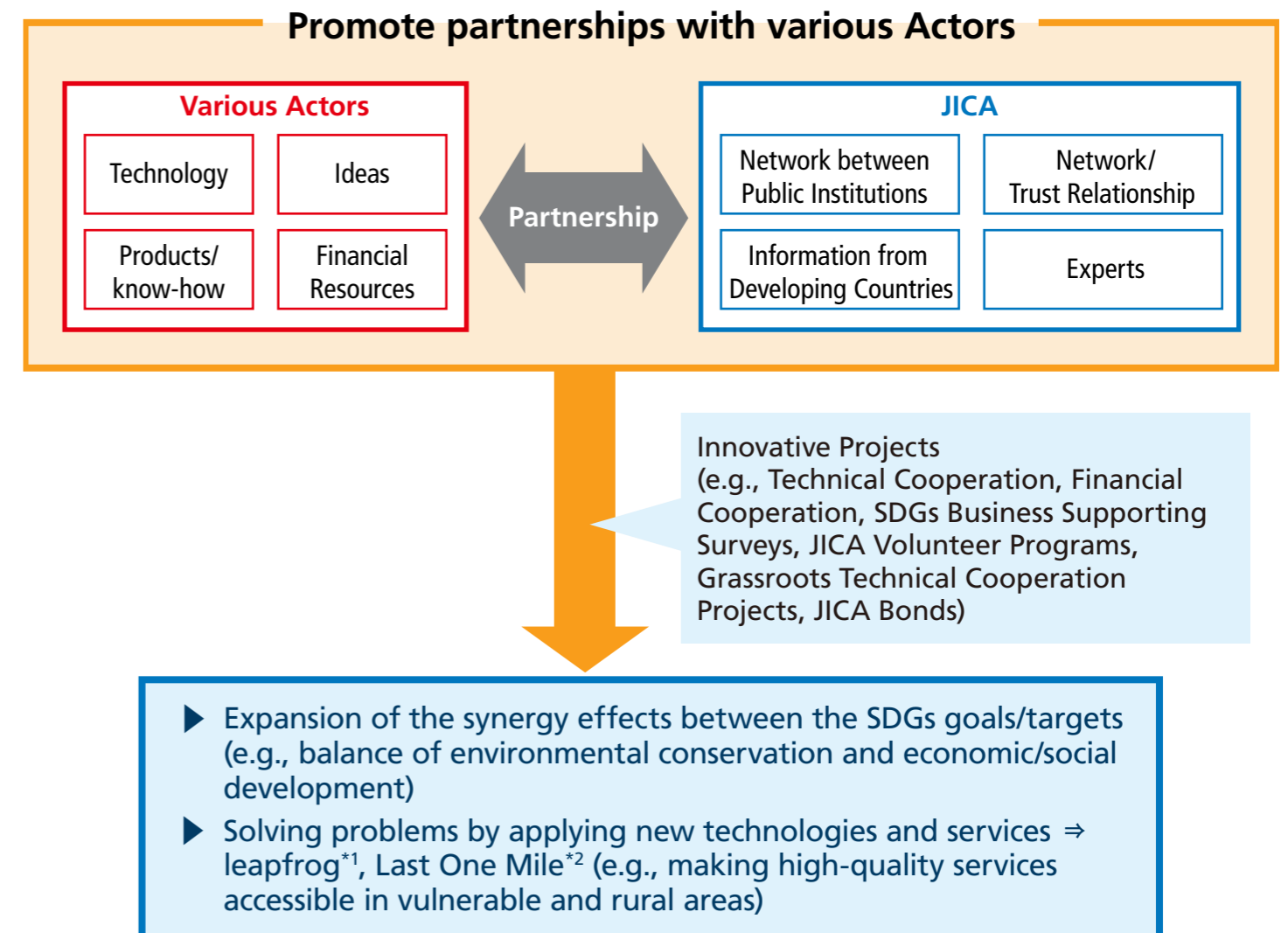
Almost all of JICA's projects contribute to the SDGs, and JICA is making efforts to communicate their specific impacts in an easy-to-understand manner. Specifically, JICA conducts in-depth analysis to verify and articulate the impacts of projects that contribute to the SDGs in its ex-ante evaluation paper. JICA is also making sure that project evaluation criteria better reflect the goals underlying the SDGs. In addition, JICA ensures consistency with the evaluation criteria of the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD),

which reflect the concept of the SDGs, and clarifies the perspectives of equity, human rights, gender, etc. in each evaluation criteria. JICA describes the link between JICA's efforts and its contribution to the achievement of the SDGs in operational performance reports. In addition, JICA produces development education materials that demonstrate the contribution of JICA projects to the SDGs.



* Edited by JICA (Japanese only).

JICA's actions toward achieving the SDGs



*1 leapfrog: To solve problems and make rapid progress with a leap forward by applying new technology.

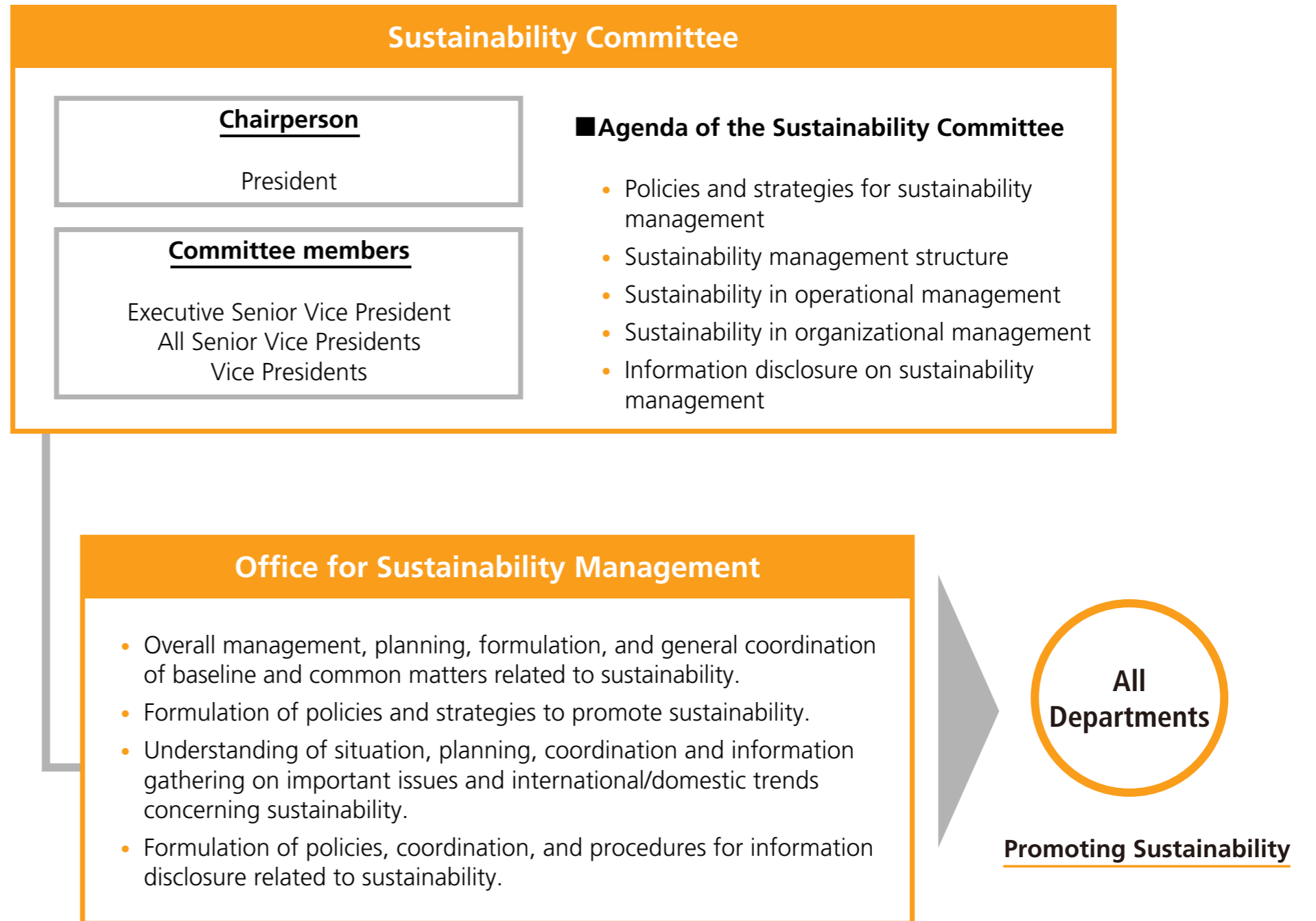
*2 Last One Mile: To deliver services to people in rural areas where infrastructure and physical distribution are not easily accessible.

JICA has established the Sustainability Committee effective November 2022. The committee is chaired by the President, and its members consist of the Executive Senior Vice President, all Senior Vice Presidents, and Vice Presidents. JICA also established the Office for Sustainability Management in April 2023, and in October, assigned a Vice President with the duties of Chief Sustainability Officer (CSO). Under this new structure, JICA is strongly promoting sustainability throughout the organization.

The Sustainability Committee

The Sustainability Committee held a total of six meetings during the period from January to August 2023, and discussed the following topics:

- JICA’s sustainability management and procedures
- Sustainability management roadmap
- Organizational climate change responses
- Business and human rights
- Climate risk identification and its management system
- Medium- to long-term commitment for addressing climate change in JICA projects
- JICA Sustainability Policy
- JICA Sustainability Report 2023



Promoting Co-creation with Diverse Partners in Japan and Abroad

JICA supports 139 countries and regions around the world (fiscal 2022) in social and economic development through various cooperation modalities based on dialogue with the governments of these countries and regions.

Amid growing interest in the SDGs, the range of development actors has expanded from governments, international organizations, development finance institutions, and NGOs to include the private sector, research institutions, local governments, and civil society organizations. Collaboration with a diverse range of people is essential to addressing increasingly complex environmental and social issues, and the expansion of the actors involved in development cooperation can be an opportunity to solve many such issues.

JICA works with various stakeholders in Japan and abroad to tackle global issues with the aim of “realizing a sustainable world” that does not leave a burden on future generations. JICA will build and participate in platforms that allow diverse partners to congregate various resources, including knowledge, ideas, and talent, and create an environment that encourages fund mobilization and private business participation. Through these activities, JICA will further promote “co-creation” and spur “series of waves” of efforts to solve global issues.

Partnerships with Universities and Research Institutions

In recent years, global issues—including environmental and energy problems, food crises, and infectious diseases—are becoming increasingly entangled and posing a greater threat. To address these issues, existing technology alone does not suffice; it is also necessary to innovate new technologies and expertise and promptly apply them in society. JICA promotes partnerships with universities and research institutions that have extensive and advanced knowledge through various approaches, including their participation in JICA’s research projects and studies on international cooperation, in technical cooperation projects in developing countries, as well as accepting students from these countries.

JICA Development Studies Program:
More than 2,000 students from
106 countries

(Number of students in their master’s and doctoral courses at Japanese universities at the end of fiscal 2022)

JICA Program for Japanese Studies (JICA Chair):
71 countries

(Cumulative implementation countries by fiscal 2022)

Science and Technology Research Partnership for Sustainable Development (SATREPS):
179 SATREPS projects for
53 countries adopted
in fiscal 2008–2022

Cooperation with the Private Sector

JICA offers various support schemes* to the private sector to deliver development results more efficiently and effectively, while making full use of its network and trust with developing countries and its expertise in cooperation projects gained through the ODA activities over many years. Through these cooperations with the private sector, JICA supports the creation and deployment of businesses that contribute to the economic and social development of developing countries and the achievement of the SDGs.

SDGs Business Supporting Surveys:
adopted 59 proposals in fiscal 2022,
a cumulative of 1,448 proposals
in fiscal 2010-2022

Preparatory Survey for Private Sector Investment Finance:
adopted 5 proposals in fiscal 2022

Private Sector Investment Finance:
adopted 21 projects in fiscal 2022
(renewable energy, financial inclusion projects, etc.)

* SDGs Business Supporting Surveys, Preparatory Survey for Private-Sector Investment Finance, Private-Sector Investment Finance, etc. For more information, refer to the JICA website – [Public-Private Partnerships](#).

Collaboration with Civil Society

JICA conducts Citizen Participatory Cooperation activities to connect Japanese citizens aspiring to engage in international cooperation with developing countries. JICA's major partners in these activities include NGOs, local governments, universities, and private companies in Japan. These activities are designed to help solve issues not only in partner countries but also for local communities in Japan by leveraging JICA's experience in international cooperation through dialogue and collaboration. The idea is to simultaneously contribute to the internationalization and economic revitalization of local communities in Japan.

For development education, JICA's three Global Plazas – in Ichigaya, Tokyo; Nagoya, Aichi; and Sapporo, Hokkaido – offer visitors hands-on exhibitions that encourage seeing, listening, and touching, and provide opportunities for citizens and students to learn about the current situation in developing countries, global issues, and international cooperation. Other JICA domestic offices provide citizens and students with a wide range of information on international cooperation.

Platforms for dialogue in fiscal 2022

The nationwide NGO-JICA Dialogue Meeting:

Discussions on efforts to increase the transparency of Japan's ODA, acceptance of foreign human resources, and building multicultural and inclusive society, etc.

Regional Meetings:

Discussion on community-based topics such as how to cultivate local young talent, etc.

NGO-JICA Japan Desk:

Established in 27 countries (providing information and seminars on NGOs in developing countries, etc.)

1,321 JICA Partnership Programs implemented in fiscal 2002–2022.

2,392,489 people visited the JICA Global Plaza in Ichigaya, Tokyo, in fiscal 2006–2022

Column: Contributing to Diversity in the Community

JICA aims not only to cooperate with developing countries, but also to promote sustainability in local communities in Japan. To be "open to the community," JICA's 15 domestic offices in Japan have made their facilities barrier-free and equipped with multi-purpose toilets, exclusive baby care rooms (nursing rooms), diaper changing stations, and other facilities that are open to the public, making them accessible to a wide range of people depending on the circumstances of each office. In addition, JICA Tokyo organizes the Universal Sports Festival that everyone can enjoy together, regardless of age, nationality, or disability. Now in its sixth year in 2022, the event has become an opportunity for people of all backgrounds to enjoy the event equally. The Japanese Overseas Migration Museum at JICA Yokohama provides an opportunity to learn not only about the "history of Japanese migration," but also about multicultural coexistence, acceptance of foreign human resources, human rights, and many other topics.

As part of efforts to achieve carbon neutrality and the SDGs in the local community, JICA is working with local governments and other promotional activities in various regions, including participation in the consultation meetings on zero carbon plan 2050 in Obihiro city and serving as the secretariat of the Kansai SDGs Platform. JICA is also working to strengthen ties between local communities and the world to achieve our common goals, the SDGs, together, whether in industry, government, or academia, by providing opportunities for SDG-related seminars with exchange of views by students and trainees from developing countries under JICA programs.

JICA will continue to engage in diversity, equity, and inclusion (DE&I) and climate change initiatives together with local communities to realize an environment and society that is comfortable for all people to live in.



Universal Sports Festival hosted by JICA Tokyo

Partnership with International Organizations and Other Donors

As the compound risks of climate change, debt issues, energy, and food security emerge, it is important to work with international organizations and other donors, including emerging donors, in increasing development impact towards the achievement of the SDGs and the Paris Agreement. JICA contributes to international aid related discussions and promotes international partnerships by sharing its experience and knowledge at international conferences and other events.

2022–23 Key Initiatives:

- Collaboration with the World Bank Group (WBG) (e.g. emergency crisis response through co-financing, promotion of human capital development areas especially in education and health, renewal of Memorandum of Cooperation (MOC) with International Finance Corporation (IFC), etc.)
- Co-financing with regional Multilateral Development Banks (MDBs) (Asian Development Bank (ADB), Inter-American Development Bank (IDB), African Development Bank (AfDB), etc.)
- Co-financing with Development Finance Institutions (DFIs) through the implementation of JICA's newly established credit facilities (Facility for Accelerating Climate Change Resilient and Sustainable Society (ACCESS), Facility for Supporting Agricultural Supply Chain and Food Security Enhancement (SAFE), and Facility for Accelerating Financial Inclusion (FAFI))
- Renewal of MOC with the European Investment Bank (EIB), the French Development Agency (AFD), and United Nations Children's Fund (UNICEF)
- Signing of MOC with the International Committee of the Red Cross and the International (ICRC) and International Labour Organization (ILO) Office for Japan
- Advocacy of *human security* concept with UNDP

The JICA Guidelines for Environmental and Social Considerations (hereinafter called “the ESC Guidelines”) have been established to ensure that the impact of cooperation projects on the natural and social environment is minimized and sustainable development is achieved. JICA’s environmental and social review process consists of three steps: (1) Screening, in which projects are classified into four categories based on the magnitude of their potential impacts; (2) Environmental Review, in which JICA confirms the ESC during the appraisal of the project; and (3) Monitoring, in which JICA follows up on the ESC activities for a specific period of time, including the post-completion stage [→see the chart].

The latest updates and features of the ESC Guidelines are outlined below.

Advisory Committee for Environmental and Social Considerations

JICA established the Advisory Committee for Environmental and Social Considerations as an independent council that advises JICA on its examination and support of ESC. This committee consists of external experts in relevant fields who were selected from among the public. During fiscal 2022, the committee held 12 plenary meetings and 14 working group meetings. Working groups—made up of committee members assigned to them during a plenary meeting and tasked with investigating individual projects that are subject to the Advisory Committee’s scrutiny—provided advice on 14 projects during the year.

The list of committee members and minutes are available on the JICA website.

Information Disclosure and Consultation with Stakeholders

To maintain accountability and transparency, JICA actively discloses information related to the application of the ESC Guidelines. Project proponents are primarily responsible for the disclosure of information, but JICA

itself also discloses key information regarding the projects on ESC in accordance with the ESC Guidelines on the JICA website. JICA ensures meaningful participation of stakeholders and incorporates stakeholder opinions into decision-making processes, in order to implement environmental and social considerations that are appropriate to the local situation and to reach a consensus.

Harmonization with the Systems of Other Aid Agencies

The ESC Guidelines state that JICA’s projects must not deviate significantly from the World Bank’s environmental and social policies and that JICA should refer to internationally recognized standards and good practices, including those of the international financial institutions. From this situation, JICA closely coordinates with development partners, including the World Bank and Asian Development Bank, to keep up to date with global trends in environmental and social policies. For co-financing projects with such partners, joint surveys and confirmations of ESC are conducted to strengthen harmonization.

The Objection Procedures based on the ESC Guidelines

JICA has established the Objection Procedures to ensure its compliance with the ESC Guidelines. By following these procedures, residents of the country where JICA-assisted project is being implemented who have suffered or likely to suffer damage due to JICA’s non-compliance with the ESC Guidelines can submit their request to raise objections directly or through their representatives.

The request to raise objections will be reviewed by a group of Examiners who are independent of JICA’s operational departments. The Examiners will investigate the JICA’s compliance with the ESC Guidelines and report the findings to the JICA President. In the event that disputes have arisen due to JICA’s non-compliance with the ESC Guidelines, the Examiners will facilitate consensual dialogues

between the requesters and the project proponents for prompt resolution of the dispute.

Details of the Objection Procedures and annual reports of the Examiners are available at [Objection Procedures based on the Guidelines for Environmental and Social Considerations](#) on JICA’s website. No objections were received during fiscal 2022.

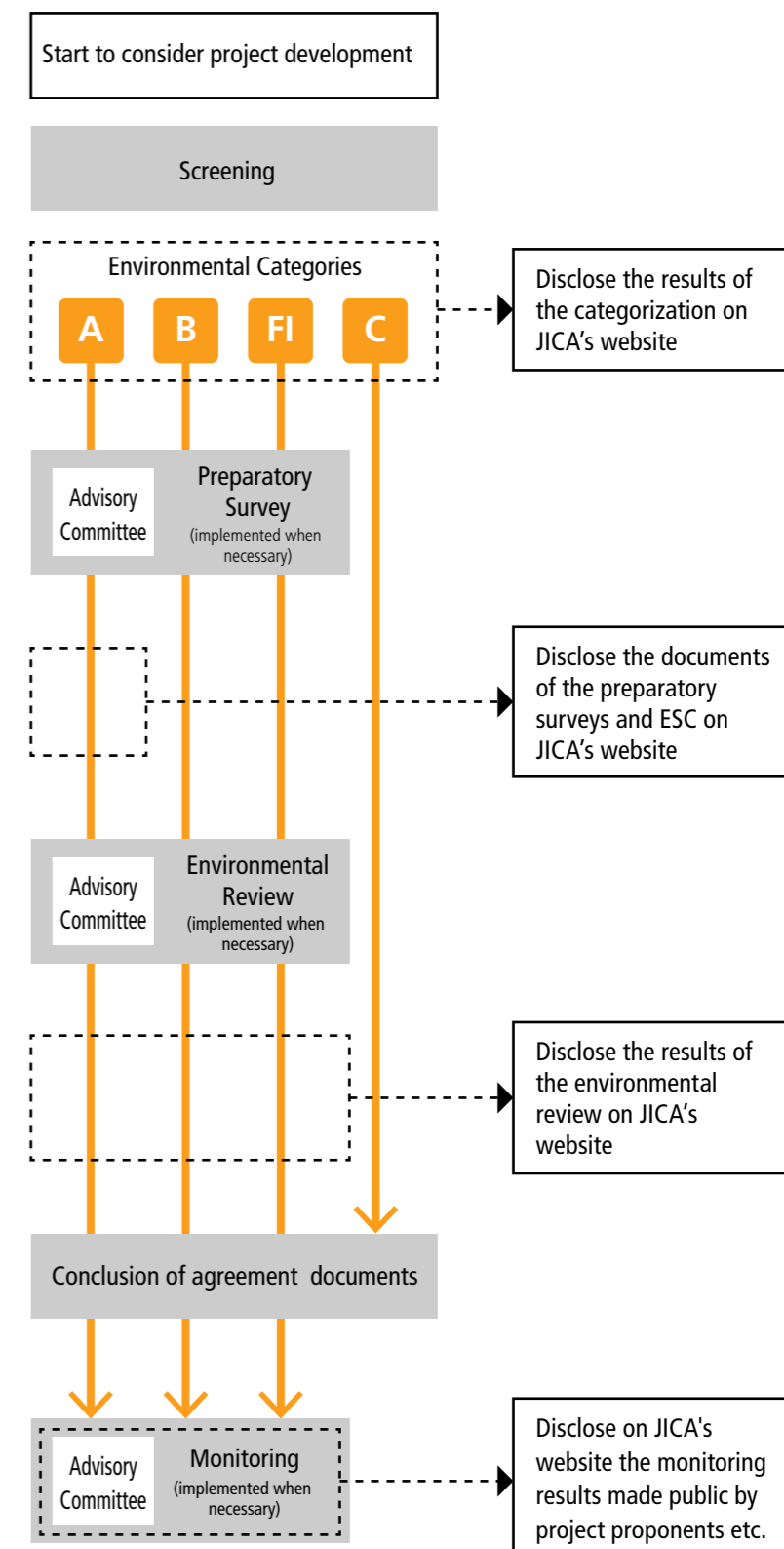
Revision of the JICA Guidelines for Environmental and Social Considerations and Objection Procedures Guidelines

In accordance with the provisions of the ESC Guidelines and the Objection Procedures based on the Guidelines for Environmental and Social Considerations (hereinafter called “the Objection Procedures”), JICA revised the ESC Guidelines and the Objection Procedures in January 2022.

The new ESC Guidelines cover efforts to estimate and disclose total emissions of greenhouse gas (GHG) as a response to climate change. They also involve changes to the requirements for information disclosure concerning environmental impact assessment reports to promote the dissemination of external information and dialogue in the early stages of project planning and to produce development effects more quickly. Moreover, aiming to secure the appropriate participation of local people who may be affected by the project in the process of confirming ESC, the revised ESC Guidelines have improved the existing standards of stakeholder consultation in light of the responses made by the World Bank and other international organizations.

The Objection Procedures were reviewed and revised from the viewpoint of clarifying the independence and neutrality of the Examiners for the ESC Guidelines, securing a sufficient time frame for the Examiners’ investigation, and improving accessibility by reviewing the requirements for raising an objection.

Flowchart for environmental and social consideration procedures



Basic Policy and Approach

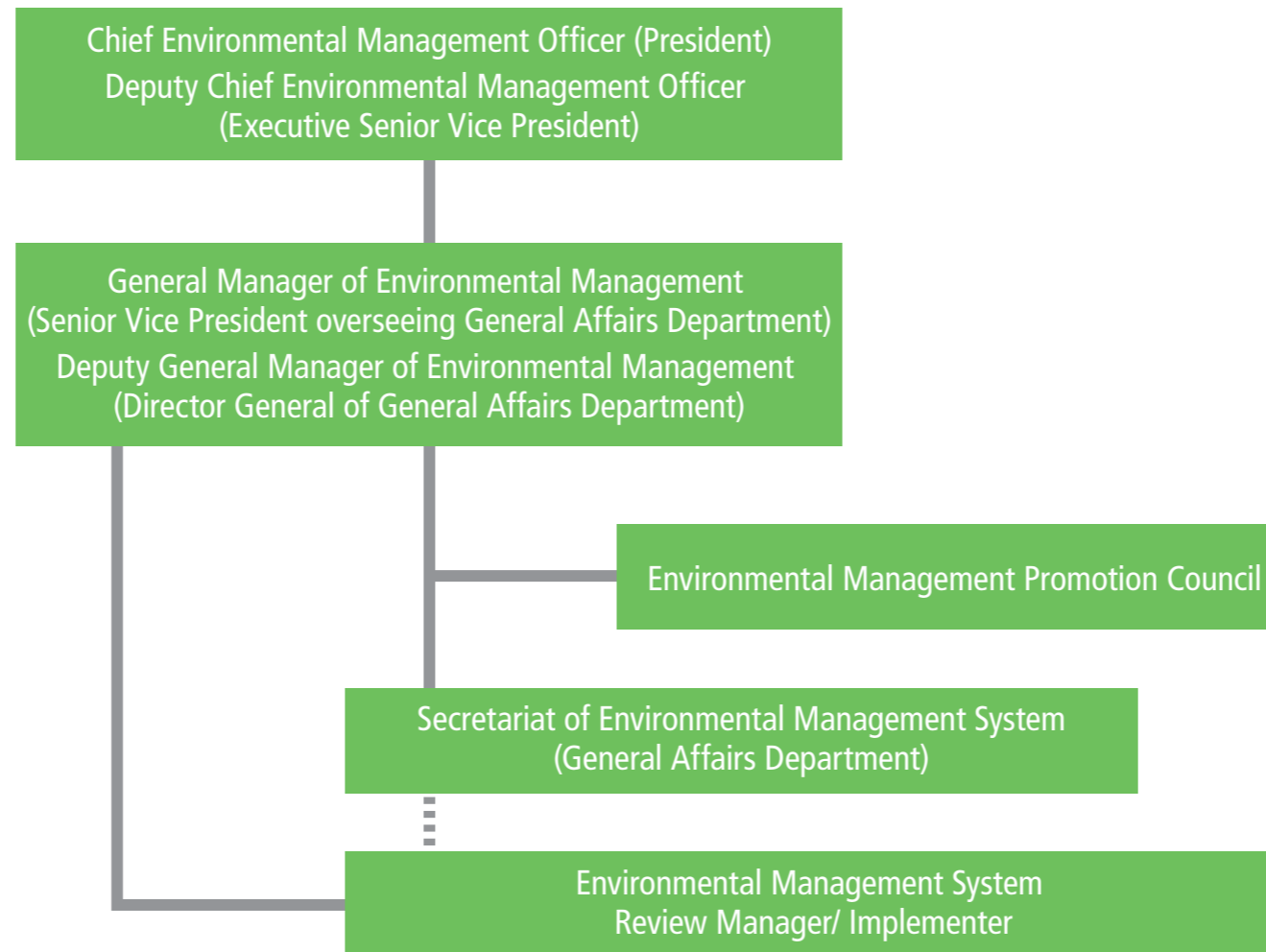
JICA positions global environmental issues as one of the most important management issues and strives to reduce the environmental impact caused by its activities through the use of its Environmental Management System (EMS). JICA will continue to promote environmental initiatives, including reduction of GHG emissions, so that the health of the global environment can be preserved and passed on to future generations.

Environmental Management Structure

JICA began full operation of the EMS in fiscal 2004, and in fiscal 2005 all of its Headquarters and domestic offices obtained ISO14001 certification. By developing environmental management initiatives based on ISO14001, JICA has been working to reduce its environmental impact through saving energy and resources.

In fiscal 2013, JICA implemented a new structure with the President as the Chief Environmental Management Officer to establish a more efficient and effective EMS. JICA continues to strengthen its efforts to promote the reduction of negative environmental impact.

Management Structure



Efforts to Reduce GHG Emissions

JICA measures and compiles its GHG emissions from the range of Scope 1 (direct emissions from the organization itself) to Scope 2 (indirect emissions from the use of electricity, gas, etc. supplied by others) from its Headquarters (Kojimachi, Ichigaya, Takebashi) and all domestic offices, and works to reduce these GHG emissions by turning off all lights after working hours, installing high-efficiency lighting such as LEDs and electric vehicles, and supporting the Act on Promoting Green Procurement. To further reduce its environmental impact, JICA states in the JICA Sustainability Policy that it aims to “achieve carbon neutrality for its organization by 2030.” JICA will strengthen its efforts to reduce GHG emissions

in a more systematic manner, including switching to electricity generated from renewable energy sources.

Year	GHG emissions (t-CO ₂)
2018	10,761
2019	10,743
2020	7,555
2021	8,015
2022	8,951

Target: Aiming to achieve carbon neutrality for its organization by 2030*

* JICA’s target is based on Scope 1 and 2 (for Headquarters and domestic offices only; overseas offices will be considered in stages).



**Ratio of LEDs Installation:
58.5%**

(fiscal 2022, JICA Retained / Partially Owned Property in Japan)



**Ratio of Electric Cars
in Official Vehicles:
39.1%
(9 Cars in Total)**

(fiscal 2022, JICA Owned Vehicles in Japan)

Environmental Education and Awareness-raising Activities

JICA provides various training opportunities for its employees to raise environmental awareness within the organization. In fiscal 2022, JICA conducted the in-house training for facility management staff to promote proper compliance with a better understanding of environment-related laws and regulations, and to raise environmental awareness. JICA also conducts the Basic Environmental Management Training for newly hired employees to foster environmental awareness throughout the organization. JICA will continue to conduct such trainings on regular basis.

Governance

JICA prepares its five-year Medium-term Plan and Annual Plans and operates based on these plans to achieve the Medium-term Objectives set by the competent Ministers*. Response to climate change is also covered in these plans and operations. In addition, JICA works to enhance the development effectiveness of cooperation projects with developing countries—including those involving climate action—through monitoring and evaluation processes that utilize a consistent framework covering every stage, from ex-ante evaluation, monitoring to ex-post evaluation, and feedback.

Moreover, in 2021, JICA established a strategy for climate action projects, and in 2023, JICA formulated the JICA Sustainability Policy as the organizational policy on sustainability management, which also covers efforts to response to climate change.

* The Minister for Foreign Affairs, the Minister of Finance, and the Minister of Agriculture, Forestry and Fisheries.

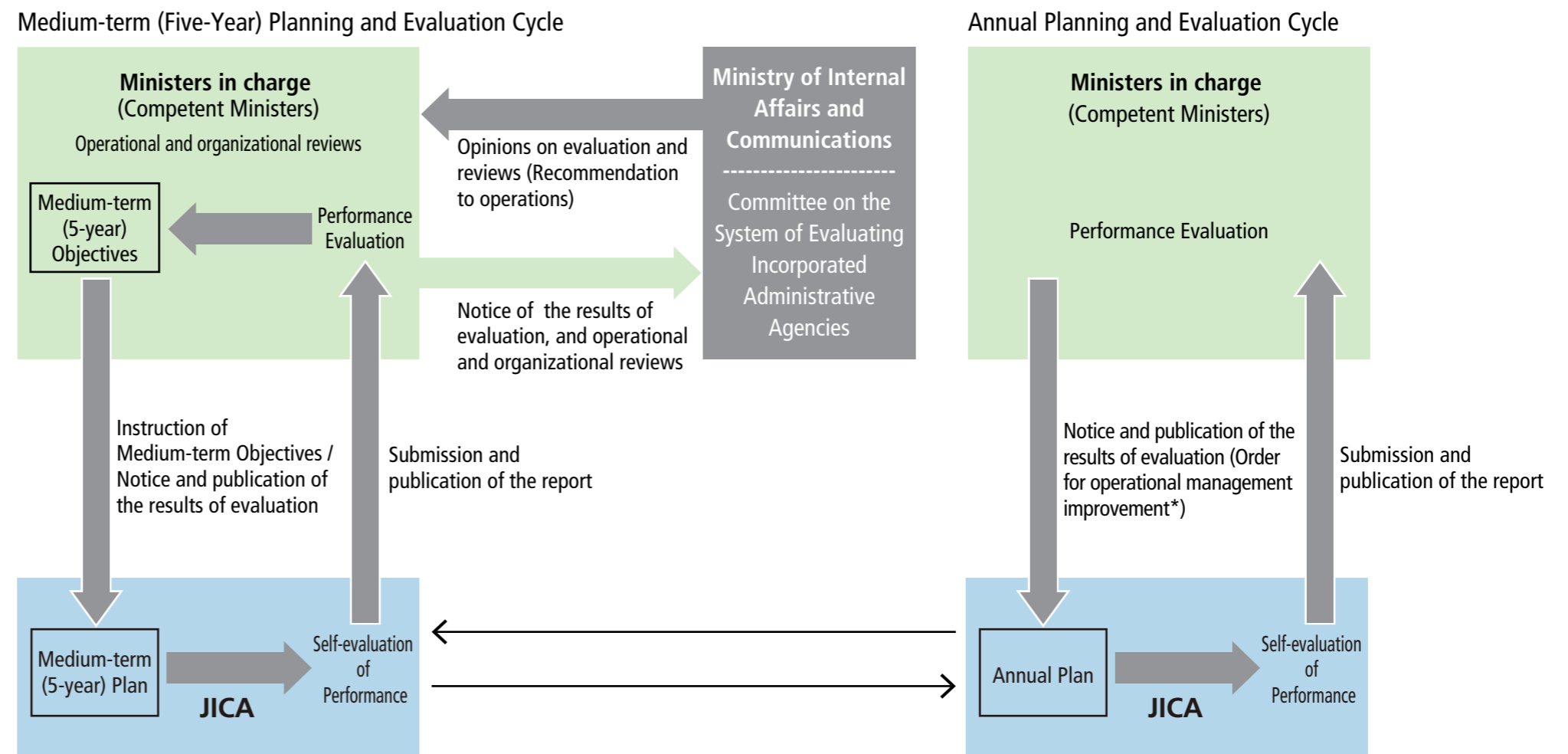
With regard to the organizational framework, JICA established the Sustainability Committee, chaired by the President, in November 2022 to comprehensively promote sustainability management including climate-related operations. This committee is responsible for discussing important issues related to sustainability, such as formulating the JICA Sustainability Policy and strengthening the organizational structure. In April 2023, JICA newly established the Office for

Sustainability Management [→ see page 9], and in October, appointed a Vice President with the duties of Chief Sustainability Officer (CSO) to promote cross-organizational efforts related to sustainability and strengthen external communication.

JICA adheres to the the ESC Guidelines to ensure that its cooperation projects have minimal impact on the natural and social environment and that sustainable

development is realized. Application of those Guidelines is overseen by the Credit Risk Analysis and Environmental Review Department. As for the objection procedures, the Secretariat of the Examiner for the Guidelines handles them, and the contents of the objections are reviewed by the Examiners, who are independent of the operational departments of JICA [→see page 12.]

Framework for Performance Evaluation and Operational Management Review



* Based on the results of the ministers' evaluation, the ministers may recommend improvement or elimination of operations or order JICA to improve its operational management.

Strategy

JICA's Goals

The international community is becoming increasingly aware of the urgent need to address climate change. In particular, developing countries are experiencing the tremendous impacts of climate change, including more frequent and severe weather-related disasters, food and water shortages due to extreme weather events, and an increase in climate refugees due to sea level rise and drought. It is recognized that there is a climate tipping point (a turning point at which irreversible effects occur all at once after a certain threshold is exceeded). To avoid exceeding this point, the global average temperature rise must be limited to 1.5°C above pre-industrial levels. Achieving this "1.5°C"^{*1} temperature rise goal will require the cooperation and efforts of developed and developing countries, and an increasing number of countries and regions have announced a target of net zero^{*2} GHG emissions by 2050.

The Government of Japan declared in 2020 that it aims to achieve carbon neutrality by 2050. In addition, the Development Cooperation Charter, which was revised in 2023, states "to align Japan's development cooperation with the goals of the Paris Agreement." Taking the above into consideration, JICA formulated "JICA Sustainability Policy" in 2023, which states that JICA aims "to implement all new projects in a manner aligned with the goals of the Paris Agreement" and "to achieve carbon neutrality for its organization by 2030"^{*3}. JICA has begun preparing a transition plan to achieve its own net zero GHG emissions, which includes the goal of achieving 100% renewable energy for electricity used within the organization by 2030.

Climate-related Risks

There are two types of risks related to climate change. One is Physical Risk, which is the risk of more frequent and severe storms, floods, landslides, water shortages and droughts, sea level rise and other physical

impacts caused by climate change. The other is Transition Risk, which is the risk of policy and regulations change related to climate and transition.

Impact on Projects and Organization

JICA has identified climate risks that may affect JICA at project and organizational levels, also with reference to the TCFD (Task Force on Climate-related Financial Disclosures) framework. Risk categories with examples of major possible risks are as follows. Based on this categorization, JICA monitors climate risks and considers measures to avoid or mitigate them. JICA will continue to strengthen its risk management system by revising risk categorization in response to changes in the domestic and international environment.

Risk Categories	Examples of major possible risks
Potential impact of physical risks on development in developing countries	<ul style="list-style-type: none"> Reduction of project and development impacts.
Potential impact of transition risks on projects and organization	<ul style="list-style-type: none"> Violation of related laws and regulations, lawsuits, etc. Inadequate response to carbon-related tax framework and mandatory/enforced carbon emissions reporting. Inadequate response to emissions trading and tighter regulations. Choosing technologies that do not comply with the Paris Agreement, the Convention on Biological Diversity, etc. Deterioration of existing technologies and failure of new technologies. Rising prices and difficulty in obtaining raw materials (difficulty in continuing and expanding support) Decreased trust in the organization
Potential impact of physical / transition risks on the financial, treasury, and other functions	<ul style="list-style-type: none"> Increased difficulty in funding activities Increased financial risks in the Financial and Investment Cooperation account.
Potential impact of physical risks on projects and organizational operations other than those listed above	<ul style="list-style-type: none"> Damage to owned facilities. Increase in health risk such as infectious diseases among JICA staff

Climate-related Opportunities

Recognizing that the response to climate change is an urgent issue, JICA aims to contribute to the realization of a sustainable world by transforming these challenges into opportunities for new shared value creation.

With this in mind, JICA has begun to identify climate-related opportunities. JICA believes that many opportunities can be identified through applying environmental and social lens in developing countries through its projects. For example, the increasing need for assistance in developing countries to adapt to climate change and transition to a carbon-neutral society is expanding opportunities for JICA, including assistance in formulating policies to combat climate change and to promote quality infrastructure in renewable energy and energy efficiency. In addition, by seizing the opportunity of the increased global attention in climate change, JICA contributes to the promotion of co-creation with various domestic and international stakeholders to solve development issues through mainstreaming climate change responses in various sectors.

JICA will continue to further analyze and study climate-related opportunities and develop strategies, in accordance with international disclosure standards.

*1 The goal agreed in the Paris Agreement is to pursue efforts to keep the global average temperature increase well below 2°C above pre-industrial levels and to limit it to 1.5°C.

*2 A situation in which the amount of GHG emitted into the atmosphere from human activity is equal to the amount of GHG removed from the atmosphere.

*3 The target is based on Scope 1 and Scope 2 (for Headquarters and domestic offices only; overseas offices will be considered in stages).

Risk Management

For effective and efficient delivery of its organizational objectives and plans, such as the Medium-term Plans, JICA defines risks as factors that will act as barriers to its operations. It then assures implementation of risk management systems, performs risk identification and assessment, and deals with such risks for the stable operation of its projects.

All departments in JICA annually identify risks that are relevant to their operations. They assess how these risks affect their operations and work to reduce them. The Risk Management Committee, chaired by the Senior Vice President in Charge of Internal Control, evaluates the results of risk assessments and countermeasures to strengthen organizational responses.

With regard to climate-related risks, JICA will strengthen its organization-wide response and management efforts as one of the key risks to be integrated into the above risk management framework. In addition, the Risk Management Committee for Finance and Investment Account, chaired by Senior Vice President in charge of Financial Risk Management, has been established to discuss important matters concerning financial risks associated with Finance and Investment Cooperation operations. The Committee will assess risks based on the impact of climate change through scenario analysis in the future.

JICA identifies and assesses the climate risks of its projects (hazards, exposures, vulnerabilities) and studies measures to address them in the project formulation phase. Specifically, the Climate Finance Impact Tool (JICA Climate-FIT) is used to assess these climate risks and to look into the possibility of integrating activities conducive to climate actions. In addition, JICA ensures compliance with the ESC Guidelines so that risks related to environmental and social considerations can be identified and resolved [→ see page 12].

Metrics and Targets

At the G7 Cornwall Summit in June 2021, the Japanese government committed to “1) provide climate finance, both public and private, totaling ¥6.5 trillion, from 2021 to 2025” and “2) further enhance its assistance for adaptation. In November of the same year, at the World Leaders Summit of COP26 (the 26th session of the Conference of the Parties to the United Nations Framework Convention on Climate Change), Prime Minister Kishida shared Japan’s commitment “to provide up to \$10 billion in the coming five years” as well as “to double the assistance for adaptation to approximately \$14.8 billion both in public and private finance, in the five years to 2025”. The international community has set a goal for developed countries to mobilize jointly \$100 billion per year from the public and private finance to support climate action in developing countries by 2025, through public finance and private capital mobilized by public assistance. It is imperative to work together with respective countries and the public and private actors to address this global challenge.

Based on this commitment by the government, JICA developed the JICA Global Agenda in the area of climate change in 2021. It aims to contribute to the achievement of the international goals of the United Nations Framework Convention on Climate Change and the Paris Agreement, and to the realization of a sustainable and resilient society, through efforts that balance measures to address various development issues and climate change.

Targets for implementing the projects
(1) to contribute about ¥1 trillion*1*2 annually to climate change.
(2) to double*3 its contribution to adaptation measures by 2030.
(3) to contribute to GHG emissions reduction by 4 million tons per year*4 by 2030.

JICA Global Agenda on “Climate Change”

1 “Promoting the implementation of the Paris Agreement” cluster

In many developing countries, GHG emissions are increasing due to economic and population growth, and the impacts of climate change are becoming more pronounced. However, countries lack the finance and capacity to reduce emissions and strengthen their ability to adapt to climate change on their own, as called for in the Paris Agreement. Therefore, JICA promotes climate action in developing countries by improving the skills and expertise needed to formulate, implement, and monitor various plans, and by providing development cooperation to strengthen capacity to address climate change issues, including mitigation and adaptation measures. To achieve carbon neutrality, JICA also provides cooperation according to the scale and situation of GHG emissions and absorption, taking into account the organizations, human resources, and goals related to climate change measures in each country. In fiscal 2022, JICA provided cooperation to 6 countries and trained approximately 7,000 human resources. (Cumulative total since fiscal 2021)

2 “Promoting the co-benefits approach to climate change countermeasures” cluster

To address climate change in developing countries, it is important to adopt a “co-benefit” approach that seeks synergistic effects by reducing GHG emissions while at the same time pursuing resilient and sustainable development in the face of climate change. JICA is working to solve development issues while incorporating both “mitigation measures,” which strive to reduce and absorb GHG emissions, and “adaptation measures,” which seek to avoid or mitigate the damage caused by projected climate change. By incorporating climate change countermeasures into all projects, JICA aims to achieve carbon neutrality and build a climate-resilient society.

As stated in the JICA Sustainability Policy announced in 2023, JICA aims to implement all new projects in a manner aligned with the goals of the Paris Agreement. In 2022, JICA’s cooperation in the area of climate change (in monetary terms) exceeded ¥1 trillion, and GHG emission reductions of about 3 million tons per year have been achieved.

On the other hand, since more than 70% of JICA’s contribution to climate change in 2022 consisted of mitigation measures in the transportation sector, among others, it is important to expand support for adaptation measures, which are urgently needed by developing countries. In particular, while strengthening the formulation of ODA loan projects, JICA will further promote the formulation of Technical Cooperation and Grants projects (e.g. disaster risk reduction, water resources, agriculture, etc.), which generally involve more adaptation measures rather than mitigation measures.

Furthermore, by promoting the “co-benefit approach to climate change countermeasures” that incorporate both adaptation and mitigation measures, JICA aims to reduce the risk of climate change impacts, while ensuring the utmost consideration for the natural environment and biodiversity. JICA works to maximize synergies with sustainable development and minimize potential trade-offs in order to realize high value-added projects.

*1 Finance and Investment Cooperation and Grants are on a commitment basis, while Technical Cooperation is on an expenditure basis.
 *2 This is based on the current classification criteria for climate change projects and may change in the future depending on the revision of the criteria by the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD).
 *3 The base year is 2019.
 *4 The total amount of reductions expected in a year after the completion of the projects which JICA newly supports in the relevant calendar year.

Overview of Operations Related to Climate Change

JICA's Climate Finance in 2022*1

¥1,053.9 billion

Mitigation (Support toward zero-carbon society)	¥873.9 billion
Adaptation (Support for the establishment of a climate-resilient society)	¥103.2 billion
Cross-Cutting (Support for both mitigation and adaptation)	¥76.8 billion

GHG emissions reductions in 2022*2

Approx. 3 million tons/year

Examples

India: Tamil Nadu Biodiversity Conservation and Greening Project for Climate Change Response (ODA Loans)

Approx. 243,000 tons/year

https://www.jica.go.jp/Resource/india/english/office/topics/press220331_07.html

Egypt: Greater Cairo Metro Line No. 4 Phase 1 Project (ODA Loans)

Approx. 76,000 tons/year*3

https://www.jica.go.jp/Resource/english/news/press/2022/20221227_41.html

*1 JICA's climate finance consists of Technical Cooperation (disbursed amount in the year), ODA Loans and ODA Grants (committed amount). It also includes Other Official Flow (OOF) through Private Sector Investment Finance.

*2 The total amount of reductions expected in a year after the completion of the projects which JICA newly supports in the relevant calendar year.

*3 Total amount of reduction for the project as a whole was estimated when the Greater Cairo Metro Line No.4 Phase 1 Project (II) was approved.

Green Climate Fund (GCF)

The Green Climate Fund (GCF) is a multilateral fund which supports developing countries with climate action. GCF was established at the 16th Conference of Parties to the United Nations Framework Convention on Climate Change (UNFCCC) in 2010.

In July 2017, JICA became the first Japanese organization to be approved as a GCF Accredited Entity (AE). JICA's two projects in Timor-Leste and the Maldives with financial assistance from the GCF are under way.

Forest Conservation and Community Resilience Enhancement in Timor-Leste

◆ Approval Date: March 2021

This GCF project uses a forest management model developed with JICA's previous support to reduce deforestation and forest degradation in 74 villages in four basins of the country. Furthermore, the project seeks to enhance livelihood of approximately 48,000 residents who rely on natural resources by proposing sustainable and climate-resilient agriculture and agroforestry. The project is expected to reduce GHG emissions by 4.4 million tons over 20 years.

Building Climate Resilient and Safer Islands in the Maldives

◆ Approval Date: July 2021

JICA will support the Maldives government to develop a national policy on the Integrated Coastal Zone Management (ICZM) for protecting coastal environment and building its disaster resilience. Community-led coastal protection/conservation plans based on the ICZM target five islands of approximately 9,000 residents.

The project will also strengthen the capacity of stakeholders for establishing and operating the early warning system and monitoring systems of waves, sea level, coral reef and land use.



Participant of a seedling production training (Timor-Leste)



Beach at Maamendhoo Island (Maldives)

Case 1: Laos

Mitigation	Project Name: Monsoon Wind Power Project
	Private-Sector Investment Finance
	Loan Agreement Signed: February 2023

In Laos, power supply development is positioned as a major pillar for obtaining foreign currency. Of the country’s installed power generation capacity of 6,917 MW (in 2020), about 40%, about 2,800 MW, is being developed for export to Thailand, Vietnam, Cambodia, and other countries, and about 6% of its revenue* comes from power sales.

Under these circumstances, the Lao government has indicated that it will promote GHG emission reductions through diversification of power sources and expansion of wind and solar power generation, aiming to increase the share of renewable energy in its power supply mix to 5% by 2025 and to reduce GHG emissions by an average of 100,000 tons per year in the 10 years from 2020 to 2030.

JICA is supporting the construction and operation of a 600 MW wind power plant by an Independent Power Producer (IPP), the first of its kind in Laos. This project will contribute to the energy transition in Southeast Asia by increasing the supply of renewable electricity in Laos, increasing the share of renewable energy in the electricity mix, and selling the electricity to Vietnam, which will help reduce GHG emissions in Vietnam. In addition, the project is expected to contribute to solving Vietnam’s electricity supply–demand crunch and to climate change mitigation through the use of renewable energy.



Wind power plant under construction

This is also JICA’s first project finance based private-sector investment finance transaction in Laos. The project is sponsored by Impact Electrons Siam Limited, BCPG Public Company Limited, STP&I Public Company Limited, ACEN CORPORATION, Mitsubishi Corporation, and SMP Consultation. The project will be co-financed by the Asian Development Bank (ADB), the Export-Import Bank of Thailand (Thai EXIM), Sumitomo Mitsui Banking Corporation (SMBC), and others. It is expected that this project will encourage the private sector to invest more actively in renewable energy projects in Laos and Southeast Asia in the future.

* Excluding grants.

Case 2: Philippines

Adaptation	Project Name: Pasig-Marikina River Channel Improvement Project (Phase 4)
	ODA Loans
	Loan Amount: ¥37.9 billion
	Loan Agreement Signed: January 2019

Disaster Management Cooperation for Flood Risk Reduction in Manila

Frequent flooding that occurs almost every year in Metro Manila, Philippines, has long had a serious impact on economic and social activities. In this context, JICA's cooperation is having a steady impact on the realization of a flood-resistant capital city.

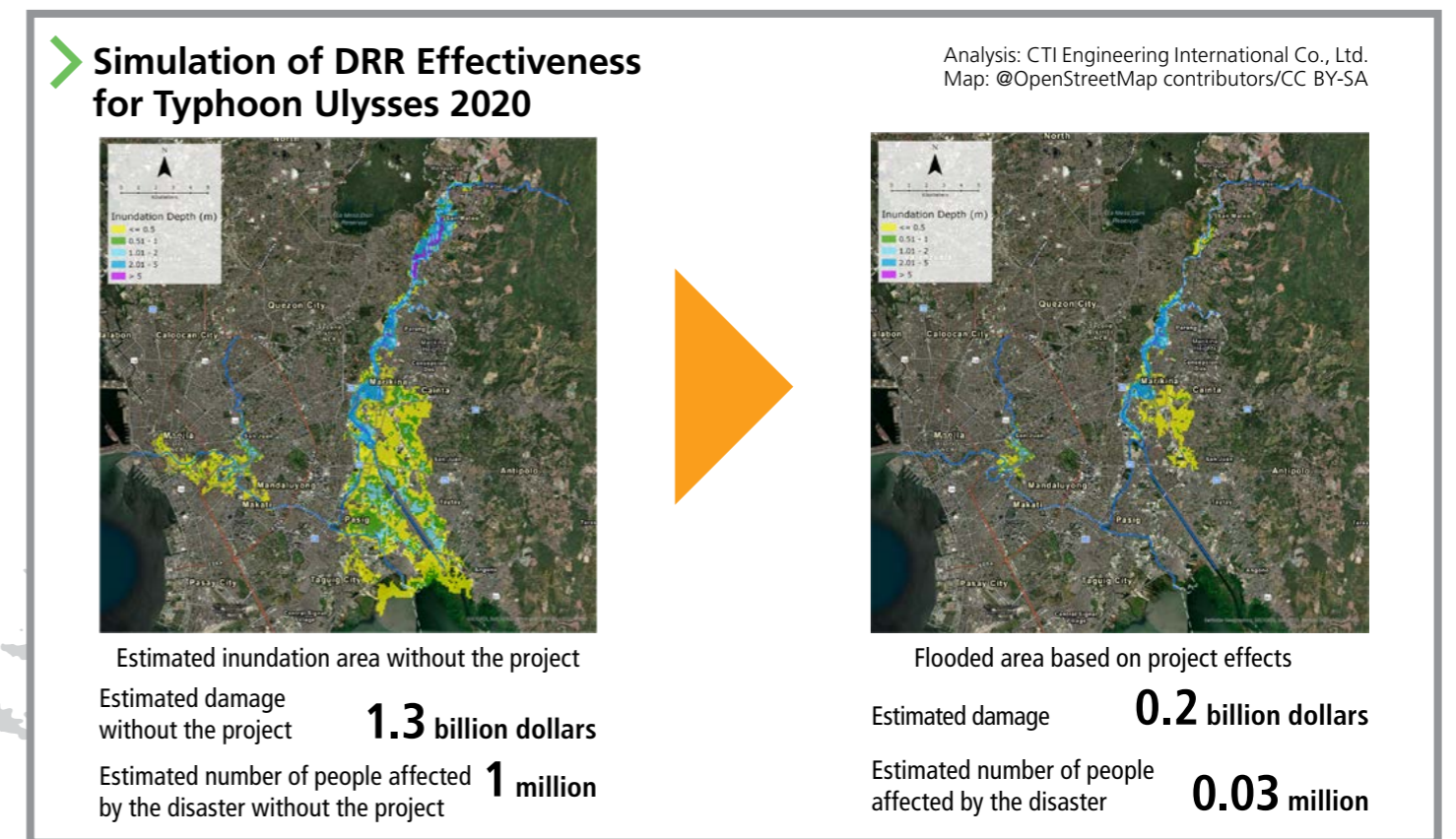
JICA has been providing cooperation in flood control and disaster risk reduction (DRR) in Metro Manila for half a century since 1973, when it implemented the Manila and Suburbs Flood Control and Drainage Project under its ODA loans. JICA has developed Metro Manila's flood control measures through a combination of various cooperation schemes, including ODA loans for the construction of the Manggahan Floodway, the basis for flood control measures; Technical Cooperation that assisted in formulating a master plan for flood control; and Grants for the improvement of flood control and warning systems.

An example of this effect is Typhoon Ulysses, which brought more rain to Metro Manila in November 2020 than statistically occurs in 50 years. Based on the simulation results of the torrential rains, it is estimated that the JICA projects reduced the number of people affected by the disaster by about 97% and the amount of damage by about 85%. Currently, the Pasig-Marikina River Channel Improvement Project (Phase 4), an ODA loans project, is underway to construct the Manggahan Control Gate Structure (MCGS) to control downstream flood flows and improve the river.



Japan has experienced numerous natural disasters in the past, and each time it has revived economic growth in the face of natural disasters based on the strong belief that the same damage should not be repeated. From these experiences, the Sendai Framework for Disaster Risk Reduction 2015-2030, an international guideline for disaster risk reduction (DRR), was formulated, with Japan leading the discussion. Through this framework, Japan's long-standing concept of Pre-disaster Investment in DRR, which aims to identify and mitigate disaster risks in advance, has been widely recognized internationally.

The case of the effectiveness of DRR against Typhoon Ulysses is the result of Japan's long-standing cooperation in the pre-disaster investment. This idea, which also contributes to climate change adaptation, has taken root in the Philippine government in recent years, and the national budget for flood control as a pre-disaster investment has increased dramatically. JICA will continue its cooperation in each country for the sustainable development of developing countries by promoting pre-disaster investment in DRR.



Marikina River (back)/Rosario Weir (middle)/Manggahan Floodway (front)



River embankment constructed under the Pasig-Marikina River Channel Improvement Project (Phase 2)



Rosario Master Control Station developed by the Nationwide Flood Control Dredging Project (Telemetering Portion). The volume of water in the river is properly controlled by judging the opening and closing of the Rosario Weir, and the beginning of the release of water is also warned about in the area.

Case 3: Samoa

Adaptation	Project Name: The Project for Construction of the Pacific Climate Change Center
	Grants
	Grant Amount: ¥962 million
	Grant Agreement Signed: February 2017

Improving Climate Resilience in the Pacific region

Island countries in the Pacific region are vulnerable to sea-level rise, natural disasters, and other damage caused by climate change, and there is concern that climate change-related disasters will become more severe and frequent in the future. However, these countries lack adequate disaster preparedness and response capacity and need to develop human resources to address climate change issues in order to increase the resilience of society as a whole to the impacts of climate change. In addition, the small size of each country's population and finances, and the need to use resources and funds efficiently, make it important to take coordinated action within the region as well as at the national level.

To address these challenges, the Pacific Climate Change Centre (PCCC) was established in Samoa in 2019 with the support of a Japanese grant. The PCCC is expected to serve as a center for strengthening the capacity of Pacific Island countries in the area of climate change and is managed by the Secretariat of the Pacific Regional Environment Programme, an international organization based in the capital city of Apia.

Along with the capacity-building training provided by the Secretariat to each country, JICA also cooperates in human resource development utilizing the PCCC as a focal point. JICA implemented the Project for Capacity Building on Climate Resilience in the Pacific as a technical cooperation over a four-year period starting



Number of target countries:
14

(Cook Islands, Federated States of Micronesia, Republic of Fiji, Republic of Kiribati, Republic of the Marshall Islands, Republic of Nauru, Niue, Republic of Palau, Independent State of Papua New Guinea, Independent State of Samoa, Solomon Islands, Kingdom of Tonga, Tuvalu, Republic of Vanuatu)



Number of participants who completed the training:
369



Pacific Climate Change Centre (PCCC)



Trainees working in groups

in 2019. Through training and other activities, JICA has strengthened capacities for climate change adaptation and mitigation and improved access to climate finance, including in the areas of climate science, food, gender, nature and ecosystems, water resources, medical health, disaster risk reduction, and tourism.

In addition, a new technical cooperation project will be launched in 2024 to explore and promote the implementation of innovative climate change solutions and further strengthen the capacity of the PCCC to respond to the changing climate change environment. JICA will continue to make further contributions to enhancing the resilience of the Pacific region to climate change.

Biodiversity Initiatives

Inheriting the Bounty of Nature to the Future Generations

People's livelihoods, economies, and societies have been built on the various benefits they receive from the rich natural environment. A healthy natural environment that provides a variety of ecosystem services* is essential for human survival and quality of life. Today, however, the rapid increase in human activities is leading to a large-scale and drastic degradation of the natural environment, with multiple impacts including climate change, desertification, and loss of biodiversity on our lives.

With further population growth and increased demand for natural resources, the degradation of the natural environment will become more severe. It has been pointed out that irreversible changes that affect people's lives may occur if the degradation exceeds the limits of the natural recovery capacity of the global environment. There is an urgent need to maintain and restore the natural environment by preventing its further degradation to ensure the sustainable development of society.

The degradation of the natural environment leads to the depletion and pollution of resources such as food and water, the loss of production base, and natural disasters. Particularly in developing countries, where economic and social structures are heavily dependent on the natural environment and many areas are vulnerable to such changes, degradation of the natural environment threatens *human security*, including human lives and stable livelihoods.

Protecting nature and making use of its benefits (Nature-based Solutions) will contribute to solving both the challenges of developing countries and global issues (e.g., climate change, biodiversity conservation, etc.).

In order to pass on the bounty of nature to future generations and contribute to the sustainable development, JICA will strengthen its efforts to conserve and sustainably use the natural environment and promote the mainstreaming of biodiversity in accordance with the Development Cooperation Charter.

Pursuing a Society in Harmony with Nature

The JICA Global Agenda "Natural Environment Conservation" identifies four common actions as shown in the figure on the right side, with the goal of strengthening capacity of about 50 organizations and contributing to about 12,000 human resources development for nature by 2030 in developing countries. In fiscal 2022, JICA trained nearly 1,300 government officials and others in 41 countries and helped strengthen conservation efforts in 54 protected areas or their buffer zones. In addition, it is noted that other measures contributing to nature conservation include efforts to reduce negative impacts on the natural environment through environmental management (waste management, wastewater management, etc.). Further efforts such as fishery resource management, ecotourism, integrated water resource management have also made for realizing a society in harmony with nature.

Four Common Actions

Developing a Scientific-based Information Infrastructure

It is essential to scientifically understand the value and status of nature and how nature is to be protected, and to appropriately reflect that understanding in policies. To this end, a system will be established to collect reliable information, monitor the natural environment and activities such as illegal logging, promptly detect forest fires, etc., with added support from technologies such as satellite imaging and drones.

Effective Policy and Planning

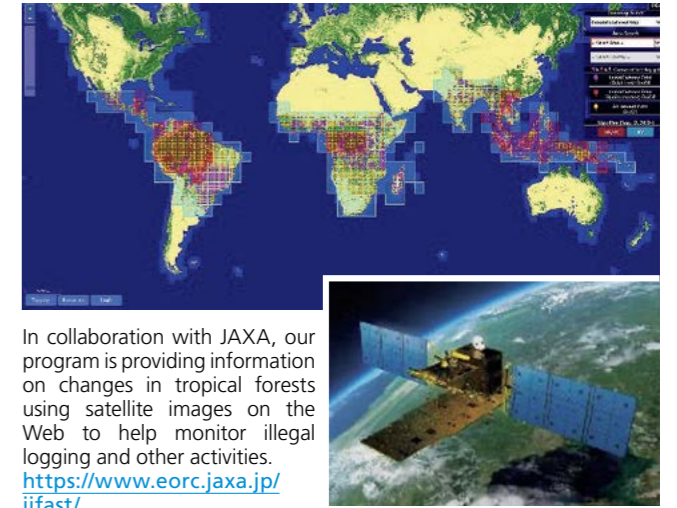
To realize a sustainable society, it will be necessary to balance environmental conservation with economic development. To this end, JICA will improve the capacity to develop policies and plans that promote conservation of the natural environment, by drawing from reliable scientific information and coordinating and collaborating with allied sectors. Policies and plans will be supported and made more appropriate based on local demonstrations.

Demonstration and Modeling Based on Local Conditions

Work with local residents to manage natural resources. The results will be reflected in policies and modeled. In doing so, JICA also makes use of the traditional knowledge of local residents to create alternative means of livelihood, such as agroforestry and ecotourism, in order to improve the effectiveness of the project.

Securing Resources and Innovation for Scaling-up Programs

In order to continue the project and expand the project model nationwide, JICA will secure international funding from sources such as the Green Climate Fund (GCF), promote regional cooperation, and collaborate with other donors, private companies, NGOs, and other partners.



In collaboration with JAXA, our program is providing information on changes in tropical forests using satellite images on the Web to help monitor illegal logging and other activities. <https://www.eorc.jaxa.jp/jjfast/>

©JAXA

* Ecosystem services can be divided into four categories: (i) provisioning services such as food and water; (ii) regulating services such as climate control, water source recharge, and natural disaster reduction; (iii) cultural services such as recreation and objects of worship; and (iv) supporting services that form the basis of ecosystems, such as wildlife habitats and soil. [Classification according to the Millennium Ecosystem Assessment (2001–2005), an assessment called for by the UN.]

The following two aspects are emphasized in the efforts.

1 Conserving Nature: Importance of Conservation and Restoration of the Natural Environment

With the significant loss and degradation of the natural environment, it is important to conserve ecologically valuable and important ecosystems and to restore degraded ecosystems. In particular, an approach that limits interventions of economic activities and mitigates their impacts by strengthening management systems in protected areas, etc. is important, with an emphasis on strengthening environmental governance. [→ see page 25.]

2 Maximizing the benefit from nature: Nature-based Solutions

In recent years, there has been a renewed awareness of the importance of Nature-based Solutions, which utilize ecosystem services as solutions to various social issues (water resource conservation, disaster risk reduction, climate change countermeasures, improving community livelihoods, etc.). JICA is also promoting the use of such Nature-based Solutions [→ see page 24]. Moving forward, JICA aims to further mainstream Nature-based Solutions and utilize nature as a means of solving problems in various fields, seeking to “solve social issues x conserve biodiversity x create a positive impact on climate change”.

Column 1: Making use of Japan’s experience and knowledge in conservation of the natural environment

The excessive use of forests led to a drop in Japan’s forest coverage to about 50% in the 18th century, which resulted in frequent natural disasters. With the formulation of systems and technological developments since the 19th century, however, the rate has recovered to about 70% today. Despite Japan’s high population density and limited land area, excellent practices have been implemented to preserve and promote the use of the natural environment, including the designation of approximately 400 Natural Parks. JICA is working to conserve the natural environment in developing countries by combining Japan’s experience in balancing economic development and natural environment conservation with recent forefront technologies such as satellites.

Hiroshige Utagawa, “The Lake at Hakone,” from the series “Fifty-three Stations of the Tokaido” Ukiyo-e prints are said to reflect the vegetation of the time. Mountains in the prints are often depicted as bald hills or with only sparse constellations of pine trees.

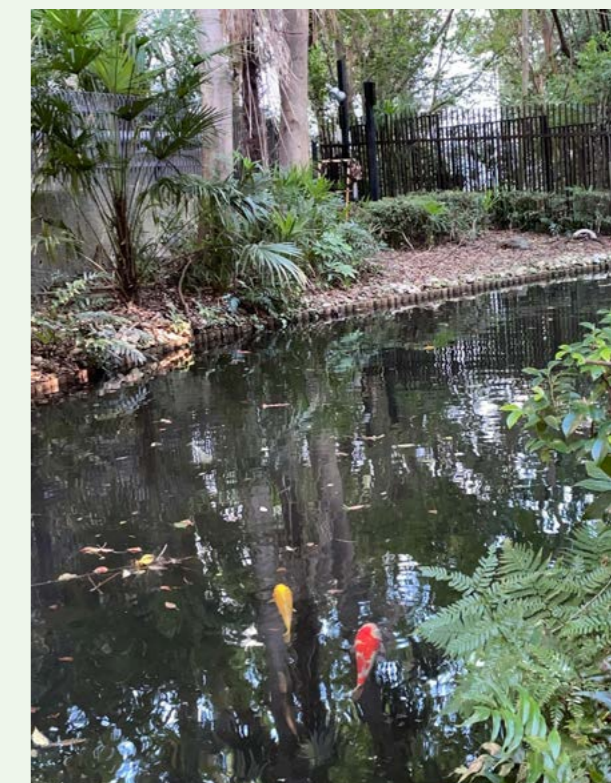


Column 2: Forest and spring water open to the community (Local nature conservation by JICA Tokyo)

JICA Tokyo, established in 1985 in Shibuya Ward, Tokyo, features a water source of the Udagawa River that connects to the Shibuya River system, a pond, and the surrounding landscapes. JICA Tokyo has made a promise to the local community to preserve the nature on the site, including these water sources, lush greenery, living creatures, and rows of cherry trees, and to open part of the site, including the inner courtyard, to the public so that they can experience this nature. By preserving this small but rich natural environment, JICA Tokyo hopes to be a venue for international cooperation with local people who love this nature.



JICA Tokyo’s lush green courtyard and rows of cherry trees in front of the building.



* JICA Global Agenda on “Natural Environment Conservation” https://www.jica.go.jp/Resource/english/our_work/thematic_issues/environment/tn44q1000000pbd-att/agenda_01.pdf

Case 1: India

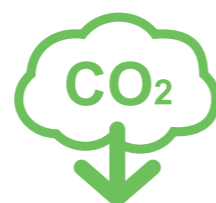
Biodiversity Mitigation Adaptation	Project Name: Tamil Nadu Biodiversity Conservation and Greening Project for Climate Change Response
	ODA Loans
	Loan Amount: ¥10.5 billion
	Loan Agreement Signed: March 2022

The Indian state of Tamil Nadu is home to 1,076 kilometers of coastline, 14.3% of the country’s total coastline, and has one of only 36 biodiversity hotspots* in the world, making it a rich and diverse ecosystem. However, the state’s ecosystems are being degraded due to over-exploitation of forest resources and the spread of exotic plants. Today, more than 500 species of plants and animals are threatened with extinction, coral reefs are bleaching, seaweed beds are shrinking, and mangrove forests are decreasing.

In addition, approximately 80% of India’s land area is considered highly vulnerable to cyclones and other natural disasters, and there are concerns that climate change will lead to more severe disasters. In Tamil Nadu, landslides, droughts, heat waves, high tides, and floods have affected more than 5,000 households annually in recent years.

Protecting the richness of nature not only preserves biodiversity, but also enhances disaster prevention and mitigation, and protects people’s lives from natural disasters. To improve the ecosystem in Tamil Nadu and prevent the devastating effects of climate change, JICA is supporting ODA loan projects to plant mangroves and restore coral reefs and seaweed beds in coastal

areas, etc. as “ecosystem infrastructure” to prevent and mitigate disasters such as high tides and floods. In addition to contributing to biodiversity conservation and climate change adaptation, the project is expected to contribute to climate change mitigation by reducing CO₂ emissions by approximately 243,000 tons per year through afforestation activities and restoration of coral reefs and seagrass beds, etc.



Expected to reduce CO₂ emissions by approximately 243,000 tons per year



* Areas with significant levels of biodiversity but threatened by human activities.

Disclaimer: This map is only for illustrative purposes and does not imply any opinion of JICA on the legal status of any country or territory, the border line of any country or territory or its demarcation, or the geographic names. Source of the map: <https://www.freemap.jp/item/asia/india.html>

Case 2: Democratic Republic of the Congo

Biodiversity Mitigation	Project Name: Project for Operationalization of the National Forest Resources Monitoring System and REDD+ Pilot
	Technical Cooperation
	Estimated Cost: Approximately ¥1.2 billion (JICA), \$4 million (CAFI)
	Project Period: April 2019 –June 2025

Along with the Amazon, the tropical rainforests of the Congo Basin are known as the other lungs of the Earth. However, in the Democratic Republic of the Congo (DRC), a forest-rich country that is home to about 60% of the forests in the Congo Basin, deforestation is advancing due to the impacts of agricultural land clearing and logging for firewood and charcoal. In the 20 years from 2002 to 2022, about 6.3 million hectares of primary tropical forest, equivalent to about 17% of Japan’s land area, have been lost, with a significant loss of tropical forest of more than 450,000 hectares per year, particularly between 2014 and 2022.

To protect the forests of the Congo Basin, JICA is implementing the Project for Operationalization of the National Forest Resources Monitoring System and REDD+ Pilot. JICA has been entrusted with about \$4 million for this project as a co-financing project with the Central Africa Forest Initiative (CAFI) and REDD+ National Fund (FONAREDD). The project has been implemented to strengthen three aspects of the project in Kwilu Province



Agroforestry site viewed from a distance

(land area and population about the same as Hokkaido, Japan), which is adjacent to the capital city of Kinshasa: “improving the livelihoods of local communities,” “contributing to climate change mitigation,” and “contributing to biodiversity conservation”.

For sustainable forest management, it is important to increase the autonomy of local communities in managing and using forest resources, and to balance conservation of the natural environment with sustainable local development. Under this project, JICA has supported activities in some 250 villages to protect existing forests in cooperation with local communities through agroforestry, which involves afforestation with agricultural activities.

Agroforestry has been implemented on 3,960 hectares, or about 80% of the targeted 5,000 hectares, over a four-year period from April 2019 to June 2023. At the same time, approximately 25,000 hectares of forest have been identified for conservation. The project will run until June 2025 and is expected to generate carbon



Forests in need of protection

benefits* of about 2.5 million t-CO₂ in the first 10 years from the beginning of the Project.

In the mid-term evaluation conducted in December 2022 by a joint group of relevant organizations, the project received high overall ratings, particularly for its approach to respecting local community autonomy and its prudent safeguards, including the establishment and operation of a grievance redress mechanism. Based on these results,

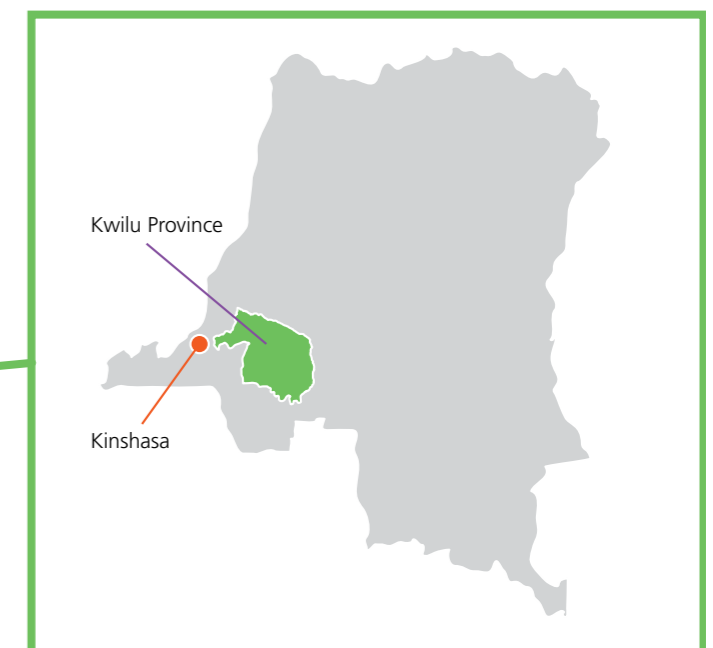
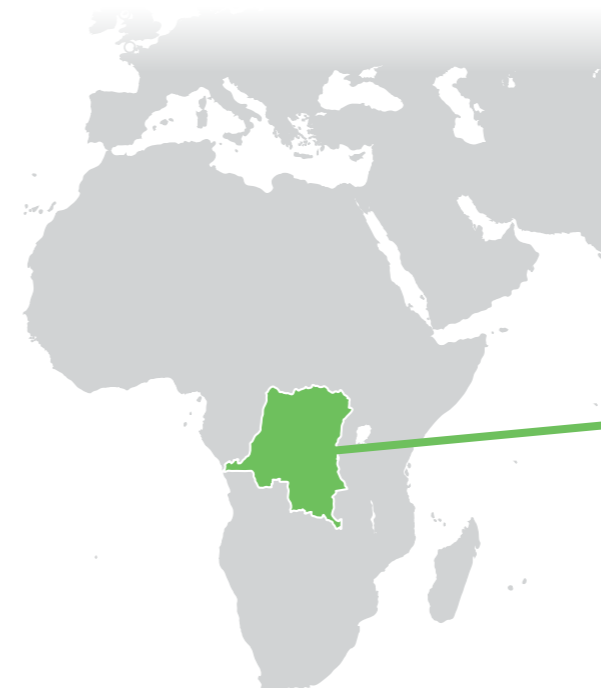


Firewood and charcoal being transported by truck from Kwilu Province to the capital of Kinshasa

about \$5 million additional CAFI funding was confirmed for the project. The funds will be used to further expand the target area coverage, increase the area of agroforestry, and strengthen forest conservation activities.



About **2.5 million t-CO₂** carbon benefits in the first 10 years from the beginning of the Project.



* Sum of carbon emission reductions and carbon removal benefits.

Case 3: Central America and the Caribbean

Biodiversity	Project Name: Project for Capacity Development on Integrated Management and Conservation of Biodiversity at regional level in SICA Region
	Technical Cooperation
	Estimated Cost: Approximately ¥485 million
	Project Period: March 2019 – March 2024

Challenges Specific to the Central American Region and Conservation of Ecosystems that Extend beyond National Borders

The Central American region is known worldwide for its rich biodiversity. On the other hand, the total loss of forest cover in all seven Central American countries was 3,740 km² in the 1990s and 2,490 km² in the 2000s, and the region has been designated a biodiversity hotspot as an area where much of the natural ecosystem has been lost in recent years. With seven countries densely packed into a limited area* about 1.4 times the size of Japan, each country in this region has different land use policies, resulting in a cross-national ecosystem that is managed in a fragmented manner. Therefore, in order to strengthen the system and capacity of multiple countries that share highly similar ecosystems to work together and implement consistent conservation, JICA has been providing technical cooperation to the Central American Integration System (SICA) and its eight member countries (Belize, Guatemala, El Salvador, Honduras, Nicaragua, Costa Rica, Panama, Dominican Republic) since 2019.

SICA is a regional organization of eight member countries in Central America and the Caribbean, established to promote economic, social, and cultural development in the region, as well as to establish peace, freedom, and democracy in the region. One of its goals is to “Establish concerted actions directed toward the preservation of the environment through respect and harmony with nature, ensuring the balanced development and rational utilization of natural resources of the area”.

The project works to strengthen environmental governance in transboundary regions through pilot activities that address the sustainable use of natural resources in each country. Based on these results, JICA will develop policy recommendations for the conservation and sustainable use of biodiversity and consistent land/

Map of all SICA member countries



* Approx. 520,000 km².

ecosystem management in the entire Central American region, including the establishment of [Transboundary Biosphere Reserves](#) by UNESCO. The recommendations are expected to be reflected in the next SICA Regional Environmental Framework Strategy (2025–2030), which will be a major step forward for countries in the Central American region to work together to conserve biodiversity.

Contributing to the Stability and Sustainability of the Region

In this project, JICA, in cooperation with SICA, provides an opportunity for related countries to work

together to conserve biodiversity, a broad public good that is difficult for a single country to manage. Specifically, in each country, pilot activities to promote sustainable use of local natural resources are implemented and experiences and learnings are shared among multiple bordering countries in a coordinated and collaborative manner. Through these processes, JICA is helping to strengthen environmental governance in the region beyond national borders. Biodiversity knows no national boundaries. Such efforts are expected to contribute to regional stabilization and sustainability by indirectly reducing frictions and tensions between nations beyond the environmental sector.



Mangrove forests in the Gulf of Fonseca, where the borders of El Salvador, Honduras, and Nicaragua meet. The wetlands are registered under the Ramsar Convention as a habitat for rare waterfowl.



Tropical forests of Selva Maya (Guatemala-Belize border region), the second-largest forest area after the Amazon in the Latin American region.



Beekeeping support activities in La Amistad (Costa Rica-Panama border region). Bees cross the border to collect honey and the two villages across the border share information.

To Be an Organization “Leading the World with Trust”: Messages from JICA Human Resources Department

The world is facing increasingly multifaceted and complex issues, including the need for sustainable development. JICA is engaged in projects around the world, and in order to continuously create and provide value to solve such issues and to be an organization “Leading the world with trust” as stated in its vision, JICA believes that the foundation of our organization is to build relationships of trust with each of our partners, both in Japan and abroad. Therefore, everyone who works for JICA is truly a “human capital” who contributes to the foundation of the organization.

We believe that the realization of JICA’s vision requires personnel who share and embody the five actions of “Co-Creation, Innovation, Commitment, *Gemba* (field skills), Strategy”, and we have placed them at the center of our human resources system. Based on this, JICA is making various efforts to develop human resources with three aspects: diverse human resources that respect diversity, human resources that enjoy learning and taking on challenges, and healthy and sound human resources.

Since fiscal 2021, JICA has been reforming its human resources system to encourage Co-Creation and Innovation in particular, among its five actions. JICA will continue to work on further strengthening our human capital through a process of trial and error.



The management staff of JICA Human Resources Department

➤ Pillars of JICA’s Human Resources Development



Diverse Work Styles and Diverse People – Human Resources that Respect Diversity and Inclusion

JICA operates projects in various fields and schemes in countries and regions around the world in cooperation with many domestic and international partners. In order to address these diverse issues in a flexible manner and continue to provide value that contributes to their resolution, JICA itself must be an organization that is rich in diversity and respects it. To achieve this, we are working to create an environment where everyone can continue to work with vitality and enthusiasm.

Creating an environment where employees can continue to work

JICA has established a system of leave and reduced working hours for childcare / family care in order to create an environment in which work and family life can be balanced. We also promote opportunities for those who have experienced childcare / family care to connect and support each other, for example through seminars where they can share such experiences. The ratio of male employees taking childcare leave is growing year by year, and has exceeded 20% each fiscal year since fiscal 2020. JICA monitors the status of these efforts, along with those related to women’s active engagement, annually at

the Raising Next-Generation and Women’s Participation and Advancement Action Plan Committee, chaired by the Senior Vice President in charge of Human Resources, with a view to further strengthening the initiatives.

JICA has many offices in Japan and abroad, and many of its employees work in various environments around the world. On the other hand, JICA also has a system that allows employees who have difficulty relocating to distant locations to work only in Tokyo, and a leave of absence system for employees whose spouses are transferred overseas, so that they can choose a work style that suits their individual circumstances. In addition, staggered working hours and work-from-home (remote work) systems have been introduced to support flexible work styles.

		fiscal 2022
Ratio of employees taking childcare leave*1	Female	61.5%
	Male	20.0%
Number of employees certified to limit work location to Tokyo		67
Number of employees taking leave to accompany their spouse on overseas transfers		10
Ratio of remote work (in Japan)*2		24%
Voluntary resignation rate*3		3.1%

*1 When limited to permanent employees, Female 93.3%, Male 29.2%.
 *2 Ratio of workdays registered as remote work when entering time and attendance.
 *3 Limited to permanent employees.

A diverse workforce

JICA is committed to creating an environment where all human resources can thrive and play an active role. With regard to the promotion of women’s active engagement, while the Japanese government’s target for the ratio of female managers in independent administrative agencies is 18% by the end of fiscal 2025, JICA has achieved 23.2% by the end of fiscal 2022. Furthermore, JICA’s “Action Plan for Supporting Raising Next-Generation and Women’s Participation and Advancement” sets a target of at least 27% (by the end of fiscal 2026) and aims to further increase this figure. In addition, JICA fosters an environment that makes it easier for employees to make their own career choices by raising awareness through management communications and training and providing support through one-on-one meetings. JICA has not established gender differences in its wage structure, and the wage gap is expected to narrow as the proportion of female managers increases.

With regard to promoting the elimination of discrimination against persons with disabilities, JICA has established a response guideline and is promoting the

provision of employment opportunities where persons with disabilities can actively work, while creating a comfortable working environment through the dissemination of knowledge on reasonable accommodation and training programs. [→ see page 28.]

JICA has offices in about 100 countries and regions around the world, and the local staff members (National Staff) working in each office are also important members of the organization. In July 2023, JICA launched the National Staff Capacity Development portal with training information and other resources for National Staff, and we are promoting initiatives to make the organization a place where they can feel fulfilled and continue to play an active role.

In addition, in the face of increasing life expectancy, declining birth rates, and an aging population in Japan, JICA supports all generations, including seniors, to be key players. JICA is re-designing its system so that senior staff can continue to work energetically while making the most of their rich knowledge and diverse experience for the capacity development of younger staff and the expansion and deepening of co-creation with external actors.

Target 27% or more by the end of fiscal 2026

	fiscal 2020	fiscal 2021	fiscal 2022
Ratio of Females			
Executive officers	7.7%	7.7%	30.8%
Management posts	20.5%	22.2%	23.2%
Entire staff (all job types)	42.7%	41.6%	41.7%
Overseas staff (all job types)	27.5%	33.1%	36.3%

	fiscal 2022
Gender wage gap	80.3%
Ratio of employees with disabilities	2.47%
Age composition (all job types)	
20s	8%
30s	25%
40s	30%
50s	26%
Above 60s	10%

Responding to Increased Human Resource Mobility

As the mobility of human resources increases throughout society, it is essential to create an environment in which people with diverse backgrounds can play an active role in addressing diverse and complex issues. JICA launched the Onboarding Project in fiscal 2022 under the leadership of the Human Resources Department to provide cross-organizational support for new recruits so that mid-career and fixed-term employees can quickly adjust to the workplace and can perform their jobs without

stress. JICA is also working to expand its support menu to include orientation, mentoring, and social events.

In order to be an attractive workplace that continues to attract a diverse workforce, the fixed-term employment system was extensively revised in fiscal 2022, and various systems and compensation packages were established based on job level. JICA also provides career support for fixed-term employees. Moreover, JICA has an internal promotion system from fixed-term to permanent positions, and many employees who have taken advantage of this system have immediately become active members of the organization.

	fiscal 2022
Ratio of mid-career recruits	42%
Number of participants in career design workshops for fixed-term employees	42
Number of participants in orientation for new employees	218
Number of internal recruits	44

Independent Career Development and Skills Diversification

– Human Resources that Enjoy Learning and Taking on Challenges

In order to face a world where the situation changes from time to time and challenges become more complex, it is important that everyone working for JICA shares the same mission and vision. It is then necessary for them to work and improve themselves independently, develop and diversify their own competencies, and build their careers. JICA is strengthening measures to support independent capacity building and career development in addition to the acquisition of basic skills.

Creating an organizational culture

JICA is working to create an organizational culture that promotes the development of human resources who can take initiative, work independently, and lead the creation of new values. For example, to strengthen support for the growth of young employees, JICA is expanding its training programs and strengthening its guidance system, with the expectation that the standard human resource profile will be realized around the age of 30, rather than around 40 as it has been in the past. After achieving the standard human resource profile, JICA encourages each employee

to upgrade his or her skills according to their career aspirations. JICA has also incorporated leadership elements rooted in the five actions of “Co-Creation, Innovation, Commitment, *Gemba*, and Strategy” into its evaluation criteria to ensure that they guide each employee’s daily actions more than ever before. This new evaluation system became effective in fiscal 2023.

Acquisition of basic competencies and skills

In order to acquire the basic competencies and skills required to work for JICA, we have established training programs such as the “JICA Academy” where participants can learn basic knowledge of projects at all times, layer-specific training (2 courses for non-managers and 4 courses for managers), and core skills training to ensure that all employees have the basic skills and competencies required to work for JICA. Moreover, we view data science as an important theme in organizational management and have established a human resource development program to foster advanced human resources starting in fiscal 2022. Furthermore, as a system unique to JICA, which has many project sites both in Japan and overseas, JICA provides on-the-job training (OJT) to new employees for approximately three months overseas and two weeks in Japan in order to foster “a sense of *gemba*.” A total of 85 new employees were dispatched in fiscal 2021 and fiscal 2022. Opportunities for assignment to overseas offices are also provided from early on in their careers.

	fiscal 2022
Number of attendees in layer-specific trainings	503
Number of core skills training attendees	
International Macroeconomic and Financial Analysis	90
Project Management	114
Ratio of overseas assignments within 5 years of joining the organization as a permanent employee*	
Graduate recruitment	67.6%
Mid-career recruitment	76.7%

* Denominator includes employees on childcare and other leave.

Independent capacity building and career development

In addition to daily mentoring, JICA encourages the independent career development and capacity building of each individual through career plan surveys, evaluation interviews, and career counseling opportunities. To support this, JICA has established an “in-house intern training system” and a “10% sharing rule” that allows



Overseas OJT training conducted as part of the fiscal 2022 training program for new employees (“*gemba*” (field) experience in a rice cultivation project in Madagascar).

employees to try their hand at different kinds of work at a place other than their assigned workplace. Also, JICA is expanding the number of open posts within the organization subject to internal recruitment.

JICA also believes in the importance of JICA staff gaining experiences working in organizations outside of JICA, and secondees are sent to a wide variety of organizations, including ministries, private companies, universities, local governments, international organizations, etc. In addition, JICA also offers a “work experience-based training program” in which employees themselves select a training institution of their choice. JICA allows its employees to hold concurrent jobs, and the number of dual jobs is increasing in recent years. JICA also supports independent capacity building through a long-term training program for those who take a leave of absence to pursue a master’s or doctoral degree, and a self-study support program for foreign language acquisition and official qualifications.

	fiscal 2022
10% sharing rule utilization rate	19.2%
Number of open posts in the organization	61
Number of seconded employees (outgoing)*	97
Number of participants in the “work experience-based training program”	11 (fiscal 2020–2022)
Number of employees holding dual jobs	73
Number of trainees dispatched for long-term overseas training*	29

* Total number of employees dispatched during the fiscal year, including those who continued to be dispatched from the previous fiscal year.

Healthy Work Environment – Healthy and Sound Human Resources

In order for JICA employees to perform at their best, the work environment must be safe and healthy. JICA is working on the following measures to create a sound workplace for this purpose.

Work styles and health management of the employees

From the standpoint of preventing overwork and maintaining and improving operational efficiency, JICA is working to encourage employees to take vacations, properly monitor their work status, and control overtime. As a concrete measure, the log-in and log-off times of computers are recorded, and the status of overtime work by department is disclosed within JICA every month.

Health care is particularly important to JICA employees, as they often work or travel in developing countries that do not always have good medical systems. In addition to conducting medical checkups and stress checks in accordance with laws and regulations of Japan and providing consultation services including interviews by occupational physician and medical specialists, JICA has established a sick leave and absence rule and is working to support a smooth return to work. For overseas assignments, the International Mutual Aid Association of JICA provides global support in the event of illness or injury, emergency medical evacuation, etc., and all overseas assignments receive guidance on overseas health management methods through pre-departure briefing.

	fiscal 2022
Average number of days of leave acquired (Japan)*	13.48 days
Annual paid leave (20 days/year granted)	6.36 days
Summer leave (7days/year)	
Stress Check screening rate	89.9%
Number of participants in line care training (for managers)	142

* The number of days granted is different for mid-year recruits and fixed-term and part-time employees.

Harassment prevention and responses

Preventing harassment and resolving appropriately when it occurs is essential to a sound work environment. JICA has established guidelines for preventing and resolving harassment and has issued messages from the President. At the same time, JICA has established a consultation service within and outside the organization, and promptly find the facts when harassment occurs. Based on the results of the fact-finding, JICA attempts to resolve the problem, including warning, counseling, and taking action against the harasser. Furthermore, in addition to alerting employees at various position-specific training sessions and pre-departure training for overseas assignments, JICA also conducts department-specific training to create a workplace where harassment is not tolerated.

	fiscal 2022
Number of department-specific harassment prevention seminars conducted	17
Average value of responses regarding harassment*	4.29

* From the Fixed-Point Employee Satisfaction Survey, on a 5-point scale. A higher average value indicates that the respondent believes that there is less harassment within the organization.

Engagement

In order to create a more rewarding workplace, JICA conducts an annual fixed-point satisfaction survey of all JICA employees, including National Staff, to obtain feedback from them and make improvements. Also, an annual campaign is conducted to encourage setting opportunities for two-way communication between younger employees and executive officers. JICA will continue to improve and strengthen various measures related to human capital to further enhance their engagement.

	fiscal 2022
I share JICA's vision*.	4.22
JICA is a rewarding organization to work for*.	3.96
The human resources system is a system that leads to the realization of JICA's mission and vision*.	3.38

* From the Fixed-Point Employee Satisfaction Survey, on a scale of 1 to 5.

(Note) Unless otherwise defined, the figures in this section are based on the data concerning employees contracted at the JICA Headquarters.

Disability mainstreaming in both development cooperation and organizational management

It is estimated that there are currently **more than 1 billion** people worldwide with some form of disability. This represents 15% of the world's population, or about one in seven people, whereas about 80% of people with disabilities live in developing countries. With increasing life expectancy and aging populations around the world, the number of people with disabilities is expected to continue to grow, and already one in three people over the age of 65 in developed countries has a disability.

Against this backdrop, JICA views disability mainstreaming in both organizational management and its development cooperation as a dual effort. JICA is working to create a comfortable working environment where employees can work regardless of their disabilities in accordance with JICA's Guideline for Eliminating Discrimination against Persons with Disabilities. This dual effort has a great importance for JICA when addressing development issues in developing countries as well as creating a work environment where every employee, including persons without disabilities, can demonstrate their potential.

Efforts to mainstream disability in organizational management

Regarding the provision of reasonable accommodations for persons with disabilities and the establishment of a consultation system for this purpose, JICA has strengthened its system by designating contact persons on discrimination against persons with disabilities and staff in charge of promoting the elimination of discrimination against persons with disabilities at its Headquarters, domestic offices, and overseas offices. Regular meetings of the members in charge are held every two months to share information on case examples and to build a network among them. An internal portal site has also been created so that all employees can access information on reasonable accommodations systematically.

In the area of physical accessibility, in addition to the installation of Braille blocks and multi-purpose toilets at the Headquarters and domestic offices, JICA is also working on barrier-free access at its overseas offices. Moreover, the Japanese Overseas Migration Museum at JICA Yokohama, which reopened in April 2022, has exhibition rooms with Braille explanations, tactile exhibits, and tactile maps.

JICA regularly conducts internal training programs for all employees and management, with its employees with disabilities sometimes serving as internal instructors. In 2022, as part of the training, a roundtable discussion was held with employees with disabilities and managers supervising such employees. The participants engaged in a lively discussion, based on real experiences in their workplace, on issues such as the various forms of disabilities, the tips for functional support and information accessibility (ensuring that necessary information is available and accessible regardless of disability), and the roles of managers in ensuring that the team as a whole is able to perform to its full potential.

JICA will further promote diversity, equity, and inclusion, by seeking to keep leveraging and complementing each other's individuality, strengths, and weaknesses in a natural way, instead of viewing working with people with disabilities as something special.



Barrier-free toilet at JICA Paraguay Office

The Japanese Overseas Migration Museum at JICA Yokohama:
https://www.jica.go.jp/Resource/jomm/outline/i8dm010000002cnr-att/leaflet_en.pdf

Recruiting and Training Human Resources for Development Cooperation

JICA provides a wide range of opportunities to contribute to the development of human resources for development cooperation, including internship programs for students and graduates, and capacity-building training to acquire knowledge on current trends and emerging issues in international cooperation. In addition, the comprehensive international cooperation career

information website PARTNER, serves as a human resource platform for the development cooperation industry by centrally providing information on job offers and events from more than 2,300 organizations, including not only JICA but also international organizations, development consultants, NGOs/NPOs, local governments, universities, and private companies.

> **Overview of programs in fiscal 2022**

Recruitment	JICA Senior Advisors	Special Advisors	Openly-recruited or recommended and screened experts, including project formulation advisors	
	100	69	419*	
Training human resources	Internship Program	Associate Expert Program	Capacity Enhancement Training	Pre-dispatch Training for JICA Experts
	119 participants	36 participants	554 participants	192 participants
The comprehensive international cooperation career information website "PARTNER"	Number of individuals registered on PARTNER (accumulated total)	Number of companies and organizations registered on PARTNER (accumulated total)	Number of information offerings on job openings (outside JICA), training, and seminars	Number of career consultations
	72,491	2,579	3,931	202

* Total number of expert dispatched during fiscal 2022 out of the short-term and long-term experts who have been selected either by open recruitment or based on recommendations. The figure does not include recruits on a consulting-service contract.

Procurement

As an organization which conducts substantial public procurement, JICA is continuously working to streamline its own procurement process to ensure fairness, transparency, and competitiveness, while striving for procurement of sustainable goods and services.

JICA promotes the procurement of environmentally friendly goods, etc., in accordance with the relevant acts for the state and other entities, such as, the Act on Promotion of Procurement of Eco-Friendly Goods and Services (Act on Promoting Green Procurement) and the Act on Promotion of Contracts with Consideration for Reduction of Emissions of Greenhouse Gases, etc. (Green Contract Act). JICA further promotes the procurement from facilities where persons with disabilities work, in accordance with the Act for Promotion of Procurement of Goods and Services from Disability Employment Facilities.

In addition, JICA is making various efforts to encourage diverse human resources of contract partners

to participate and play an active role to ensure the sustainable implementation of development cooperation projects. Specifically, JICA evaluates the implementation of sustainable and sound corporate management in its selection by confirming the company's corporate governance through its compliance adherence system and information security system. Efforts to promote diversity are also valued, such as "Kurumin" certification and "Platinum Kurumin" certification under the Act on Advancement of Measures to Support Raising Next-Generation, "Youth Yell" certification under the Act on Promotion of Youth Employment, and "Eruboshi" certification under the Act on Promotion of Women's Participation and Advancement in the Workplace. In particular, JICA has introduced the "project management group system" and the "youth development point system" to foster the next generation of project managers and promote the capacity development of younger workers.

> **Procurement Results for fiscal 2022**

Procurement performance based on the Act on Promotion of Procurement of Eco-Friendly Goods and Services (Act on Promoting Green Procurement)	59%	Percentage of the procurement that achieved 100% eco-friendly goods and services out of 122 items procured.
Procurement performance based on the Act on Promotion of Contracts with Consideration for Reduction of Emissions of Greenhouse Gases, etc. (Green Contract Act)	10 bids received, 2 contracts signed	
Procurement performance based on the Act for Promotion of Procurement of Goods and Services from Disability Employment Facilities	56 procurements	

Respect for Human Rights through JICA projects

The realization of a sustainable world in which the economy, society, and the environment are in harmony will lead to the realization of human rights for all people, and the protection and promotion of human rights will contribute to the realization of a sustainable world. For this reason, JICA emphasizes the human rights aspect of sustainability.

JICA’s mission is to work on *human security* in accordance with the Development Cooperation Charter. In the Development Cooperation Charter revised in June 2023, *human security* is positioned as “a guiding principle that underlies all of Japan’s development cooperation.” The concept of *human security* focuses on and promotes ensuring human rights related to freedom from fear and want and human dignity, among various human rights. Thus, JICA’s *human security* efforts can be regarded as aimed at ensuring human rights in developing countries.

JICA’s development cooperation projects contribute in various ways to protecting human rights in developing countries with regard to the human rights listed in the International Covenant on Economic, Social and Cultural Rights (ICESCR) and the International Covenant on Civil and Political Rights (ICCPR), which Japan has ratified. For example, in terms of the rights to food, clothing, shelter, health, and education covered by the ICESCR, JICA provides assistance in the form of social and economic infrastructure development, agricultural development cooperation, and improvement of health care and education. With reference to the physical and mental liberty covered by the ICCPR, JICA cooperates to strengthen governance.

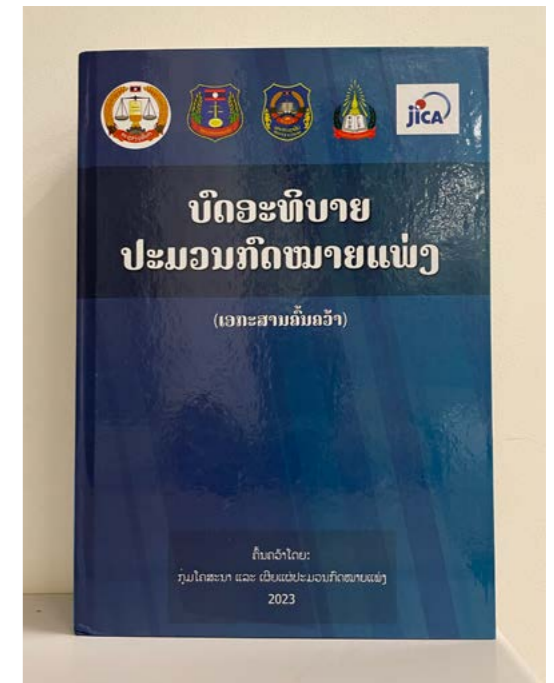
The following sections highlight some human rights efforts, including the development of a legal system that serves as a foundation for human rights, the protection of the right to know as an essential element of freedom of thought, the rights of persons with disabilities as social rights for all people, and addressing the negative impact of corporate activities on human rights.

**Support for the development of legal system:
Contributing to building a foundation for human rights**

The legal system is the basis for human rights, as it legislates the human rights to be protected and the methods of protecting them, and facilitates their protection through the administration and remedy through the judiciary. The Development Cooperation Charter states as a priority policy, “to facilitate establishment of the rule of law, realization of good governance, promotion and consolidation of democratization, and respect for fundamental human rights in various countries, Japan will support the development of legal systems, including assistance in drafting laws and regulations, institutional development, and human resources development.”

Since the late 1990s, JICA has been working with experts and the Ministry of Justice in Japan to support the development of legal systems in Southeast Asia and other developing countries. In Laos, JICA helped draft the country’s first Civil Code, which was passed in 2018. To promote

understanding among judges, lawyers, and other practitioners, JICA also supported the preparation of a commentary on each article of the Civil Code and training materials for practitioners, which was completed in April 2023. At the same time, in order to protect human rights in practice, it is necessary to improve dispute resolution procedures, including court proceedings, to increase people’s knowledge of laws and procedures, and to improve the environment for obtaining expert advice. From this perspective, JICA is implementing training programs to improve access to justice in cooperation with the Japan Federation of Bar Associations. In Bangladesh, JICA will launch a technical cooperation project in 2024 to improve mediation and litigation practices. This initiative will also contribute to the achievement of SDG Target 16.3 (Promote the rule of law at the national and international levels, and ensure access to justice for all).



Support for public media: Freedom of the press and the right to know

Freedom of expression requires access to accurate, fair, and impartial information. Public broadcasters play an important role in this regard, and JICA is supporting capacity development of public broadcasters in Ukraine, South Sudan, and Kosovo. It will promote freedom of expression as stated in the ICCPR, and contribute to the achievement of SDG Target 16.10 (Ensure public access to information and protect fundamental freedoms in accordance with national legislation and international agreements).

In Ukraine, the state broadcaster was abolished in 2017 and Public Broadcasting Company of Ukraine (Suspilne Ukraine) was established to broadcast for the public good, independent of government control. Since that year, JICA has supported the establishment of an emergency reporting system, human resource development, and equipment maintenance in the event of a disaster or incident. After the Russian invasion of Ukraine in February 2022, JICA managed to provide emergency equipment to support on-site reporting, and in February 2023, JICA began supporting the development of a system and equipment that would enable local hub stations to provide backup in the event of an emergency. Journalists have a strong sense of mission in wartime, which has gained public trust and international recognition for the Suspilne Ukraine's investigative reporting and documentary programs.

Disability and development: Toward



A student with low vision learns by using a writing table created with the support of the school and community. (Photo: Kohei Horiba)

a disability-inclusive society

Japan has ratified the Convention on the Rights of Persons with Disabilities, which provides for the protection and promotion of the rights and dignity of persons with disabilities. JICA supports disability-inclusive development based on the Convention and contributes to the achievement of the SDGs, which aim for a society where “no one is left behind.” (In particular, Targets 1.4 support for the vulnerable groups; 4.5 inclusive education; 8.5 full employment and decent work; and 10.2 disability-inclusive development). Specifically, JICA implements initiatives targeting people with disabilities while promoting disability mainstreaming, which supports the participation of people with disabilities in the overall development process. In addition, Japan’s knowledge and experience in a wide range of fields such as welfare, health care, education, and employment are utilized in our cooperation.

In Mongolia, JICA has been cooperating on employment promotion projects for people with disabilities, and in June 2022, JICA began providing job coach employment support services as a pilot project. To date, 77 persons with disabilities have found employment. In Sri Lanka, JICA has also been supporting the training of school principals, teachers, parents, and others, and the development of teaching materials for children with special needs since 2019, with the aim of developing inclusive education approaches. Teachers are now able to use appropriate teaching methods in a more desirable learning environment, tailored to each child’s situation.

Business and Human Rights: Working with diverse partners to respect for international human rights

With the increase in cross-border economic activities, there is also a need to address human rights violations of workers, residents near production sites, consumers, and others. In response to these business and human rights issues, the international community is increasingly clarifying the role of states and business enterprises in preventing human rights violations and ensuring remedies to those affected. In July 2023, JICA co-hosted a public symposium with the Ministry of Justice to learn from actual cases from Japan and ASEAN regarding remedies and grievances. JICA also plans to conduct training on business and human rights in January 2024 to discuss national action plans with government agencies in developing countries.

Among various business and human rights issues, child labor, in particular, is prohibited by the ILO Core Labor Standards and the Convention on the Rights of the Child, and its elimination is targeted in SDG Target 8.7 (eradication of child labor). JICA, in collaboration with Japanese companies and NGOs, launched the “Platform for Sustainable Cocoa in Developing Countries,” which formulated an action plan to address child labor risks in September 2022 and held a seminar in collaboration with ILO in August 2023. JICA will also launch a project to support the establishment of a system to eliminate child labor in Ghana.



Farmers drying cocoa beans after fermentation process

Promoting gender equality and women’s empowerment is an important issue for achieving equitable and sustainable development from a *human security* perspective. In the 2030 Agenda for Sustainable Development (SDGs), gender equality and women’s empowerment are set as the fifth of 17 goals, and are also essential to achieving all goals and targets. Development cooperation must also ensure the rights and opportunities of women, who make up half of humanity.

Gender assigns specific values, such as “masculinity” and “femininity,” to biological sexes and defines the behaviors and social roles of men and women according to their sex. In many societies in general, women, regardless of their personal qualities, are placed in an unequal position compared to men simply because they are women.

Achieving a gender-equal society requires not only empowering women and ensuring opportunities for their participation in economic activities and decision-making, but also encouraging changes in the attitudes and behaviors of people and society. It is also necessary to make changes so that laws, policies, and institutions are gender-equal and do not create disparities.



Training participants made a instant raincoat from household items under the guidance of the women’s disaster risk reduction group “Hiratsuka Powers”. (Photo: IC Net Limited)

JICA’s Efforts

The JICA Global Agenda for Gender Equality and Women’s Empowerment aims to realize a society in which every individual, regardless of gender*1, can fulfill their potential with dignity as a human being. To achieve this, JICA has identified five priority cooperation areas to be addressed (1. Promoting women’s economic empowerment; 2. Ensuring women’s peace and security; 3. Promoting women’s education and lifetime health; 4. Promoting gender-equal governance; and 5. Developing gender-responsive infrastructure) and aims to promote gender mainstreaming in all JICA projects. In addition, JICA places special emphasis on “Promotion of Gender Smart Business” to improve financial inclusion and promote women’s entrepreneurship, leadership, and employment, and “Elimination of Sexual and Gender-Based Violence” to protect and support survivors, develop institutions and human resources for self-reliance and social reintegration, and promote social awareness and behavior change.

JICA aims to increase the number of projects that incorporate gender mainstreaming (“gender projects”) to 40% by 2026 and 80% by 2030 (in terms of number of projects*2). JICA also plans to increase the proportion of women in its training and scholarship programs to 40% by 2026 and 50% by 2030 (in terms of the number of participants).

Toward a society where everyone can fulfill their potential regardless of gender, JICA will continue to promote gender equality and women’s empowerment.

Examples of Cooperation:

Creating a Disaster-Resilient Society from a Gender and Diversity Perspective (Training)

The number of disasters and the damage caused by climate change and other factors are increasing every year around the world, but the impact of disasters is not the same for all people. Women and vulnerable populations (children, the elderly, the disabled, the poor, etc.) are particularly affected. In many cases, more women than men become victims of natural disasters; and after the disaster, women tend to lose their jobs more than men and violence against women tend to increase.

Japan has often suffered from major disasters, such as the Great East Japan Earthquake, and through these experiences we have accumulated knowledge and lessons on disaster risk reduction and Building Back Better from a gender and diversity perspective. Based on these experiences, since 2015, JICA has been conducting training programs on “Gender and Diversity in Disaster Risk Reduction” for government officials and women’s and civil society organizations involved in disaster risk management and the promotion of gender equality. The training conveys the importance of formulating disaster management policies, evacuation planning, including early warning, and shelter management that consider the situation and needs of women and vulnerable groups in disaster response and climate change adaptation, as well as the importance of participation and leadership of diverse people, including women, in decision-making processes for disaster risk reduction and post-disaster recovery. Through the establishment of disaster response and assistance systems from a gender and diversity perspective, JICA is committed to transforming society into a more resilient and sustainable one. So far, the training has been attended by 92 participants (62 women and 30 men) from 19 countries, and the participants are actively developing disaster management activities from the perspective of women and diverse populations in their own countries by applying what they have learned.

*1 The term “gender” here includes Sexual Orientation and Gender Identity (SOGI).
 *2 Target projects are JICA’s Grants (excluding some sub-schemes), Technical Cooperation (¥200 million or more), and Finance and Investment Cooperation.

Support for the Acceptance of Foreign Human Resources / Multicultural and Inclusive Society

Over the past ten years, the number of foreign workers in Japan has increased by a factor of about 2.7, reaching 1.82 million. Many of them are from developing countries. They play important roles in the economic growth of their home countries, for instance through their remittances. For its steady economic growth, it is estimated that in 20 years, Japan will need 6.74 million foreign workers, or nearly four times its current number. Foreign workers are expected to play an active role in socioeconomic development and regional revitalization.

To address challenges foreign workers face in Japan, JICA works on a number of aspects where it can leverage its strengths. These include the promotion of the human rights of foreign workers, human resources development for economic growth in both their countries of origin and Japan, and building a multicultural and inclusive society.

Promoting the Protection of the Human Rights of Foreign Workers

In January 2023, JICA and the International Labor Organization (ILO) signed a Memorandum of Cooperation to promote business and human rights, a concept designed to prevent human rights violations caused by business activities. Based on the MOC, JICA and the ILO are collaboratively working on business and human rights while sharing expertise and insights. JICA is also working on the protection of workers through improving governance of relevant public-sector organizations. As one such initiative, JICA invites public officials in developing countries who are in charge of issues related to migrant workers and returnees, to trainings in Japan on labor policies designed to ensure decent work for all.

Human Resource Development for Economic Growth

JICA provides support to people planning to work in Japan with accurate information on daily life and the business environment in Japan through, among other channels, Japan Centers for Human Resources Development in partner countries. These centers are increasingly working with the ministries, local governments, and other entities in Japan, to organize such events as career seminars for highly skilled professionals, meetings to exchange views with former international scholars who studied in Japan, and job fairs.

Today, many foreign workers play major roles in the development of Japanese society and economy. For these human resources with working experience in Japan to contribute to the economic growth of their home countries and utilize their ties with Japan in future, JICA supports them to strengthen their skills and learn Japanese. JICA is also committed to contributing to the revitalization of local communities by promoting trade and investment with developing countries and building networks, which follows the appropriate acceptance of foreign human resources.

Building Multicultural and Inclusive Society with Foreign Human Resources

As the number of foreign residents increases, local communities in Japan are facing challenges for their acceptance and multicultural harmonization. Addressing these issues, JICA assigns coordinators for international cooperation to local governments, international associations, as well as its own domestic offices. In the Kushiro-Nemuro region in Hokkaido, JICA and stakeholders are working on establishing a local platform to support the acceptance of foreign workers and build a more culturally diverse and inclusive community. It is an initiative based on collaboration among JICA, local municipalities, the Kushiro Port Branch Office of the Sapporo Regional Immigration Services Bureau, and former JICA volunteers. They leverage their own strengths to, for example, organize social events open to residents of foreign nationalities.

Through such efforts, JICA is making broad contributions to strengthening the diversity and inclusiveness of Japanese society, raising awareness of human rights, and fostering pro-Japanese people to contribute to the realization of a society in which diverse individuals can live safely and comfortably as a member of society.

Supporting efforts at improving the environment to accept foreign workers in Japan Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI)

JP-MIRAI is a platform established in November 2020 in collaboration with various stakeholders, including private sector firms, local governments, NPOs, academics, attorneys, and JICA to address challenges foreign workers face in Japan. (Since June 2023, the secretariat office is operated by general incorporated association JP-MIRAI). The number of members is steadily increasing, reaching 674 organizations/individuals in September 2023.

JP-MIRAI provides migrant workers with accurate and useful information on living and working in Japan via the app and portal site in 9 languages, which was launched in early 2022. In May 2022, JP-MIRAI started a consultation service called JP-MIRAI Assist. It offers advice on issues in labor, residential status, and daily-life in nine languages. Launching JP-MIRAI Safety in September 2023, an online tool for foreign workers to self-evaluate whether they are subjected to human rights violations or legal misconduct, JP-MIRAI is also conducting the Campaign to Protect the Human Rights of Migrant Workers to promote the use of its online tools (September 1 – November 30, 2023). JICA is supporting these efforts by providing a secretariat and other necessary assistance.



The number of JP-MIRAI members: **674** organizations/individuals (September 2023)

[The JICA Ogata Sadako Research Institute for Peace and Development \(JICA Ogata Research Institute\)](#), a research arm of JICA, has a vision of “Co-Creating Practical Knowledge for Peace and Development.” It aims at conducting policy-oriented research on the issues facing the developing countries and enhancing Japan’s intellectual presence in the international community. The Institute has established six priority [research clusters](#) (Politics and Governance, Economic Growth and Poverty Reduction, Human Development, Peacebuilding and Humanitarian Support, Global Environment, and Development Cooperation Strategies). Among them, four representative examples related to sustainability are introduced here.

Human Security

The world is facing compounded crises, including climate change, natural disasters, pandemics, economic crises, and regional conflicts, which threaten the lives of many people by violence and poverty. To properly address these issues, a *human security* perspective, which focuses on people’s resilience to threats and envisions a society where no one is left behind and everyone can live in dignity, is indispensable. The JICA Ogata Research Institute is engaged in research and advocacy of *human security* and committed to “Contributing to the realization of *human security*” as one of its basic research policies.

As a representative initiative, the institute has published the first issue of its flagship report, “*Human Security Today*.” This report discusses the concept of *human security* and its practice from various perspectives, with the aim of communicating to the world the significance of *human security* in today’s rapidly changing societies. This issue, titled “*Revisiting Human Security*,” discusses not only the significance of *human security* and its implications for development cooperation, but also its history and prospects. The “Topics” section of the report examines *human security* during the COVID-19 pandemic period from various perspectives, including its impact on the health sector, the changes in the understanding and practice of *human security* in Africa, and analysis related to migrant remittances.

Robustness Assessment of Climate Change Adaptation

The JICA Ogata Research Institute is engaged in the development of evaluation methods for climate change adaptation with the aim of improving the effectiveness of the climate change countermeasures which is supported by JICA. In response to the increasingly severe impacts of climate change, development cooperation organizations, including JICA, are scaling up their efforts on supporting climate change adaptation in developing countries, but there are some difficulties. One of the challenges is that it is difficult to analyze and compare which projects are more effective than others as adaptation measures.

Many climate change adaptation projects do not categorically differ from development projects that JICA has implemented, regardless of whether they involve climate change impacts. For example, climate change could increase storms, droughts, and wildfires, and damage agriculture, forestry and fisheries, as well as natural ecosystems and biodiversity. These problems existed before the effects of climate change became apparent, and development agencies have been helping to address them. However, the manifestation of climate change impacts may bring “added value” to a development project as it provides adaptation benefits, or it may require changes in specifications or methods to be effective as an adaptation measure.

To enable such considerations and comparative analyses among adaptation measures, it is necessary to properly evaluate the effectiveness of climate change adaptation measures, but there is no established methodology for doing so. One of the factors that complicates the development of the methodology is the uncertainty about the medium- to long-term effects of climate change. The JICA Ogata Research Institute has studied methods to quantitatively analyze and visually demonstrate the adaptation effectiveness of development projects based on a series of scenarios reflecting the uncertainty of future climate change impacts, using an analytical tool called “Robust Decision Making (RDM)” framework. Existing examples include analysis of irrigation development projects in Kenya and urban flood mitigation projects in Sri Lanka. The Institute aims to compile case studies on the application of this methodology to projects in various sectors and to improve the effectiveness of JICA’s climate change adaptation projects.

JICA Ogata Research Institute Report “*Human Security Today*” Inaugural Issue
https://www.jica.go.jp/english/jica_ri/publication/booksandreports/20220331_03.html

Study on Quantitative Evaluation of Climate Change Adaptation Benefits of Urban Flood Management
https://www.jica.go.jp/english/jica_ri/research/environment/environment_20230217.html

Economic Evaluation of Adaptation Measures to Climate Change under Uncertainty
https://www.jica.go.jp/english/jica_ri/research/environment/environment_20150507-20180331.html

Conflict and Gender-Based Violence (GBV)

Gender-Based Violence (GBV) is a serious problem that not only causes significant damage to the mind and body, but also creates high psychological and social barriers to seeking help from others. Especially under the influence of conflict, it is more difficult to punish perpetrators and the vulnerability of people is significantly increased, making them more susceptible to GBV and victims unable to receive adequate care. The UN Security Council adopted Resolution 1325 on Women, Peace and Security to address the severity of the damage caused by GBV in conflict and to specify the need for special measures to protect women and girls from all forms of violence, including GBV. However, there continues to be confirmed cases of GBV and it can hardly be said that there is enough support provided. Most of previous research on GBV in conflict-affected areas has focused on the analysis of actual situation of GBV or the causal relationship between conflict and GBV. Comparatively less research has been carried out on the help-seeking or the medium- to long-term recovery process of victims.

The GBV research conducted by the JICA Ogata Research Institute explored the issues of GBV that arise in conflict-affected areas, the challenges of supporting victims, and the ways in which supporters can be involved in the process. The results showed that the following factors prevented victims from seeking help: fear of being stigmatized, humiliated, or discriminated against for being a victim; social norms that define behavior based on gender; lack of information; physical barriers; and low expectations for help. In the case of refugees forming communities at evacuation sites, help-seeking usually begins with consultation with those closest to them. In some cases, communities practice their own solutions based on their own understanding of GBV in social spaces that are off-

limits to supporters. Conversely, refugees who experience various losses in the process of migration, including loss of family and kinship ties, social networks, economic resources, and information, are more likely to be socially, economically and politically excluded and isolated, and increase their vulnerability to GBV.

As the research has shown, in order to encourage GBV victims to request help themselves, it is important for supporters to approach them with an understanding of the diverse circumstances surrounding refugees and to build lasting relationship of trust with them. The JICA Ogata Research Institute will continue to explore ways to provide support through its research.

Evolving Humanitarian Action for Forced Migration

Forced migration has frequently occurred in recent humanitarian crises triggered by disasters and environmental degradation, conflicts and instability, poverty, and the COVID-19 pandemic, and involving diverse scenarios, including internal and cross-border movements of varying distances, temporary or prolonged displacement, and relocation to planned or unplanned destinations. As crises unfold, the concerns of forced migrants evolve, as do the responsibilities of various humanitarians, who must adapt to and deal with this changing landscape.

To effectively respond to the complex nature of forced displacement, it is essential to comprehend the experiences of displaced people, how their needs have changed over time, and how those assisting them can effectively meet those needs. Thus, this research project examines the evolving role of humanitarian actors in responding to the constantly evolving needs of different people across diverse forced migration contexts.

Utilizing qualitative research instruments and methodologies, the research project features five case studies that look into the assistance and support to (and engagement with) forcibly displaced children, women, people with disabilities, older people, and trafficked migrant workers, by examining the practical approaches adopted by humanitarian actors to address their specific needs in different global contexts.

This project includes case studies on topics such as the significance of migration data in humanitarian programs for children on the move from Northern Africa to Southern Europe, women's representation in humanitarian data collection, disability inclusion for internally displaced people in Vanuatu and Nigeria, representation of older displaced people in research and the NGO efforts in supporting older people in the Philippines, and the protection mechanisms for the rescue operations of trafficked fishers from Thailand.

Forced migration has become a subject of global discussions across sectors, aligning with global policy priorities identified in the United Nation (UN)'s 'Global Compact for Safe, Orderly, and Regular Migration' and the "Global Compact on Refugees", and by the UN Secretary-General's 'High-Level Panel on Internal Displacement' and the 'Action Agenda on Internal Displacement'. This project anticipates enhancing our understanding of forced migration and contributing to more effective and sustainable responses to this critical issue. It also intends to support and inform the work of humanitarian actors assisting diverse groups of forced migrants, and a guidance note for the practitioners is under consideration.

Conflict and Gender-Based Violence (GBV): The role of aid in help-seeking and the recovery process for victims
https://www.jica.go.jp/english/jica_ri/research/peace/20170417-20190831.html

Research on the Evolving Humanitarian Action for Forced Migration
https://www.jica.go.jp/english/jica_ri/research/peace/20220704-20240331.html

JICA's Social/Sustainability Bonds

To Mobilize Private-Sector Funds to Achieve a Sustainable Society

JICA made the debut issuance of Social Bonds—whose proceeds are exclusively allocated to finance projects that address social issues—in the Japanese domestic capital market in 2016, with the aim of better communicating its mission and projects to the financial market stakeholders. Since then, JICA has successively issued Social Bonds in the Japanese market. The total issuance amount reached ¥420 billion as of fiscal 2022.

Proceeds of JICA Bonds are used for JICA's own Finance and Investment Cooperation projects, all of which contribute to solving social issues in developing countries. These include projects that contribute to solving environmental issues in addition to social issues, such as energy development projects using renewable energy and projects addressing the nature environment conservation as well as improving the livelihoods of local residents.

Aiming at drawing more investors' attention to diverse impacts of JICA's projects, JICA renewed its bond framework as "JICA Social/Sustainability Bond Framework" with an introduction of JICA Sustainability Bonds in April 2023*1*2. JICA started issuing Sustainability Bonds with the framework; it raised \$1.25 billion from issuing its first ESG labeled bonds*3 in overseas market as well as ¥57 billion in domestic market from April to September 2023.

JICA Bonds have attracted the attention of many investors as a means to contribute to the SDGs or as an ESG. JICA Bonds are also mentioned in the Japanese government's SDGs Implementation Guiding Principles as a tool for mobilizing private capital to achieve the SDGs. These characteristics of JICA Bonds have been well received by many investors, and as of March 31, 2023, JICA had received investment commitments from 313 investors*4.

Since fiscal 2019, JICA has also issued "theme bonds" within the framework of Social or Sustainability Bonds. Proceeds of the theme bonds are allocated to projects addressing specific themes of social and environmental issues in developing countries. JICA has launched a diverse range of themed bonds: TICAD Bonds in fiscal 2019, COVID-19 Response Social Bonds in fiscal 2020, Gender Bonds in fiscal 2021 and Peacebuilding Bonds in fiscal 2022.

In fiscal 2023, JICA issued its first Disaster Resilience Bonds (Sustainability Bonds) to further strengthen its efforts for disaster risk reduction and recovery from natural disasters in light of the recent increase in the frequency and severity of natural disasters such as earthquakes, tsunamis, floods, rainstorms, landslides and wildfires in the world. The funds raised will be allocated to JICA's Finance and Investment Cooperation projects, which contribute to disaster risk reduction and reconstruction from natural disasters in developing countries.

[The estimated SDGs financing gap in developing countries reaching \\$3.9 trillion](#), which is as huge as Japan's nominal GDP. Mobilizing funds from various resources are more needed to fill in the gap. Through the issuance of JICA Bonds, JICA will contribute to market development of sustainable finance to solve development issues and mobilize funds from a variety of resources.

By doing so, JICA will continue to contribute to the sustainable development of developing countries and the world.



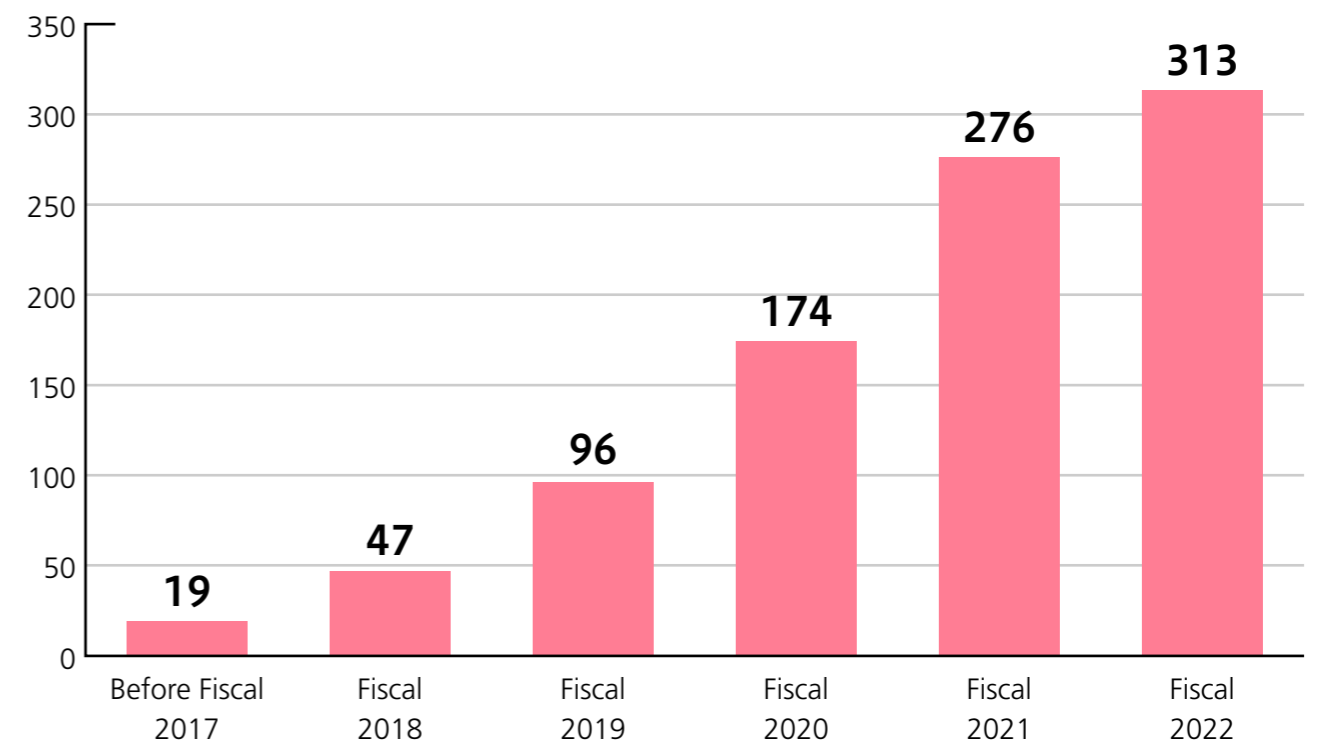
Cumulative total amount of ESG bonds JICA issued

(as of September 30, 2023):

domestic market ¥477 billion
(yen-denominated bonds)

overseas market \$1.25 billion
(dollar-denominated bonds)

Number of announcements of investment in JICA Bonds (Cumulative total)



*1 JICA Social/Sustainability Bond Framework (Published on April 7, 2023).

https://www.jica.go.jp/about/investor/spo/_icsFiles/afiedfile/2023/09/06/bond_framework_en.pdf

*2 JICA obtained a second party opinion (SPO) for the framework from the Moody's. Moody's SPO (Published on April 7, 2023).

https://www.jica.go.jp/Resource/english/ir/bonds/c8h0vm000awltie-att/bond_opinion.pdf

*3 ESG bonds are issued to finance projects that help solve social and environmental challenges. They include social bonds, green bonds, and sustainability bonds.

*4 Statements of engagement for JICA Bonds from the investors (available in Japanese only). <https://www.jica.go.jp/about/investor/expression.html>

Investor Relations

[jica.go.jp/english/about/investor/index.html](https://www.jica.go.jp/english/about/investor/index.html)

JICA envisions a sustainable world in which the economy, society, and the environment are balanced in harmony. To achieve this, we will move forward with determination alongside achieving the SDGs by 2030 and carbon neutrality by 2050. Leading the world with trust, we will continue to take on the challenges of realizing a better future, all together as One JICA.



- JICA Sustainability Report 2023 Figures
 1. The figures contained in this report are those for the fiscal 2022 (April 1, 2022, to March 31, 2023) in the case of JICA and for the calendar year 2022 (January 1, 2022, to December 31, 2022) in the case of ODA. Please note that some figures are provisional values and figures may vary according to the timing and method of calculation.
 2. Activities through September 2023 are included for new sustainability-related initiatives, such as strengthening the organizational structure for sustainability management, unless otherwise noted.
 3. All amounts indicated with a dollar sign (\$) refer to US dollars.

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Cover:
 (Upper) Health. photo: Stephan Janin/JICA
 (Middle) Supporting education in Sri Lanka. Photo: Jiro Nakahara/JICA
 (Lower) Cambodian children now have access to safe water with the assistance of JICA.
 Photo: Kenshiro Imamura/JICA

Disclaimer: The maps in this report are only for illustrative purposes and does not imply any opinion of JICA on the legal status of any country or territory, the border line of any country or territory or its demarcation, or the geographic names.

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