

JICA 2021

JAPAN INTERNATIONAL COOPERATION AGENCY ANNUAL REPORT



Japan International Cooperation Agency (JICA), an incorporated administrative agency in charge of administering Japan's ODA, is one of the world's largest bilateral aid agencies supporting socioeconomic development in developing countries in different regions of the world.

Under its vision set out in July 2017, JICA supports the resolution of issues in developing countries through a flexible combination of various types of cooperation methods.

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.

Mission

JICA, in accordance with the Development Cooperation Charter, will work on *human security*¹ and *quality growth*.



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.





143
 Developing countries
 and regions
 receiving
 assistance²
 during fiscal 2020

96
 Overseas offices
 as of July 1, 2021

14
 Domestic offices
 as of July 1, 2021



History

August 1974

Japan International Cooperation Agency
JICA

October 2003

Japan International Cooperation Agency
JICA
 (The Incorporated Administrative Agency)

October 2008

Japan International Cooperation Agency
JICA
 (The Incorporated Administrative Agency)

March 1961

Overseas Economic Cooperation Fund
OECF

October 1999

Japan Bank for International Cooperation
JBIC
 Overseas Economic Cooperation Operations
 (ODA Loans)
 International Financial Operations

Ministry of Foreign Affairs
 Grants³

1. 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.
 2. Number of countries/regions excluding DAC countries receiving assistance from JICA.
 3. Excluding Grants that the Ministry of Foreign Affairs will continue to directly implement considering diplomatic necessity.

Message



Realizing a Free and Prosperous World through Official Development Assistance (ODA)

The world has been hit hard by the COVID-19 pandemic. A crisis like this can often accelerate global structural changes. Authoritarianism is on the rise, while trust in democracy has declined. Under these circumstances, Japan must exert its utmost effort and work closely with likeminded democracies to realize a free and prosperous world. With this in mind, Japan has promoted the vision of a “Free and Open Indo-Pacific” (FOIP) as a core pillar of its foreign policy. FOIP envisions the realization of peace, prosperity, and the international order based on the rule of law in a region extending from the Pacific Ocean to the Indian Ocean and beyond to Africa, predicated on shared values of freedom and democracy. The international community also supports this vision. To this end, the Japan International Cooperation Agency (JICA) utilizes Japan’s ODA for human resource and infrastructure development in partner countries. These activities have been crucial to build Japan’s trust with the international community.

COVID-19 has not only endangered people’s lives; it has also threatened *human security* by disproportionately affecting the most vulnerable. Given JICA’s mission to realize *human security*, we launched our Initiative for Global Health and Medicine in July 2020. This initiative focuses on strengthening national health systems in partner countries to better protect people from COVID-19 and other infectious diseases. JICA is also providing emergency financial assistance to countries that have been severely impacted by the pandemic through our COVID-19 Crisis Response Emergency Support Loans.

In Japan, JICA is partnering with a diverse range of stakeholders, including local governments, NGOs, academia, attorneys, and the private sector to promote initiatives that welcome foreign workers to local communities. As part of this effort, we launched the Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI) in November 2020. In Japan’s history, many Japanese people migrated to other countries. In fact, JICA was previously in charge of this emigration program. Later JICA came to invite many training participants and scholars from developing countries to Japan. We are sharing our experience working in

multicultural contexts to further strengthen Japan’s relationships with the developing world.

Furthermore, JICA is also committed to strengthening our relationship with partner countries by bolstering our mutual bonds of trust. JICA has long emphasized the importance of investing in human resources development for successful nation building. As such, for many years we have implemented training programs to support global socioeconomic development by conducting training courses for partner country practitioners and administrators across a wide range of sectors, including agriculture, education, infrastructure, and industrial development. As the first non-Western nation to become a developed country, JICA is now sharing information about Japan’s unique modernization experience with other nations through the JICA Development Studies Program in Japan and the JICA Chair (JICA Program for Japanese Studies) in developing countries to better inform their development.

Additionally, JICA is extending cooperation to achieve *quality growth* in partner countries through mutual dialogue to develop economic systems and the underpinning infrastructure to ensure their sustainability, inclusivity, and resilience. We will also build on the trust we have cultivated with our partner countries over many years to tackle some of the biggest challenges that lie ahead, such as digital transformation (DX) and climate change.

Looking ahead, JICA will continue to work hand in hand with the people of the developing world, and we will redouble our aspirations to create a fair, free, and inclusive democratic society. By doing our utmost to ensure the betterment of all nations, we are committed to enhancing global peace and prosperity under our vision of *Leading the world with trust*.

September 2021

KITAOKA Shinichi
President
Japan International Cooperation Agency (JICA)

JICA at a Glance

To Overcome the Pandemic Together

The global COVID-19 pandemic is a historic event that continues to devastate not only people's lives and health but societies and their economies as well. Overcoming this calamity is difficult without international solidarity and cooperation. JICA is strengthening its efforts to help get over the pandemic and create a society resilient to present and future infectious diseases under JICA's Initiative for Global Health and Medicine.



Ghana

Cooperation for the Noguchi Memorial Institute for Medical Research (NMIMR)

JICA has provided both physical and non-physical assistance to NMIMR since its establishment in 1979 as a research center of excellence. Such assistance amid the pandemic includes the provision of equipment and materials such as PCR testing equipment and reagents as well as cooperation in implementing a third-country training program for laboratory technicians in nine West African countries, including Ghana.



Palestine

Last One Mile Support*

JICA provided cold-chain equipment for transporting vaccines as well as the latest laboratory equipment for COVID-19 testing. The only testing laboratory in the Gaza Strip suffered severe damage from airstrikes in May 2021. JICA acted in a timely manner to deliver the necessary equipment as soon as possible.



Viet Nam

Cooperation for the National Institute of Hygiene and Epidemiology (NIHE)

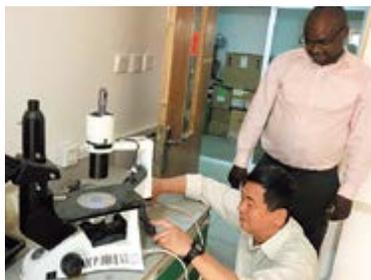
JICA has been supporting the NIHE in developing its laboratory and capacity since 2006. The NIHE leveraged its network with provincial laboratories to take the lead in developing the nationwide system for prompt PCR testing from the earliest stages of the pandemic. JICA provided laboratory equipment as well.



Nigeria

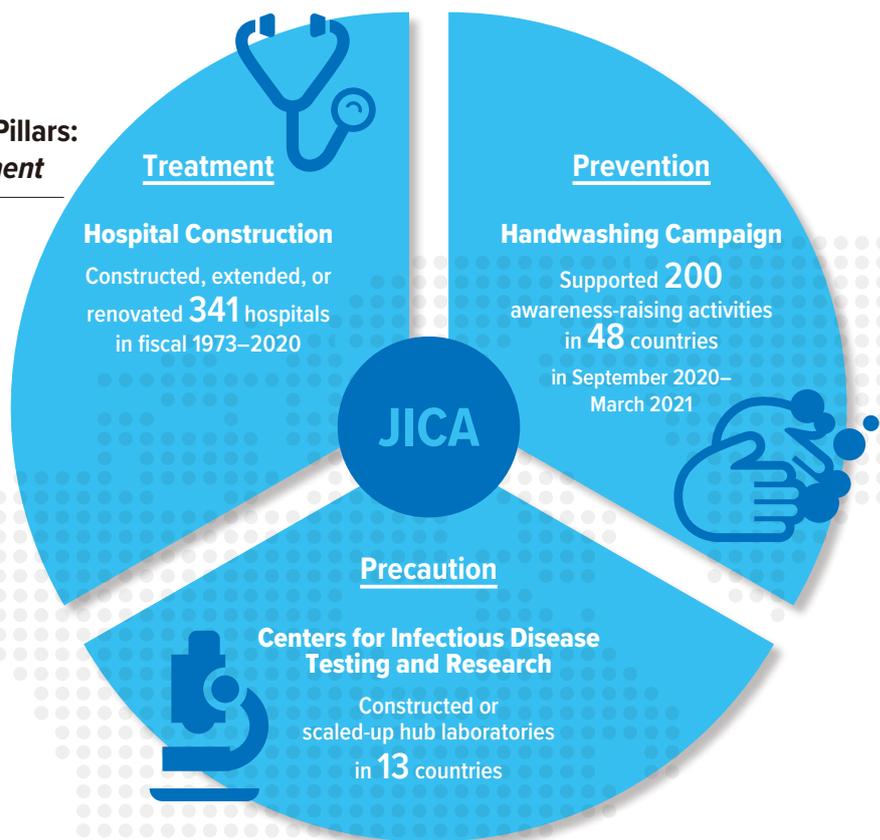
Cooperation for the Nigeria Centre for Disease Control (NCDC)

JICA provided advanced laboratory facilities and equipment for the NCDC and NCDC network public health laboratories. JICA has also assisted the NCDC in enhancing its management and laboratory capacity and human resources development for preparedness for public health emergencies.



*An initiative by the Japanese government to support partner countries in developing the vaccine rollout system with the aim of delivering the vaccine to "the last person."

Delivering Cooperation in Partner Countries Based on Three Pillars: Prevention, Precaution, and Treatment



Mongolia
Cooperation for the Mongolia-Japan Teaching Hospital

After supporting hospital construction and providing medical equipment, JICA has been implementing a technical cooperation project designed to develop high-level hospital management and a high-quality medical service delivery system. Since the hospital is accepting COVID-19 patients, JICA has provided technical cooperation and personal protective equipment for preventing hospital infection.



A Japanese Cartoon for COVID-19 Prevention and Handwashing Is Spreading in 32 Languages

JICA has developed the cartoon “Correct Handwashing” for children in developing countries as part of its Handwashing for Health and Life Campaign. The cartoon has evoked a massive response. It was translated into 32 languages as of July 2021. It has also been turned into a TV commercial and broadcast in some countries.



Brazil
Follow-up Cooperation for Hospital Japonês Santa Cruz

JICA implemented follow-up cooperation for former participants in its Training Program for Japanese Descendants from Hospital Japonês Santa Cruz. The former participants are playing a central role in conducting activities aimed at preventing hospital-acquired infections, including the development of relevant COVID-19 guidelines.



Moving Forward

Representative Initiatives in Fiscal 2020

Store

2,713
startups from
19
African countries
applied for
the NINJA Business Plan
Competition

Supporting Entrepreneurs amid the Pandemic

FOR MORE INFO
www.easycollectanddrop
info@easycollectand
0796126343

Easy Collect & Drop

ect



Encouraging Innovative Quests

Project NINJA (Next Innovation with Japan)

JICA organized a business plan competition aimed at supporting startups from 19 African countries that create innovative business models and technologies in response to the new normal brought about by COVID-19. A total of 2,713 firms applied. The grand finale among the 10 top competitors was held online in February 2021. Those selected as outstanding firms were qualified for business-matching with Japanese businesses as well as their technical assistance.

Four Japanese companies gave a special award to And Africa, a South African firm, for its development of IoT lockers. The lockers make it possible to send and receive parcels 24-7 without direct human contact, and the Japanese companies have an eye on possible business tie-ups with the firm.

Development of “Quality Infrastructure”

That Is Both Human- and Eco-Friendly

5.06
million people

used Delhi Metro per
day on average
in 2019¹

390 km

The total length
operated by Delhi Metro
as of August 2021²

A Traffic Congestion Reliever and a Popular Means of Public Transportation

Delhi Mass Rapid Transport System (Delhi Metro) Project

JICA has long been cooperating on the Delhi Mass Rapid Transport System Project with ODA Loans. The project is designed to construct the Delhi Metro, a mass rapid transport system made up of underground and elevated corridors in Delhi, the capital city of India. Technologies and products of Japanese companies have also been introduced in this metro network that extensively covers the Delhi metropolitan area. JICA will continue to extend cooperation to Delhi Metro, which is proactive in introducing women-only cars and priority seats and is contributing to reduce emissions of greenhouse gases.

Delhi Metro has significantly changed the lives of Delhi residents by providing comfortable and on-time services. It also makes good use of Japanese institutional expertise such as operational know-how and the practice of waiting in line for the metro. (Photo: Osamu Funao)

Source: Delhi Metro Rail Corporation Ltd. for the figures concerning Delhi Metro.
1. The aggregate of the total number of users of all lines.
2. Some 257 km are already completed or being constructed under JICA's projects.

Moving Forward

Representative Initiatives in Fiscal 2020

Protecting World-Class Cultural Heritage

Transferring Restoration Techniques with Respect and Pride

The Grand Egyptian Museum Joint Conservation Project, and Others

When it is completed, the Grand Egyptian Museum (GEM) will be the world's largest museum dedicated to a single civilization. In addition to financial cooperation for the construction of GEM, JICA has cooperated in training conservators of historical cultural heritage since 2008 through the dispatch of Japanese experts and technical training in Japan. Later, JICA launched a related project where Egyptian and Japanese experts worked as a joint team on conserving and restoring important artifacts, including those unearthed from the tomb of King Tutankhamun. In November 2020, this project team won the Yomiuri International Cooperation Award for these cooperation efforts.

Around
2,250
people

participated in training under
GEM-related JICA projects
from June 2008 to
March 2021

Conservation work at the GEM Conservation Center. Non-destructive diagnostic analysis using high-resolution digital imaging microscopy contributes not only to understanding the state of preservation of artifacts but also to acquiring new archaeological findings.



Continuing to Do What We Can Do Here and Now

JICA Volunteers Temporarily Returning Due to the Pandemic

The global spread of COVID-19 in 2020 forced JICA volunteers to return to Japan. After their return, these volunteers continued to do what they can do here and now for people overseas and in Japan. Some volunteers started remote teaching or produced and shared video teaching materials for their countries of assignment. Others launched activities for non-Japanese nationals residing in Japan, supporting the lives of foreign students, offering maternal and child health consultations, and so on.

A bee-keeping volunteer originally assigned to Mozambique. While helping with farm work in Japan, he is planning to open a shop that will serve as a bridge between Japan and Mozambique. He also volunteered for restoration work for farmers affected by localized torrential rains.

Social Contributions by

Temporarily Returning Volunteers

1,564

JICA volunteers

worked to address issues in Japan in fiscal 2020

963

JICA volunteers

worked for their countries of assignment from Japan in fiscal 2020



A physical education volunteer originally assigned to the Maldives. She produced and shared videos on Japanese culture and gymnastics for the host country. She also engaged in harvesting work for understaffed farmers in Nagano Prefecture, Japan.

P. 4 JICA at a Glance

This section introduces JICA's initiatives to combat the COVID-19 pandemic.



P. 6 Representative Initiatives in Fiscal 2020

This section introduces four cases, including support for entrepreneurs in the COVID-19 pandemic and a project to preserve world cultural heritage.

P. 16 JICA's Endeavors

This section explains the direction of JICA's development activities in fiscal 2021 and introduces three new initiatives already underway in accordance with this direction.



Pick up

P. 36 Addressing the Issues Facing Developing Countries

JICA has categorized the issues facing developing countries as the 4 Ps (Prosperity, People, Peace, and Planet). This section explains each issue, program strategies, and achievements and introduces related cases.

P. 52 Partnerships to Enhance Development Effectiveness

This section introduces collaboration with various partners both in Japan and overseas, including private companies, universities, and civil society, toward the optimization of development effectiveness.



P. 68 Security Measures

When implementing projects in developing countries, JICA places top priority on the security of related personnel. This section introduces measures taken to ensure their safety and security.

JICA Annual Report 2021 Figures

1. This annual report summarizes the activities of JICA in fiscal 2020 (April 1, 2020 to March 31, 2021).

2. The figures contained in the report are those for the fiscal year mentioned above in the case of JICA and for the calendar year 2020 (January 1, 2020 to December 31, 2020) 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. All sums indicated with a dollar sign (\$) refer to US dollars and are calculated at an exchange rate of \$1.00 = ¥106.7624 (the official Development Assistance Committee [DAC] rate in 2020).

Pages with descriptions about JICA's responses on COVID-19

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Data Book 2021

For statistics on program results, financial statements, and financial conditions, please refer to the Data Book 2021.

<https://www.jica.go.jp/english/publications/reports/annual/index.html>

JICA Websites and Others

For detailed information of JICA's activities, please see our websites. JICA also publishes Annual Evaluation Reports, which provide information on current evaluation activities as well as summaries of evaluation results.

JICA Website

<https://www.jica.go.jp/english/index.html>



Annual Evaluation Report 2020

https://www.jica.go.jp/english/our_work/evaluation/reports/2020/index.html



Cover photo: School girls promoting handwashing with a heart hand sign in the Gaza Strip, Palestine. The soap has been provided under the Project for Improving Quality of Mathematics and Science Education. (Photo: Saher Younis)

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About JICA

An Overview of Programs and Strategies

JICA, Playing a Core Role in Japan's ODA

Various organizations and groups, including governments, international organizations, non-governmental organizations (NGOs) and private companies, carry out economic cooperation to support socioeconomic development in developing countries. The financial and technical assistance that governments provide to developing countries as part of this economic cooperation are called Official Development Assistance (ODA). ODA is broadly classified into two types: bilateral aid and multilateral aid. Multilateral aid consists of financing and financial contributions to international organizations.



JICA, in charge of administering Japan's ODA, is one of the world's largest bilateral aid agencies. JICA supports socioeconomic development in developing countries through flexible combination of various types of cooperation methods, such as Technical Cooperation, Finance and Investment Cooperation, and Grants.* It operates in approximately 150 countries and regions of the world.

*Excluding Grants that the Ministry of Foreign Affairs provides considering diplomatic necessity.

Technical Cooperation

People-to-people cooperation

Technical Cooperation supports the development of human resources that will promote socioeconomic development in developing countries and the establishment of administrative systems by utilizing the knowledge, experience, and technologies of Japan. By accepting training participants in Japan and dispatching Japanese experts, JICA supports developing countries' capacity development in solving problems.

Finance and Investment Cooperation

Lending or investing of funds under concessional terms to developing countries for their development

ODA Loans are extended under generous lending conditions (long repayment periods, low interest rates) for projects supporting the development of developing countries. They are applied to infrastructure construction and other projects and programs requiring a large amount of funding. Private-Sector Investment Finance, on the other hand, provides financial support for private-sector activities in developing countries.

Grants*

Core infrastructure development and equipment provision

Grants provide funds to low-income developing countries without the obligation of repayment to support the construction of facilities necessary for social and economic development, such as schools, hospitals, wells, and roads, and the procurement of equipment and other supplies.

JICA

Citizen Participation

A broader base of international cooperation

JICA cooperates in diverse ways with NGOs, local governments, universities, and other organizations that participate in international cooperation activities. JICA dispatches volunteers such as Japan Overseas Cooperation Volunteers (JOCVs) as a part of its citizen participatory cooperation. Furthermore, JICA supports development education, which is designed to deepen understanding of the challenges facing developing countries, chiefly in the field of school education.

Emergency Disaster Relief

Response to natural and other disasters

In cases where large-scale disasters occur overseas, JICA dispatches Japan Disaster Relief (JDR) teams in response to requests from the governments of affected countries or international organizations in accordance with the decision of the Japanese government. These JDR teams engage in rescue efforts, treat wounds and illnesses, provide emergency relief supplies, and assist disaster recovery.

Research

Co-creating practical knowledge for peace and development

JICA works together with diverse partners for the purposes of world peace and development and conducts quality research with policy impact by integrating a field-oriented perspective. It also returns such research outcomes to JICA's operations as part of its efforts to contribute to the realization of *human security*.

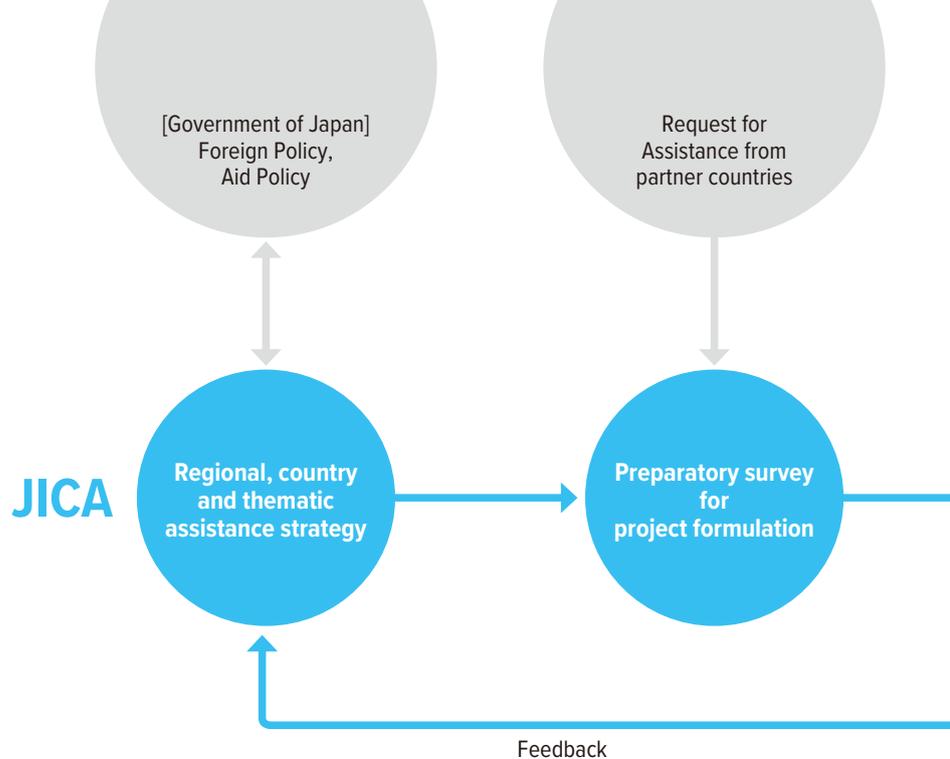
Public-Private Partnerships

Supporting economic and social development through private-sector business activities

By providing support for the introduction of excellent technologies and products by Japanese private companies and their participation in projects, JICA contributes to the solution of the social and economic issues faced by developing countries. Such support is extended through schemes including Private-Sector Investment Finance and support programs for SMEs' overseas business development.

JICA's Cooperation

JICA implements effective and efficient cooperation under the Japanese government's aid policy based on an unbiased, broad perspective that extends beyond assistance schemes such as Technical Cooperation, Finance and Investment Cooperation and Grants. In particular, JICA promptly conducts project formulation and implementation by undertaking preparatory surveys to investigate the content of cooperation at project sites before receiving aid requests from partner countries.



The 4th Medium-term Plan (Fiscal 2017–21)

In accordance with the law, JICA conducts its operations based on medium-term plans stipulating five-year cycles. In the 4th Medium-term Plan, which began in fiscal 2017, JICA has formulated plans based on the Development Cooperation Charter and international frameworks such as the Sustainable Development Goals (SDGs), concerning development issues such as infrastructure and economic growth, human-centered development, universal values and peacebuilding, and global issues, along with regional priority issues as well as partnerships with various actors and contributions to international discussions. JICA also sets out detailed measures for strengthening its organizational and operational foundations, security, and internal controls in the Plan.

Through efforts to achieve these plans, JICA will continue to play its expected role both within and outside Japan.

Outline of the 4th Medium-term Plan

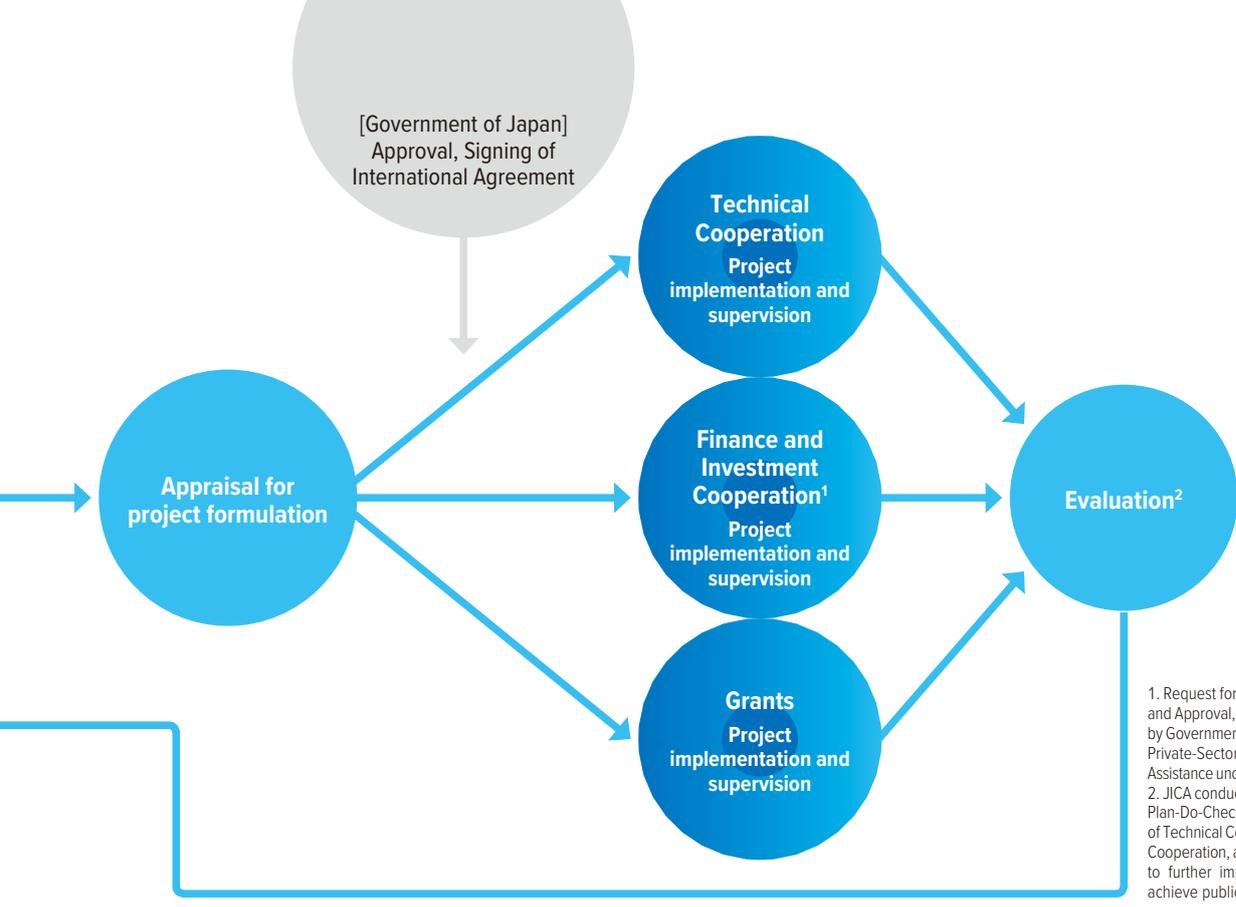


Operational Focus Areas

- (1) Strengthen the human capacity of individuals who will be key players in their countries' development
- (2) Fortify partnerships between actors in Japan who are involved in, and contributing to development cooperation and regional vitalization
- (3) Contribute to international commitments and serve as a leader in the international community
- (4) Strengthen security measures

Prioritized Approaches

- (1) Promote development cooperation that builds a mutually trusted relationship by emphasizing country ownership and partnership
- (2) Promote human-centered approaches based on the concept of *human security*
- (3) Strengthen strategic operations and enhance the quality of JICA's operations
- (4) Disseminate clear, uniform information



1. Request for Assistance from partner countries, and Approval, Signing of International Agreement by Government of Japan are not a prerequisite for Private-Sector Investment Finance and Technical Assistance under Finance and Investment Account.
 2. JICA conducts evaluations of projects using the Plan-Do-Check-Act (PDCA) cycle for each scheme of Technical Cooperation, Finance and Investment Cooperation, and Grants, and employs the system to further improve operations and sufficiently achieve public accountability.

Concrete Initiatives

- Efforts to address priority issues**
 - (1) Secure a foundation and driving force for economic growth
 - (2) Promote human-centered development, which supports basic human life
 - (3) Share universal values and realize a peaceful and secure society
 - (4) Build a sustainable and resilient international community by addressing global challenges
- Strengthen Japanese partnerships**
- Regional priority issues**
- Strengthen foundations for implementation**
(Public relations, research, project evaluations, etc.)
- Strengthen security measures**
- Other important operational management issues**
(The promotion of effective and efficient development cooperation; Proactive contribution in international discussions and strengthening partnerships with international organizations, bilateral donors and others; and Strengthen internal controls)

Address development issues and global issues and contribute to national interests in Japan through development cooperation

- Realize peace, security, and prosperity as well as an international environment with high stability, transparency, and predictability
- Contribute to enhancing the international community's confidence in Japan, strengthening the relationship between developing areas and Japan, and formulating the order and the norms of the international community
- Contribute to the vitalization of the economy and society in Japan through strengthening the relationship between developing areas and Japan

JICA's Endeavors

JICA is steadfastly committed to a new stage of international cooperation to address the needs of the COVID-19 era and beyond. Taking this as an opportunity, JICA will establish new operational procedures and internal operations that involve promoting digital transformation (DX) across the organization.

Responding to COVID-19 and Realizing *Human Security*

JICA's Approaches for Fiscal 2021

As many countries have been hit hard by the pandemic, JICA will move forward with its Initiative for Global Health and Medicine along with economic recovery measures [→ see JICA's Endeavor 2 on page 18]. JICA will accelerate its cooperation activities that will help improve the situation for the most vulnerable in such sectors as water and sanitation as well as food and nutrition with a view to creating a society where everyone can live with dignity.

Ensuring a Free and Open Indo-Pacific (FOIP)

To ensure a Free and Open Indo-Pacific, as advocated by the Japanese government, JICA will implement activities to cope with various threats facing the Indo-Pacific region. As part of this process, JICA will strengthen trust among stakeholders through the sharing of universal values, including, among others, putting emphasis on its relationship with ASEAN.

Strengthening Japan's Multicultural Coexistence and Regional Economic Revitalization

As the Japanese government welcomes foreign human resources and promotes an inclusive society, JICA will strengthen its efforts to support multicultural coexistence and regional economic revitalization domestically so as to make Japan more appealing to such foreigners [→ see JICA's Endeavor 1 on page 17]. As part of this process, JICA will make the most of its human capital, including former volunteers and the national and international networks it has developed over the years.

Updating Operations to Meet 21st-Century Needs

In order to meet the continuously evolving needs of developing countries in the COVID-19 era and beyond, JICA will streamline its operations and maximize their impact by promoting digital transformation (DX), expanding external collaborations to mobilize additional funding as well as facilitating Private-Sector Investment Finance. JICA will also enhance efforts to address climate change in order to help achieve carbon neutrality by 2050 [→ see JICA's Endeavor 3 on page 20].

Efforts to Make Japan the Destination for Foreign Workers

Amid intensifying global competition for human resources (HRs), what can be done to achieve “a Japan trusted and chosen by the workers of the world”? This is where JICA can play a unique role as an organization that has many offices in Japan and worldwide and has built trusting relationships with developing countries.

JICA will support foreign workers before they come to Japan, during their stay in Japan, and after their return home.

The number of foreign workers in Japan surged from 0.49 million in 2008 to 1.72 million by the end of October 2020. In the process, forced labor, discrimination, and harassment surrounding foreign workers have come to the fore.

As underscored by the United Nations' SDGs and the UN Guiding Principles on Business and Human Rights, the international community is committed to protecting the rights of foreign workers and improving their working and living environments. Such commitment is of particular importance to Japan, a country facing a chronic shortage of workers due to a declining birth rate and an aging population.

JP-MIRAI launched

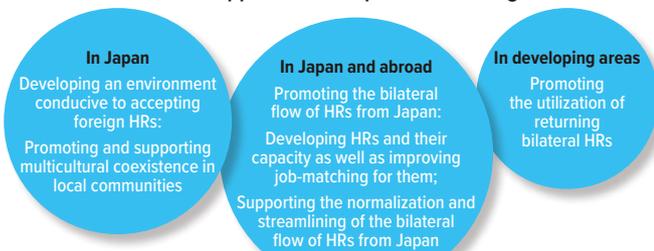
In November 2020, JICA established the Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI) together with various public and private stakeholders, including private companies, industry associations, business organizations, civil society, labor unions, attorneys, and local

governments. JICA and The Global Alliance for Sustainable Supply Chain (ASSC) jointly serve as the secretariat of JP-MIRAI. JP-MIRAI works to strengthen communication with foreign workers and improve various related issues. It also conducts informational activities, including information-sharing with domestic and international stakeholders. Through these efforts, JP-MIRAI aims to create an environment where foreign workers can work and live with peace of mind in Japan, and by extension, to achieve inclusive economic growth and create a sustainable society in the country.

Support before coming to Japan, while staying in Japan, and after returning home

In addition to its activities for JP-MIRAI, JICA offers its own support to foreign HRs during their stay in Japan. This is done by helping develop an environment conducive to accepting such HRs as well as by encouraging activities aimed at promoting multicultural coexistence in local communities. In delivering such support, JICA capitalizes on former JICA volunteers and works with local governments, nonprofit organizations (NPOs), etc. JICA's support for foreign HRs extends to the period before they come to Japan. This includes technical training with a view to enabling them to land a job in Japan, Japan studies and Japanese language education, and seminars on business manners, in addition to institutional capacity building for related agencies in the source countries of foreign HRs. As for its support after they return home, JICA cooperates to ensure that the technologies foreign HRs have acquired in Japan will take root in their communities back home. JICA thus aims to pave the way to allow them to put their experiences in Japan to good use for the development and advancement of their home countries.

JICA's Activities to Support the Acceptance of Foreign HRs



Note: Here, the term “bilateral flow of HRs” refers to the flow in which HRs who have gained experience and skills in another country return home to put such experience and skills to good use for the development of their countries. Such HRs are referred to as “returning bilateral HRs.”



The inaugural forum of JP-MIRAI was attended by many stakeholders. As of August 2021, JP-MIRAI had a membership of over 300 (companies, other organizations, and individuals).

Building Infection-Resilient Societies That Enable the Protection of People's Lives

COVID-19 is a threat not only to the lives and health of people around the world; it is also a threat to *human security* as it devastates societies and their economies. Against this background, JICA is forging ahead with its Initiative for Global Health and Medicine, which aims to protect people from health crises.

The COVID-19 pandemic has spread rapidly across the globe. Humans have been exposed to the threat of various infectious diseases, including Spanish influenza (Spanish flu), which raged around the world about a century ago. More recent examples include the severe acute respiratory syndrome (SARS) and the Middle East respiratory syndrome (MERS). Yet the spread of COVID-19 is on an unprecedented scale and a historic event that is still devastating people's lives and health as well as societies and their economies.

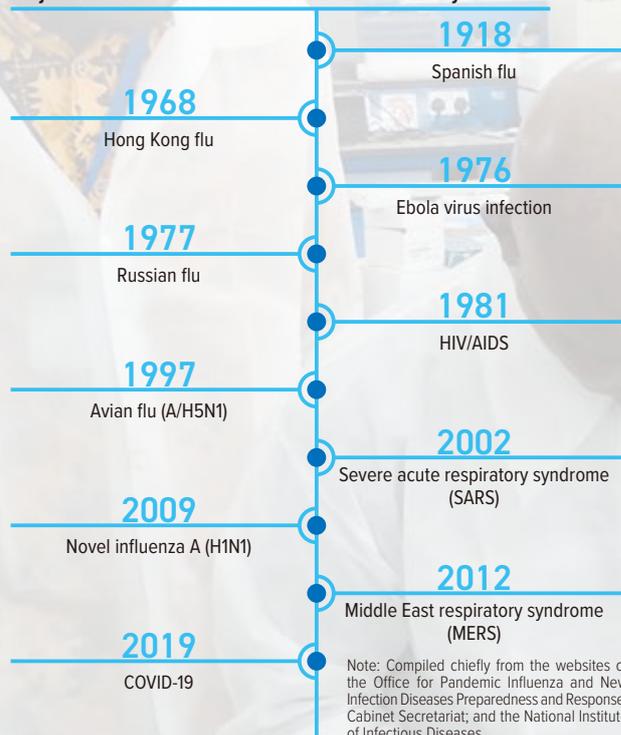
JICA's Initiative for Global Health and Medicine launched

There are concerns that vulnerable health systems and slow vaccination rollouts in developing countries may prolong the impact of COVID-19, resulting in worsened poverty and wider economic disparities.

To date, JICA has extended cooperation to some 150 countries to realize *human security*. To help protect the lives of people in the world amid the pandemic, JICA launched JICA's Initiative for Global Health and Medicine in July 2020, based on the trusting relationships that it has built with partner countries over the years.

Designed to support *human security* and Universal Health Coverage (UHC),* this initiative aims to strengthen health systems in partner countries with a focus on three pillars: *prevention*, *precaution*, and *treatment*.

Major infectious diseases from the 20th century onward



Support for Remote Intensive Care by Leveraging Digital Transformation (DX)

In July 2021, JICA launched a project designed to provide training and technical advice on intensive care medicine for countries that include those in Asia and Latin America. Such technical guidance is made via a communications system that links Japanese doctors and nurses specializing in intensive care with doctors and nurses engaged in intensive care for COVID-19 patients in these countries. The project also involves the provision of medical facilities, equipment, and supplies for temporary intensive care units (ICUs).

As the numbers of patients who need ICUs are surging due to the pandemic, JICA is cooperating in building the response capacity of doctors and nurses who treat critically ill patients and in developing ICUs for isolating infected individuals from other patients. The aim is to help partner countries to better cope with the pandemic and strengthen their health systems.

From Kenya to East Africa: Establishing and Strengthening Frameworks for Infectious Disease Testing and Research

The Kenya Medical Research Institute (KEMRI) is a center of excellence in research for human health in Africa. JICA has been a key partner of KEMRI for more than four decades—since its foundation in 1979.

KEMRI is a principal center for administering PCR tests for COVID-19 in Kenya, accounting for as much as 50% of such tests in the country at one time. Moreover, KEMRI is entrusted with performance testing of test kits by the Africa Centres for Disease Control and Prevention (Africa CDC), a specialized agency of the Africa Union. KEMRI also played a leadership role in the training session that six neighboring countries in East Africa jointly conducted with JICA to build the capacity to test infectious diseases.

JICA provided KEMRI, which plays such an important role, with PCR test kits and training for laboratory testing technicians who cope with COVID-19 and other infectious diseases.

Besides, in 2020, JICA extended ¥8 billion in health-sector policy loans to Kenya for attainment of UHC. Other JICA cooperation that helps prevent the spread of infectious diseases in Kenya includes (1) accepting Kenyan students in Japan for training in infectious disease control; (2) supporting the Ministry of Health through assigned JICA experts; and (3) providing hospitals on the forefront of treating patients with Japan-made ultrasonic diagnostic imaging devices and X-ray diagnostic devices, both of which allow doctors to examine patients without transporting them.

Three pillars for “leaving no one’s health behind”

1. Promoting infectious disease prevention

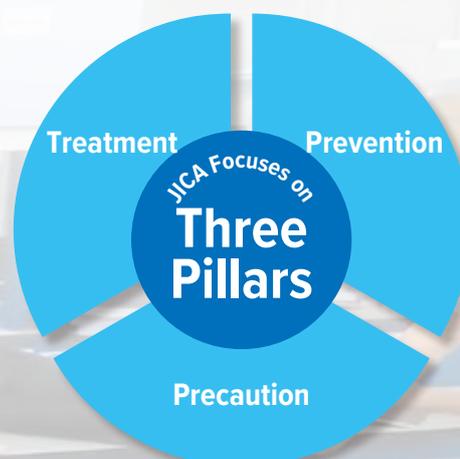
JICA cooperates in developing countries and regions with access to COVID-19 vaccines, acting in concert with COVAX—an international framework for collective procurement of vaccines. JICA also cooperates in developing and upgrading health service delivery systems and medical security systems with a view to achieving UHC. In addition, JICA works on mainstreaming infectious disease control in its activities aimed to address development issues in sectors other than health, including water and sanitation, urban planning, education, nutrition, and other social services.

2. Enhancing infectious disease research and alert systems

JICA utilizes the network of infectious disease laboratories that it has built through its cooperation in preventing the spread of COVID-19 and to help prepare for future health crises. JICA works on constructing, expanding, and improving such laboratories as well as on training related professionals. It also supports the development of COVID-19 testing systems with an eye to facilitating early case detection and contact tracing as well as to strengthening border controls.

3. Strengthening the treatment system

JICA utilizes the network that it has developed with referral



hospitals in its cooperation activities of building quality health systems that allow everyone to receive safe and reliable treatment. It works on strengthening health service delivery systems through the construction, expansion, or improvement of some 100 core hospitals as well as through the training of medical professionals. In addition, JICA supports case management (diagnosis, treatment, and care) designed to prevent COVID-19 patients from falling into serious condition or even dying. It also supports intensive care units with telehealth technology.

*UHC is defined as “ensuring that all people can use the promotive, preventive, curative, rehabilitative, and palliative health services they need, of sufficient quality to be effective, while also ensuring that the use of these services does not expose the user to financial hardship.”

Comprehensive Cooperation for Viet Nam, a Country That Has Proven Effective in Controlling the Pandemic

JICA is providing comprehensive cooperation to Viet Nam to support its COVID-19 response so that the country will better implement *prevention*, *precaution*, and *treatment*—the three pillars of JICA’s Initiative for Global Health and Medicine.

For many years, JICA has been supporting 24 hospitals—including three referral hospitals, i.e., Bach Mai Hospital, Hue Central Hospital, and Cho Ray Hospital—as well as the National Institute of Hygiene and Epidemiology (NIHE), which plays a leading role in studying and testing infectious diseases. This support involved building the foundations for the countrywide health system and training health professionals.

Along with such cooperation, in the context of *prevention*, JICA worked with a Japanese private pharmaceutical firm to transfer the Japanese technology of manufacturing a measles-rubella combined

vaccine to the Centre for Research and Production of Vaccines and Biologicals (POLYVAC), starting in 2003. Based on this technology and associated experience, POLYVAC is now developing a Vietnamese vaccine for COVID-19.

In the context of *precaution*, NIHE has been taking the lead in developing a nationwide PCR testing system and drawing up testing guidelines.

In the context of *treatment*, the three referral hospitals are taking the initiative in accepting and examining COVID-19 patients, thus accumulating much experience and expertise in hospital infection control and other aspects. They dispatch their doctors and nurses to regional hospitals to share such experience and expertise. It is worth adding that JICA’s emergency provision of equipment and supplies needed to diagnose and treat COVID-19—including



Vietnamese technicians at POLYVAC are producing measles vaccines.

diagnostic reagents and extracorporeal membrane oxygenation (ECMO) machines—has also helped to get the pandemic under control and enhance the capacity to cope with serious cases.

Tackling the Global Climate Challenge

Climate change now poses a threat to future stability and prosperity, as well as *human security*, in every country of the world. As a partner of developing countries, JICA cooperates in addressing climate change issues facing each country while aiming to achieve *human security* and *quality growth*.

Climate change is predicted to increase the frequency and severity of natural hazards—such as extreme heat, drought, torrential rain, storm surge, and sea level rise—and undermine the foundation of human well-being, including natural ecosystems and social and economic activities. It is an emergency that threatens *human security* and *quality growth*. Tackling climate change is a global challenge that should be addressed by the international community as a whole.

In December 2015, the 21st Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21) took place in Paris and adopted the Paris Agreement, a new international framework for reducing greenhouse gas (GHG) emissions and avoiding or minimizing the negative impacts of climate change. Both developed and developing countries have taken a new step forward under the agreement.

Toward a zero-carbon and climate-resilient society

As a partner of developing countries, JICA aims at supporting a transition to a zero-carbon and climate-resilient society. By playing a leading role in pursuing sustainable development, JICA contributes to achieving the goals set out in the Paris Agreement, the Sendai Framework for Disaster Risk Reduction (2015–2030),¹ and the SDGs. Specific focus is placed on “the implementation of the Paris Agreement” as well as on “the co-benefits approach to climate change,” which is designed to support developing countries to continue developing their economy and society while at the

same time addressing climate change.

Supporting the implementation of the Paris Agreement

JICA strengthens the individual and institutional capacity of central and local governments to develop, revise, implement, and monitor climate action plans such as Nationally Determined Contribution (NDC) to reduce emissions of GHGs and the Long-Term Low-Emission Development Strategy as stipulated in the Paris Agreement. JICA takes into account of each country’s context and progress to address this global challenge.

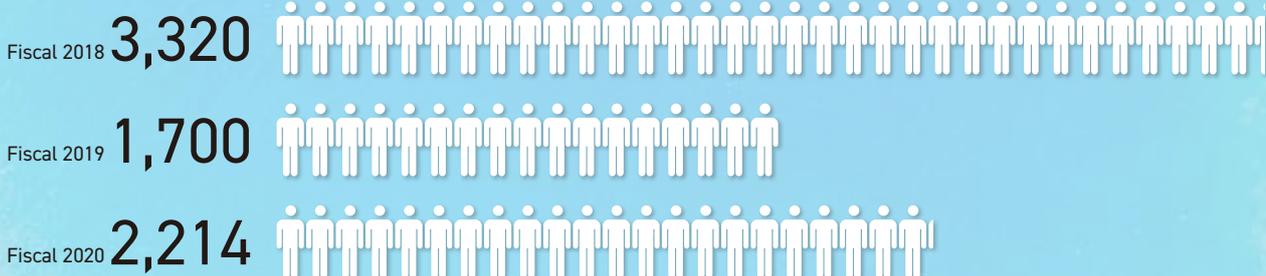


Mongolia: JICA co-financed the Tsetsii Wind Farm, a private-led project, with the European Bank for Reconstruction and Development under the Private-Sector Investment Finance program. The project is the second renewable energy project in the country.

Total amount of JICA's climate finance in calendar year 2020



Development of climate human resources (the number of people JICA trained)



Three focuses of JICA's climate action



Scaling up the co-benefits approach to climate change

JICA promotes the co-benefits approach that aims to solve development issues (development benefits) and contributes to climate action (climate benefits). JICA aims to scale up climate actions in a number of sectors, including energy, urban development, transport, disaster risk reduction (DRR), water resources, forest and nature conservation, and agriculture.

Governance, finance, and transparency

To address climate change, JICA pays special attention to three aspects, as shown below:

1. Enhancing climate action in terms of organizational setup and management

JICA sets climate actions in its Medium-term Objectives, Medium-term Plan, and Annual Plan with clearly defined targets and strengthens the monitoring of their progress and performance. JICA utilizes means such as its Climate Finance Impact Tool (JICA Climate-FIT) [→ see page 76] in the project planning phase to incorporate mitigation and adaptation components into all projects, especially those in such sectors as energy, transportation, urban development, agriculture, DRR, and forest conservation.

2. Mobilizing various resources

Under its commitment to promoting sustainable development in developing countries, JICA pursues greater impacts in development by mobilizing various climate funds in addition to conventional ODA. For example, JICA leverages external funds such as the Green Climate Fund (GCF)² and promotes the formulation of projects in partnership with the private sector.

The Green Climate Fund (GCF) Approves Its First JICA-proposed Project



Locals are receiving training in seedling production.

In March 2021, the Green Climate Fund (GCF) approved its first JICA project, titled “Community-based Landscape Management for Enhanced Climate Resilience and Reduction of Deforestation in Critical Watersheds in Timor-Leste.”

The country is increasingly facing forest degradation as well as floods and droughts due to climate change, thus threatening the lives of local residents. This project is designed to improve the livelihoods of the members of 74 communities in four watersheds (about 48,000 people) by reducing GHG emissions through deforestation reduction and reforestation, and by introducing sustainable farming that accommodates climate change impacts. To this end, JICA capitalizes on the trusting relationships, networks, and know-how it has developed through its past cooperation activities.

3. Promoting the disclosure of information related to climate change

For domestic and international stakeholders, JICA advances information disclosure on its responsibilities to promote sustainability as well as to contribute to climate action. For example, JICA publicly shares information such as the amount of climate finance and GHG emission reduction through mitigation projects in its Sustainability Report.

1. The Sendai Framework for Disaster Risk Reduction 2015–2030 is a set of international DRR guidelines up to 2030 adopted at the Third UN World Conference on Disaster Risk Reduction, which was held in March 2015 in Sendai, Japan.

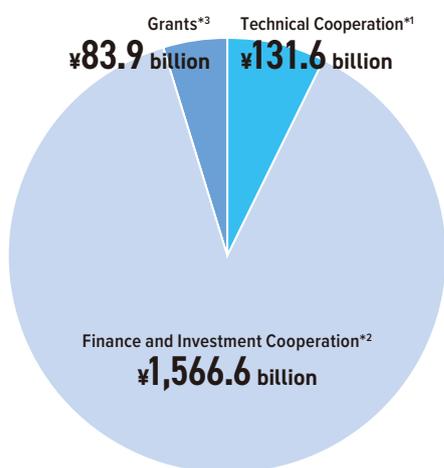
2. Green Climate Fund (GCF) is the operating entity of the financial mechanism of the United Nations Framework Convention on Climate Change (UNFCCC). Established in 2010, the GCF supports GHG emissions reduction (mitigation) and the management of climate change impacts (adaptation) in developing countries.

Overview of Operations and Financial Statements

Overview of Operations

Looking at JICA's operations in fiscal 2020 (Table 1 and Table 2), Technical Cooperation implemented by JICA amounted to ¥131.6 billion, a decrease of 24.8% from the previous fiscal year. Turning to Grants, JICA implemented 155 projects amounting to ¥83.9 billion (Grant Agreement amount). Of Finance and Investment Cooperation, ODA Loan was provided through 43 projects amounting to ¥1,493.2 billion (commitment basis), while Private-Sector Investment Finance amount totaled ¥73.4 billion (commitment basis) and was provided to 10 organizations.

Table 1 Scale of operations in fiscal 2020



Note) Exchange rate: US\$1.00 = ¥106.8 (the official Development Assistance Committee [DAC] rate in 2020)

*1 Technical Cooperation expenses include Technical Assistance expenses managed under the Finance and Investment Account budget, but exclude administration costs.

*2 Total commitment amount of ODA Loans and Private-Sector Investment Finance.

*3 The amount is calculated based on the fiscal 2020 budget; it does not correspond to the total amount of Grant Agreements (G/As) concluded in fiscal 2020.

Table 2 Operations by type in fiscal 2020 (Unit: ¥ billion)

	FY2020	FY2019
Technical Cooperation *1	131.6	175.1
Acceptance of training participants	8.5	17.0
Dispatch of experts	43.1	57.2
Dispatch of study team members	24.7	36.3
Provision of equipment	0.6	1.5
Dispatch of Japan Overseas Cooperation Volunteers	3.8	8.2
Dispatch of other volunteers	0.8	1.8
Others	50.1	53.1
Finance and Investment Cooperation *2	1,566.6	1,523.2
Grants *3	83.9	85.6

Note) In some cases, the numbers do not correspond to the figures reflected in the "Total" section because of rounding estimates.

*1 Technical Cooperation expenses include Technical Assistance expenses managed under the Finance and Investment Account budget, but exclude administration costs.

*2 Total commitment amounts of ODA Loans and Private-Sector Investment Finance.

*3 The amount is calculated based on the budget; it does not correspond to the total amount of Grant Agreements (G/As) concluded in each fiscal year.

Overview of Trends for the Past 10 Years

Tables 3 to 5 show trends in the scale of JICA's programs for Technical Cooperation, Finance and Investment Cooperation, and Grants over the past 10 years.

In fiscal 2020 the Finance and Investment Cooperation commitment amount increased from the previous fiscal year by 2.8%, totaling ¥1,566.6 billion. Meanwhile, the scale of Grants decreased by 2.0% to a total amount of ¥83.9 billion in fiscal 2020.

Table 3 Technical Cooperation expenses for the past 10 years (Unit: ¥ billion)

FY2011	188.9
FY2012	167.8
FY2013	177.3
FY2014	176.4
FY2015	191.7
FY2016	207.7
FY2017	192.3
FY2018	190.1
FY2019	175.1
FY2020	131.6

Table 4 Finance and Investment Cooperation commitment amounts for the past 10 years (Unit: ¥ billion)

FY2011	949.4
FY2012	1,226.7
FY2013	985.8
FY2014	1,015.9
FY2015	2,260.9
FY2016	1,485.3
FY2017	1,888.4
FY2018	1,266.1
FY2019	1,523.2
FY2020	1,566.6

Note) Total commitment amounts of ODA Loans and Private-Sector Investment Finance.

Table 5 Scale of Grants for the past 10 years (Unit: ¥ billion)

	The total amount provided under Exchange of Notes concluded in the relevant year (that portion for which JICA was responsible for the promotion of Grants)		The total amount provided under Grant Agreement concluded in the relevant year (that portion for which JICA was responsible for the implementation and management of Grant projects after October 2008)
FY2011	3.6	107.4	
FY2012			141.6
FY2013			115.8
FY2014			111.2
FY2015			111.7
FY2016			98.0
FY2017			115.1
FY2018			98.5
FY2019			85.6
FY2020			83.9

Assistance by Region

Looking at disbursements of Technical Cooperation by geographic region, Asia accounted for 32.1%, Africa 17.3%, and North and Latin America 5.6%, in descending order.

Looking at newly committed amounts for Finance and Investment Cooperation by region in fiscal 2020, Asia accounted for 83.0%, Middle East 4.4%, and Africa 2.9%. Continuing from fiscal 2019, Asia's share has been considerably high.

As for Grants, Asia accounted for 46.4%, Africa 44.9%, and the Pacific 3.4%. As in fiscal 2019, Asia and Africa accounted for a large proportion of Grants.

"Others" include disbursements for and commitment amounts with international organizations and worldwide projects across countries and regions.

Assistance by Sector

Disbursements of Technical Cooperation by sector were, in descending order, 19.7% for public works and utilities, 10.3% for human resources, and 9.7% for agriculture, forestry and fisheries.

For Finance and Investment Cooperation, the largest portion is 45.6% for projects in the transportation sector. This was followed by program loans at 39.3% and 8.4% for social services.

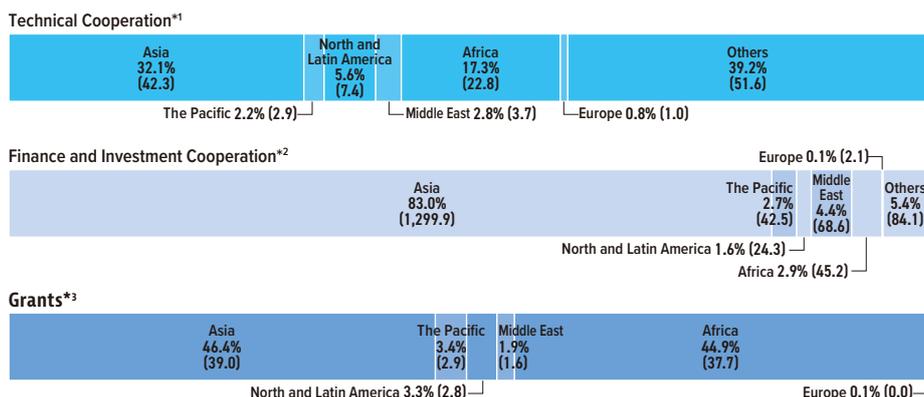
For Grants, the largest share was made to public works and utilities at 48.0%, followed by health and medical care at 21.1%, and 15.7% for human resources.

Trends in Number of Personnel by Type of Technical Cooperation

The number of newly dispatched personnel by type of JICA program in fiscal 2020 was as follows. The number of technical training participants was 5,290, while JICA dispatched 553 experts, 238 study team members, 46,181 Japan Overseas Cooperation Volunteers, and 7,955 Other volunteers* as of the end of March 2021.

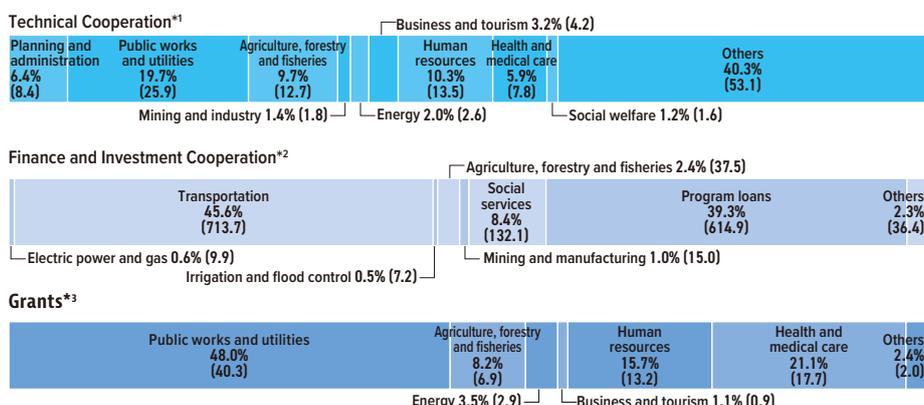
Trends in the number of personnel by type of cooperation since fiscal 2011 are shown in Table 8.

Table 6 Composition of assistance by region in fiscal 2020 (Unit: %, ¥ billion)



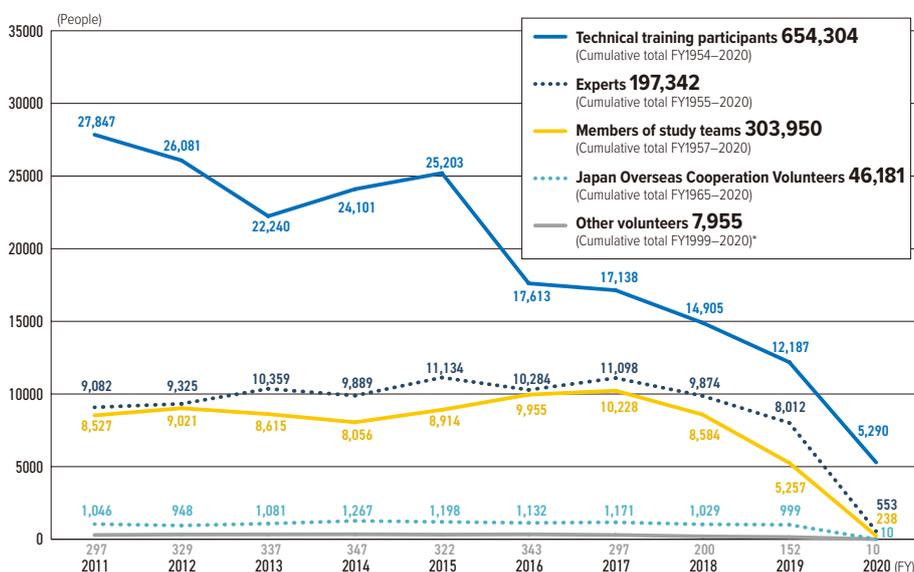
Note) In some cases, the numbers do not correspond to the figures reflected in the "Total" section because of rounding estimates.
 *1 Technical Cooperation expenses include Technical Assistance expenses managed under the Finance and Investment Account budget, but exclude administration costs.
 *2 Total commitment amounts of ODA Loan and Private-Sector Investment Finance.
 *3 The amount is calculated based on the fiscal 2020 budget; it does not correspond to the total amount of Grant Agreements (G/As) concluded in fiscal 2020.

Table 7 Composition of assistance by sector in fiscal 2020 (Unit: %, ¥ billion)



Note) In some cases, the numbers do not correspond to the figures reflected in the "Total" section because of rounding estimates.
 *1 Technical Cooperation expenses include Technical Assistance expenses managed under the Finance and Investment Account budget, but exclude administration costs.
 *2 Total commitment amounts of ODA Loans and Private-Sector Investment Finance.
 *3 The amount is calculated based on the fiscal 2020 budget; it does not correspond to the total amount of Grant Agreements (G/As) concluded in fiscal 2020.

Table 8 Trends in number of personnel by type of Technical Cooperation (cumulative total)



* Includes Senior Volunteers, JOCVs and Senior Volunteers for *Nikkei* Communities, and UN Volunteers. Until 1998, these figures had been included in other types of cooperation.
 Note) The dispatch of emigrants ended in fiscal 1995. The cumulative total from fiscal years 1952 to 1995 was 73,437.

Overview of Financial Statements

General Account

1. Overview of Balance Sheet

For the fiscal year ended March 31, 2021, total assets amounted to ¥377,745 million, increasing ¥59,148 million from the previous fiscal year, primarily due to the ¥59,280 million increase in cash and deposits. The ending balance of cash and deposits of ¥291,765 million includes donated funds for grant aid projects which amount to ¥196,150 million. Total liabilities were ¥324,866 million, increasing ¥59,288 million year-on-year, primarily due to the ¥46,258 million increase in operational grant liabilities and ¥17,362 million increase in funds for grant aid.

(Unit: Millions of yen)

Assets	Amount	Liabilities	Amount
Current assets		Current liabilities	
Cash and deposits	291,765	Operational grant liabilities	86,927
Others	26,686	Funds for grant aid	196,150
Non-current assets		Others	19,877
Tangible assets	40,098	Non-current liabilities	
Intangible assets	3,612	Contra accounts for assets	7,791
Investments and other assets	15,584	Provision for retirement benefits	13,618
		Others	503
		Total liabilities	324,866
		Net assets	
		Capital	
		Government investment	62,452
		Capital surplus	(23,163)
		Retained earnings	13,590
		Total net assets	52,879
Total assets	377,745	Total of liabilities and net assets	377,745

2. Overview of Statement of Income

For the fiscal year ended March 31, 2021, ordinary expenses amounted to ¥163,010 million, decreasing ¥71,664 million from the previous fiscal year. The major factor of the decrease was the ¥21,698 million year-on-year decrease in expenses for priority sectors and regions of which operational grants are the financial source and the ¥36,839 million decrease in expenses for grant aid. Ordinary revenues totaled ¥163,642 million, decreasing ¥69,708 million year-on-year. The major factor of the decrease was the ¥31,310 million decrease in revenues from operational grants and the ¥36,839 million decrease in revenues from grant aid.

(Unit: Millions of yen)

	Amount
Ordinary expenses	163,010
Operating expenses	153,726
Expenses for priority sectors and regions	49,332
Expenses for domestic partnership	8,803
Expenses for operation support	36,752
Expenses for grant aid	52,397
Others	6,442
General administrative expenses	9,185
Financial expenses	85
Specific purpose expenses	13
Others	0
Ordinary revenues	163,642
Revenues from operational grants	105,703
Revenues from grant aid	52,397
Others	5,542
Extraordinary losses	29
Extraordinary income	11
Reversal of reserve fund carried over from the previous Mid-term Objective Period	1,001
Total income for the current fiscal year	1,615

Notes) Because the amounts are rounded to the nearest million, the total amount does not always match the sum of each amount.

See JICA Annual Report Data Book 2021 for detailed financial conditions.

Finance and Investment Account

1. Overview of Balance Sheet

For the fiscal year ended March 31, 2021, total assets amounted to ¥13,603,826 million, increasing ¥778,362 million from the previous fiscal year, primarily due to the ¥726,864 million increase in loans. Total liabilities were ¥3,572,931 million, increasing ¥662,747 million year-on-year, primarily due to the ¥556,114 million increase in borrowings from government fund for Fiscal Investment and Loan Program.

(Unit: Millions of yen)

Assets	Amount	Liabilities	Amount
Current assets		Current liabilities	
Cash and deposits	220,490	Current portion of borrowings from government fund for Fiscal Investment and Loan Program	104,069
Loans	13,341,710	Others	42,232
Allowance for loan losses	(176,363)	Non-current liabilities	
Others	59,434	Bonds	898,211
Non-current assets		Borrowings from government fund for Fiscal Investment and Loan Program	2,518,683
Tangible assets	9,165	Others	9,737
Intangible assets	5,016	Total liabilities	3,572,931
Investments and other assets		Net assets	
Claims probable in bankruptcy, claims probable in rehabilitation and other	87,063	Capital	
Allowance for loan losses	(87,063)	Government investment	8,202,168
Others	144,375	Retained earnings	1,799,526
		Reserve fund	33,008
		Others	(3,806)
		Valuation and translation adjustments	(3,806)
		Total net assets	10,030,895
Total assets	13,603,826	Total of liabilities and net assets	13,603,826

2. Overview of Statement of Income

For the fiscal year ended March 31, 2021, total income amounted to ¥33,008 million, decreasing ¥62,637 million from the previous fiscal year. This decrease resulted from ordinary revenues which decreased ¥48,417 million to ¥134,070 million while ordinary expenses increased ¥14,223 million to ¥101,060 million. The major factor of the decrease in ordinary revenues was the absence of reversal of provision for allowance for loan losses which was ¥19,922 million in the previous fiscal year, while the increase in ordinary expenses was primarily due to the provision for allowance for loan losses of ¥34,310 million which was ¥0 in the previous fiscal year.

(Unit: Millions of yen)

	Amount
Ordinary expenses	101,060
Expenses related to operations of cooperation through finance and investment	101,060
Interest on bonds and notes	8,396
Interest on borrowings	12,542
Interest on interest rate swaps	5,679
Operations consignment expenses	17,585
Operating and administrative expenses	11,608
Others	45,250
Ordinary revenues	134,070
Revenues from operations of cooperation through finance and investment	133,356
Interest on loans	122,934
Dividends on investments	4,329
Others	6,093
Others	714
Extraordinary losses	4
Extraordinary income	2
Total income for the current fiscal year	33,008

Notes) Because the amounts are rounded to the nearest million, the total amount does not always match the sum of each amount.

See JICA Annual Report Data Book 2021 for detailed financial conditions.

Activities and Initiatives

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JICA's Approaches

Activities and Initiatives by Region and Issue

JICA operates in some 150 countries and regions to realize the vision of *Leading the world with trust*.

For its operations, JICA formulates programs and projects along with country- and region-specific approaches that accommodate local and regional situations as well as with technical approaches for different development issues. In these programs and projects, JICA works with partner-country governments and various development partners.

Activities and Initiatives by Region

Accommodating the situation and needs of each region and country

Different developing countries face quite different development issues. Based on analysis of varying local needs, JICA formulates programs and projects strategically in light of the Japanese government's policies and commitments as well as its available cooperation modalities and budgetary allocations. Then JICA implements these programs and projects flexibly, depending on the most recent changes in the world.

Activities and Initiatives by Issue

The 4 Ps: Keywords that denote JICA's goals

P ROSPERITY

To secure a foundation and driving force for *quality growth*

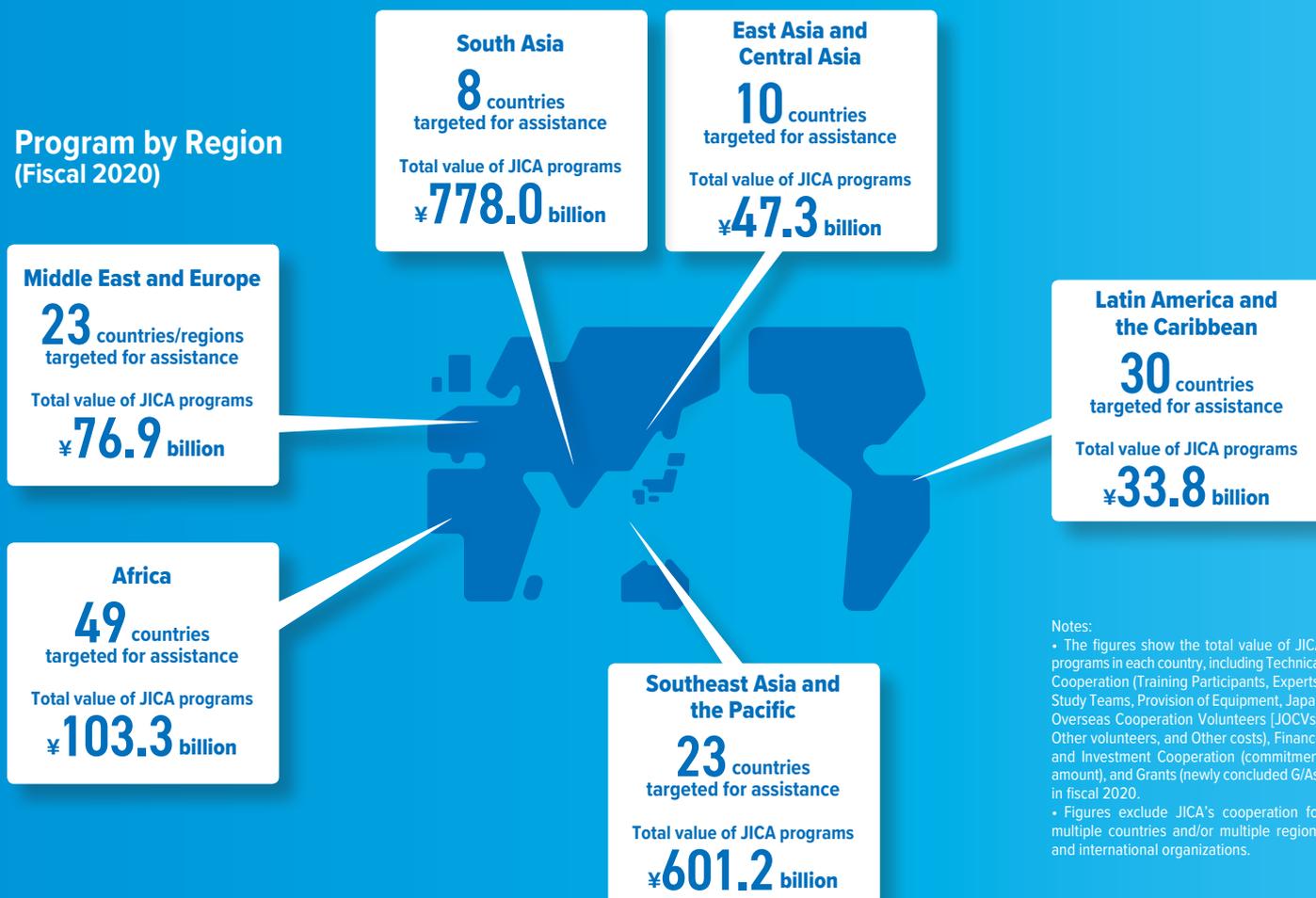
- Urban and regional development
- Transportation
- Energy and mining
- Private sector development
- Agricultural and rural development (sustainable food systems)

P EOPLE

For a society where all can live healthy, safe lives

- Health
- Improvement of nutrition
- Education
- Social security / disability and development
- Sport and development

Program by Region (Fiscal 2020)



Notes:

- The figures show the total value of JICA programs in each country, including Technical Cooperation (Training Participants, Experts, Study Teams, Provision of Equipment, Japan Overseas Cooperation Volunteers [JOCVs], Other volunteers, and Other costs), Finance and Investment Cooperation (commitment amount), and Grants (newly concluded G/As) in fiscal 2020.
- Figures exclude JICA's cooperation for multiple countries and/or multiple regions and international organizations.

JICA has categorized major issues that developing countries face into 4 Ps: Prosperity, People, Peace, and Planet. It has also identified its aid strategy for each category to address relevant issues.

PEACE

For a peaceful and just society free from fear and violence

- Peacebuilding
- Governance
- Public finance and financial systems
- Gender equality and women's empowerment
- Promotion of digitalization and digital transformation

PLANET

Caring for our planet

- Promotion and mainstreaming of climate actions
- Nature environment conservation
- Environmental management
- Sustainable water resources management and water supply
- Disaster risk reduction through pre-disaster investment and Build Back Better

Southeast Asia and the Pacific

Promoting a “Free and Open Indo-Pacific”

Southeast Asia

Respecting the Centrality and Unity of ASEAN

The Association of Southeast Asian Nations (ASEAN) is a leader in promoting the stability and prosperity of this region, which borders on the Indian and Pacific oceans. It plays a pivotal role in advancing a “Free and Open Indo-Pacific (FOIP),” a vision advocated by the Japanese government. While experiencing rapid economic growth, ASEAN is faced with disparities both in the region and within individual countries, and enormous development needs in terms of both socioeconomic infrastructure and human resources development.

Solving these issues and enhancing ASEAN’s centrality and unity are important to Japan as well. The Japanese government supports the “ASEAN Outlook on the Indo-Pacific (AOIP),” a vision announced



Indonesia: Some facilities at Patimban Port, the construction of which is progressing under an ODA Loan project, were completed in December 2020. The newly constructed car terminal was put into provisional operation. At the completion ceremony, finished cars for export were loaded onto an automobile carrier vessel.

by ASEAN in 2019. It intends to promote cooperation in the priority areas outlined in the AOIP: maritime cooperation, connectivity, the SDGs, and economy.

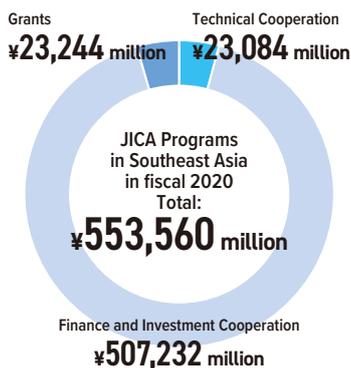
Co-financing with the ADB in Response to the COVID-19 Crisis

Based on this background, JICA’s cooperation covers the following focus areas:

1. Strengthening ASEAN connectivity
Cooperation in both physical and nonphysical aspects with land, maritime, and air corridor connectivity projects at its center
2. Promoting *quality growth*
Cooperation to overcome growth distortions
3. Realizing *human security*
Cooperation in health, the environment, disaster risk reduction, etc.
4. Promoting climate change measures, including decarbonization
5. Developing human resources
Development mainly targeted leaders and administrative officers who will steer ASEAN countries in the future
6. Addressing regional vulnerabilities
Cooperation for such regions as Mindanao in the Philippines and Rakhine State in Myanmar

Situated in geographical proximity, Japan and ASEAN enjoy a strong relationship. In extending development cooperation, JICA makes maximum use of the broad-ranging expertise and know-how of private-sector companies, universities and research institutions, and local governments. JICA’s cooperation for Timor-Leste is designed to support the country’s accession to ASEAN and its transition from reconstruction to development.

In fiscal 2020, COVID-19 spread gradually among many Southeast Asian countries amid the global pandemic, dealing a heavy blow to their economies. While strengthening its cooperation in health care



	Total value of JICA programs
Philippines	¥259,818 million
Indonesia	¥111,536 million
Myanmar	¥90,804 million
Viet Nam	¥55,768 million
Cambodia	¥29,810 million
Laos	¥2,930 million
Thailand	¥1,674 million
Timor-Leste	¥650 million
Malaysia	¥570 million
Singapore*	—

*Only the numbers of training participants are available; the actual expenses are not.



366 km

Total length of the segments where road improvement—including road-widening and bypass construction—will be made under the Cambodia National Road No. 5 Improvement Project (ODA Loan) from fiscal 2013 through 2023 (planned)



17,900

The number of people trained for industrial development in Southeast Asia in fiscal 2020

Note: For the total value of JICA programs, see the note on “Program by Region” on page 27.

in general, JICA collaborated with the Asian Development Bank (ADB) to extend co-financing to the governments of the Philippines, Indonesia, and Cambodia for budget support in addressing the pandemic.

The Pacific

Challenges and Vulnerabilities Peculiar to Island Countries

Japan and Pacific Island Countries (PICs) share the Pacific Ocean, a valuable global public good, and have historically maintained close relations. Achieving the sustainable development of the Pacific region will not only help strengthen the relationship between Japan and PICs but also lead to maintaining and developing a regional environment conducive to realizing a Free and Open Indo-Pacific.

Meanwhile, PICs are faced with common challenges and vulnerabilities unique to island countries: they are small, isolated, remote, and oceanic. They have recently attracted global attention as one of the regions most vulnerable to the adverse effects of climate change. The COVID-19 pandemic made PICs recognize anew the vulnerabilities of their own health systems, raising development needs in this sector.

Focusing on Strengthening Health Systems, a Sustainable Ocean, and Climate Action

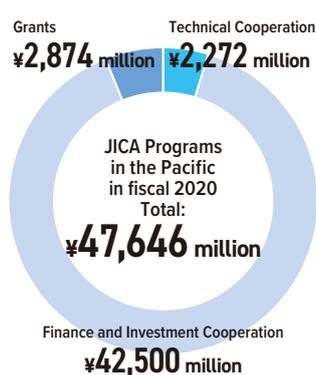
These circumstances have prompted JICA to focus on the following areas in delivering development cooperation:

1. Assistance in strengthening health systems and economic recovery in light of the effects of the pandemic
E.g., developing health care and medical facilities, training health care and medical personnel, providing budget support



Fiji: Training at the University of the South Pacific under the Project for Introduction of Hybrid Power Generation System in the Pacific Island Countries. Training participants are taught how the angle of solar panels and shadows on them affect power generation.

2. A sustainable ocean based on the rule of law
E.g., building the capacity for maritime law enforcement and fisheries resources management [→ see the Project on page 39]; extending cooperation for managing disposal of waste, including marine plastics
3. Climate action and disaster risk reduction
E.g., promoting renewables deployment, building the capacity of disaster management agencies
4. Strengthening the foundations of robust and sustainable growth
E.g., improving connectivity that involves the development of maritime infrastructure, airports, etc.; promoting trade and investment; increasing the resilience of public finance
5. Human exchange and human resources development
E.g., inviting potential future leaders, including those from the private sector, to Japan for study and training



	Total value of JICA programs
Papua New Guinea	¥30,574 million
Fiji	¥10,461 million
Solomon Islands	¥5,149 million
Vanuatu	¥626 million
Marshall Islands	¥230 million
Samoa	¥194 million
Federated States of Micronesia	¥179 million
Palau	¥103 million
Tonga	¥89 million
Kiribati	¥36 million
Tuvalu	¥2 million
Nauru	¥2 million
Cook Islands	¥1 million

4,056

The number of people who participated in training programs or human exchanges conducted over three years (fiscal 2018–2020) under the commitment made at the 8th Pacific Islands Leaders Meeting

Note: For the total value of JICA programs, see the note on “Program by Region” on page 27.

East Asia and Central Asia

Toward Sustainable Development through Better Regional Connectivity and Industrial Diversification

The Region Needs to Wean Itself from Dependence on Natural Resources and Strengthen Connectivity

JICA operates ODA in 10 developing countries of the East Asian and Central Asian region: China, Mongolia, the five Central Asian countries, and the three Caucasus countries.

Mongolia, Kazakhstan, Turkmenistan, and Azerbaijan are endowed with natural resources and are experiencing rapid economic growth; however, they are vulnerable to fluctuating global commodity prices because their economic structure is heavily dependent on natural resources. Facing the need to reduce its dependence on cotton plants and natural gas, Uzbekistan is undertaking government-led investment development and industrial promotion. The Kyrgyz Republic and Tajikistan, on the other hand, are not rich in natural resources. Remittances from Kyrgyzstanis and Tajikistanis working in Russia and elsewhere account for more than one-third of the GDP of these two countries. The countries are thus faced with the urgent need for fostering domestic industries and creating employment opportunities.

In recent years, there has been a concern that the decline in natural resource prices and slow economic growth in Russia and China will negatively affect the economies in the region. In addition,



Kyrgyz Republic: A tasting and sales event of juices produced in a One Village, One Product project supported by JICA. The event was held in front of a celebrated upscale general store in the national capital of Bishkek. (Photo: Akihisa Haraguchi)

the COVID-19 pandemic is taking a toll on society and economies in these countries, resulting in reduced remittances from migrant workers due to travel restrictions, rising unemployment, and exposing the vulnerabilities in health care and other social services.

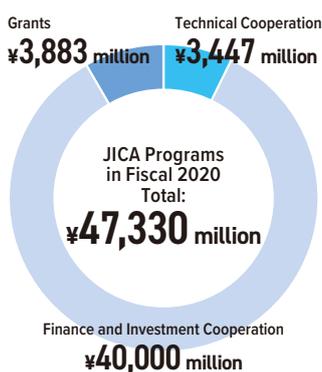
In order to overcome this situation and establish a sustainably developing economy, it is important to stimulate private sector-led economic activity and diversify industry to overcome the resource-dependent economy, and to develop infrastructure, which will help strengthen intra- and inter-regional connectivity.

Focusing on Governance Strengthening and Infrastructure Development

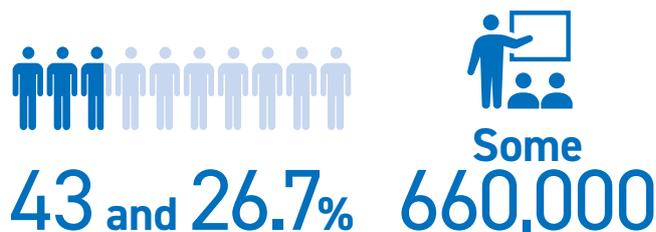
The nine countries other than China in the region are former socialist states and are now transitioning to market-oriented economies. Many of them share national borders with two major powers, Russia and China, as well as with South Asian and Middle Eastern countries. They are thus under the strong political and economic influence of these neighboring countries. Maintaining the independence and stability of the countries in the region is essential to the stability of the entire Eurasian continent.

JICA's cooperation in fiscal 2020 was structured around the following four pillars:

1. Strengthening governance
E.g., developing the legal system, including improving the investment environment
2. Industrial diversification
E.g., supporting capacity development for farmers and financial institutions, promoting small and medium enterprises
3. Infrastructure development
E.g., planning and constructing airports, power plants, etc. for enhancing connectivity and narrowing disparities within and across the regions [➔ see the Project on page 38]
4. Human resources development
E.g., promoting JICA's scholarship programs



Region	Total value of JICA programs
East Asia	
Mongolia	¥27,162 million
China	¥156 million
Central Asia and the Caucasus	
Uzbekistan	¥15,729 million
Tajikistan	¥2,542 million
Kyrgyz Republic	¥1,522 million
Kazakhstan	¥86 million
Georgia	¥40 million
Turkmenistan	¥37 million
Armenia	¥37 million
Azerbaijan	¥20 million



The number and percentage of those who were appointed to a position of director-general or higher as of fiscal 2019 out of the 161 former JICA scholars from the Kyrgyz Republic¹

1. Accepted in Japan under Grants in fiscal 2007–2016.

The cumulative total of participants in courses offered at Japan Centers for Human Development in Mongolia, Kazakhstan,² Uzbekistan, and the Kyrgyz Republic by fiscal 2020

2. The project in Kazakhstan was completed in fiscal 2012.

Note: For the total value of JICA programs, see the note on "Program by Region" on page 27.

South Asia

Building Resilient Social Systems That Can Fight the Pandemic

Significant Deterioration of Economic and Social Conditions

South Asia, where young people under age 25 account for about half of the regional population of 1.8 billion,¹ has massive potential to become a global center of economic growth on the back of the expansion of industry, consumption, and the labor market. Meanwhile, with the number of people living in absolute poverty in the region (about 220 million) which make up one-third of the world's total,² the region has been calling for reducing various disparities and building inclusive and sustainable communities as aimed at in the SDGs. Now, the huge necessity has been further highlighted by the COVID-19 pandemic.

As the pandemic dragged down the global economy, South Asia is clearly one of the most affected regions in the world, as the regional economy shrank 6.7% in 2020.³ The pandemic, which once seemed to be under control, exploded again in February and March 2021, and the region is still suffering from strained health-care resources and stagnant economies. In addition, the region faces constantly changing social and security conditions as well as vulnerability to natural disasters.

Cooperation with a Focus on Building Resilient Societies

The stability and development of South Asia, a region of geopolitical importance linking ASEAN with the Middle East and Africa, are crucially vital for the stability and development of the world, including Japan. As mentioned above, however, the pandemic has further highlighted the vulnerabilities of each country in the region. Toward helping to build resilient societies that can cope with the above challenges, JICA has been proactively delivering responsive cooperation with two major missions of achieving *human security* and *quality growth*.

In fiscal 2020, JICA's cooperation for the region focused on



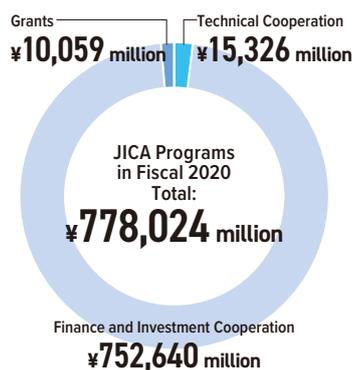
India: To prevent infectious diseases, JICA has been implementing the "Achhi Aadat (Good Habit) campaign," designed to encourage hygiene practices such as handwashing, nail hygiene, and wearing masks in the correct way. A Hindi-dubbed video version of the animated "How to Wash Your Hands Properly" is introduced in the campaign.

(1) strengthening health systems; (2) improving access to basic human needs such as education and a decent living environment; (3) reinvigorating the economy and pursuing employment stability; (4) increasing industrial competitiveness, including improving the investment environment; (5) strengthening intra- and inter-regional connectivity; and (6) endeavoring for peace, stability, and security in the region. JICA continues to work with partner countries and various stakeholders such as international organizations in line with the "Partnership for Quality Infrastructure," a "Free and Open Indo-Pacific," and other visions and initiatives stated in the Japanese government's key policies and intergovernmental joint statements.

1. United Nations, "World Population Prospects 2019."

2. Calculated based on data from World Bank, "Poverty and Shared Prosperity 2018: Piecing Together the Poverty Puzzle."

3. World Bank, "Global Economic Prospects, January 2021."



	Total value of JICA programs
India	¥381,707 million
Bangladesh	¥376,806 million
Maldives	¥5,174 million
Afghanistan	¥4,262 million
Pakistan	¥4,192 million
Nepal	¥3,205 million
Sri Lanka	¥1,454 million
Bhutan	¥1,224 million



The total length of rail and underground rail segments developed under financial cooperation projects that were completed between January 2005 and July 2021¹

1. The figure records only the segments of civil engineering works carried out with ODA Loans.



The number of medical facilities developed under financial cooperation projects that were completed between September 2010 and July 2021²

2. The figure includes facilities for which only equipment was procured; it excludes those for which only vaccines and medicines were procured.

Note: For the total value of JICA programs, see the note on "Program by Region" on page 27.

Africa

Efforts to Fight COVID-19 and Support Innovative Local Businesses

Growth of Economies Seriously Hit

Recent years have seen a significant improvement of the situation surrounding poverty and social development in Africa. The region has also been experiencing a number of leapfrog phenomena, where cutting-edge digital technology brings about a giant leap forward. These are highlighted by the rapid spread of mobile phones over the past 10 years, as well as the development and wider use of mobile money.

Meanwhile, COVID-19 had infected more than four million people and killed over 100,000 in the African Continent (as of April 2021, according to the Africa CDC’s website). The pandemic had a great impact on societies and economies in this region as well. Faltering exports of primary commodities and flagging tourism are taking a heavy toll on national finances and employment. They are also making it difficult to secure medical materials and equipment and other necessities, much of which are dependent on imports.

Supporting Infectious Disease Control and Assisting Private Firms in Solving Social Issues

Given these circumstances, JICA continued to work toward achieving the three pillars of “economy,” “society,” and “peace and stability” based on the priority issues identified at the Seventh Tokyo International Conference on African Development (TICAD7). JICA delivered development cooperation of various kinds to support partner countries in overcoming the pandemic and working toward recovery [→ see the Projects on pages 42, 46, 47, and 50].

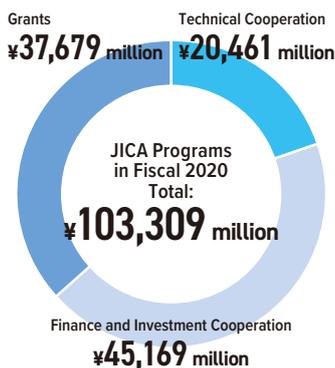
For example, JICA had provided materials and equipment to fight the pandemic, including those for testing and protection, to more than 19 countries as of April 2021. It also extended ODA Loans to help meet emergency needs for public finance. In addition, JICA worked on building testing and diagnostic capacities in cooperation with the Noguchi Memorial Institute for Medical Research (NMIMR) in Ghana, the Kenya Medical Research Institute (KEMRI), and other



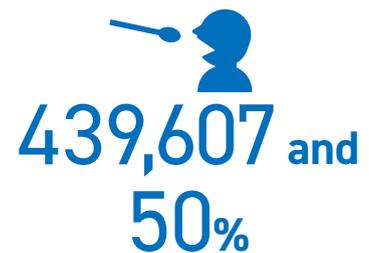
Ghana: JICA invited 15 people to NMIMR in Ghana from neighboring West African countries to offer training for building the testing capacity for infectious diseases as part of its cooperation that helps partner countries fight COVID-19.

research centers in the region with which JICA has long cooperated in infectious disease control. At one point in time, NMIMR and KEMRI accounted for as much as 80% and 50%, respectively, of the total numbers of PCR tests conducted in their respective countries. Now these two research institutes are playing a central role in fighting the pandemic in these and neighboring countries. Most notably, they are contributing to the development of human resources for infection control in adjacent countries.

JICA also carried out activities that capitalized on the vitality and innovativeness of private companies in Africa. For example, JICA launched Project NINJA (Next Innovation with Japan) to support startups from 19 African countries that create innovative business models and technologies [→ see page 6]. It also made a public call for proposals that addressed development issues for Africa by leveraging digital transformation (DX). In addition, JICA conducted a survey for promoting the use of a national digital identity system.



	Total value of JICA programs	Total value of JICA programs	
Kenya	¥12,040 million	Tanzania	¥2,355 million
Senegal	¥8,483 million	Madagascar	¥2,178 million
Djibouti	¥4,596 million	Rwanda	¥2,002 million
Zambia	¥3,755 million	Nigeria	¥1,391 million
Burkina Faso	¥3,603 million	Malawi	¥1,106 million
Ghana	¥3,524 million	South Sudan	¥935 million
Uganda	¥3,298 million	Democratic Republic of the Congo	¥628 million
Côte d'Ivoire	¥3,235 million	Cameroon	¥603 million
Ethiopia	¥3,184 million	South Africa	¥419 million
Sudan	¥3,170 million	Angola	¥151 million
Mozambique	¥3,107 million	Other 28 countries	¥39,545 million



The number of PCR tests NMIMR in Ghana conducted from February 2020 to May 2021 and its share in the national total

Notes: 1. For the total value of JICA programs, see the note on “Program by Region” on page 27. 2. The above table lists only countries where JICA’s offices are located.

Middle East and Europe

Coping with Twin Crises: Regional Turmoil and COVID-19

Prolonged Political Instability and the Deteriorating Living Environment

People in the Middle East and Europe are faced with twin crises: long-lasting regional turmoil and the COVID-19 pandemic.

In the Middle East, political instability has been lingering in many countries even though 10 years have passed since the Arab Spring. Even Tunisia, which is said to be a successful case, has seen a sluggish economy. Conflict-stricken Yemen, Syria, and Libya have been experiencing political and security instability and now face a number of challenges, including ravaged basic infrastructure and the deprivation of educational opportunities. The impact has spread to neighboring countries as well. The influx of Syrian refugees and their subsequent residence constitute a significant social and economic burden for Jordan, Lebanon, and Turkey.

Europe, including Balkan countries that experienced a series of conflicts in the 1990s, has been regaining stability. Yet the region, especially Ukraine and Moldova, faces geopolitically destabilizing

factors as well as vulnerabilities. The recent confrontation of Turkey vis-à-vis neighboring countries as well as the United States and Europe is also a cause for concern. Under these circumstances, the gaining momentum for reform with a view to acceding to the EU among Western Balkan countries is a welcome development.

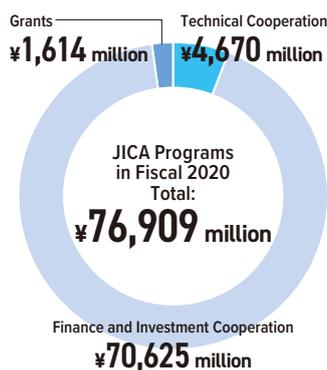
The pandemic has exacerbated the problems that have dogged both regions. It is having negative effects on people's livelihoods and the broader environment surrounding them, including a rising poverty rate as a result of even higher unemployment. More people are taking to the streets and otherwise calling for their governments to improve their livelihoods.

Mid- to Long-Term Efforts toward Peace and Stability

JICA understands that peace and stability in the Middle East and Europe are crucial for peace and prosperity in Japan and the international community. With this in mind, JICA extended development cooperation in fiscal 2020 to address both existing regional issues and new issues associated with the pandemic from a medium- and long-term perspective. Such cooperation was built on four pillars, as shown below:

1. Regional stability and *human security*
E.g., support for Syrian and Palestinian refugees and reconstruction assistance for Iraq
2. *Quality growth*
E.g., cooperation in the environment and energy sectors, support for industrial and investment promotion
3. Human resources development and exchanges; nurturing of future leaders with a great affinity toward and knowledge of Japan
E.g., promotion of Japanese-style education, sharing of Japan's modernization experience
4. Promotion of regional initiatives
E.g., effective utilization of regional tourism resources, cooperation in regional disaster risk reduction

Egypt: A scene at an Egyptian Japanese School (EJS). JICA supports local primary schools in introducing the Japanese model of holistic education as represented by *Tokkatsu* (special activities) such as classroom discussions, *Nicchoku* ("Daily Coordinator" in which each student will be assigned in turn, as a leader, to do some work for the entire class), and classroom cleaning.



Europe	Total value of JICA programs
Moldova	¥2,190 million
Ukraine	¥200 million
Albania	¥199 million
Serbia	¥190 million
Kosovo	¥107 million
North Macedonia	¥93 million
Bosnia and Herzegovina	¥57 million
Montenegro	¥54 million
Turkey	¥40 million

Middle East	Total value of JICA programs
Morocco	¥38,600 million
Egypt	¥31,430 million
Palestine	¥2,001 million
Jordan	¥564 million
Syria	¥397 million
Iran	¥312 million
Iraq	¥222 million
Tunisia	¥152 million
Other 6 countries	¥99 million



The cumulative total number of Egyptian Japanese Schools (EJSs) that offer Japanese-style education as of the end of fiscal 2020

Notes: 1. For the total value of JICA programs, see the note on "Program by Region" on page 27. 2. For the Middle East, the table lists only countries and regions with program value of ¥100 million and over.

Latin America and the Caribbean

An Important Partner That Shares Values with Japan

The Partner in an Accelerating Crisis

Latin America and the Caribbean have a population of some 600 million and a GDP of over 1.5 trillion dollars, about twice the size of ASEAN. They constitute an important place in the world both as a home to rich natural and mineral resources, as highlighted by the Amazon region, and as a world center of agricultural production. The region shares with Japan basic values such as freedom, democracy, and the rule of law and also is home to the largest *Nikkei* (Japanese emigrants and their descendants) community in the world, making an important partner for Japan in addressing common challenges.

The region generally enjoys high income levels. It is an advanced region in term of efforts that help achieve digital transformation (DX). Nevertheless, economic disparities are large among and within the 33 countries in the region. The region faces a number of challenges, including (1) political instability, including the exodus of Venezuelans in 2019 and the immigration issue in northern Central America; (2) an aging population; and (3) vulnerability to natural hazards, challenges facing Japan as well. The region is the hardest hit by COVID-19, where the death toll since 2020 accounts for some 30% of the global total.

Toward Innovation Promotion and “Co-creation”

JICA identified its operational focus areas for Latin America and the Caribbean as (1) infrastructure development for economic development; (2) disaster risk reduction (DRR) and climate action; and (3) support for addressing urban environmental problems and reducing disparities. From a cross-sectoral perspective, JICA promotes cooperation that helps to achieve and expedite DX and innovation. It also works to strengthen the framework for cooperation and collaboration with startups that will lead DX and innovation. In addition, JICA takes advantage of its long-lasting partnership with the region to help fight the pandemic and works to

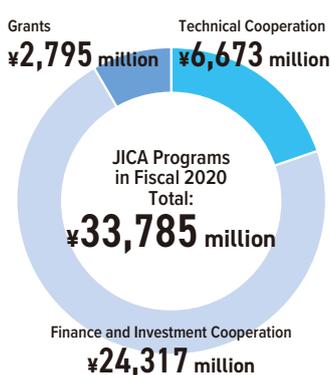


The Dominican Republic: Children participating in a workshop on the 3 Rs (reduce, reuse, recycle)

shape and establish a new operational structure for post-COVID-19.

In fiscal 2020, JICA implemented projects in water and sanitation as well as in renewables under the framework for cooperation with the Inter-American Development Bank (IDB). It also worked with the World Bank on DRR projects. Furthermore, JICA collaborated with the Central American Integration System (SICA) and other development partners in the region to address some of the region’s common issues, including the environment, logistics, gender, and DRR. Other activities that JICA conducted during fiscal 2020 include (1) building an environment for co-creation for addressing social issues, including business-to-business partnerships between Japan and the region; (2) promoting cooperation with high profile think tanks, especially based in the United States; and (3) developing human resources that will lead countries in the region by taking advantage of JICA Chair and JICA’s scholarship programs [→ see page 58].

In fiscal 2020, JICA also offered many webinars and much on-line training on measures for coping with COVID-19 and on how to go on with development activities amid the pandemic. In addition, JICA extended support for *Nikkei* as well as other people in their local communities through *Nikkei* organizations.



Central America and the Caribbean	Total value of JICA programs
Mexico	¥5,717 million
El Salvador	¥595 million
Honduras	¥433 million
Dominican Republic	¥421 million
Guatemala	¥401 million
Panama	¥212 million
Haiti	¥190 million
Cuba	¥188 million
Nicaragua	¥171 million
Costa Rica	¥154 million
Jamaica	¥107 million
Saint Lucia	¥107 million
Other 8 countries	¥124 million

South America	Total value of JICA programs
Brazil	¥10,728 million
Paraguay	¥10,235 million
Bolivia	¥2,615 million
Peru	¥440 million
Argentina	¥343 million
Ecuador	¥251 million
Colombia	¥174 million
Chile	¥155 million
Uruguay	¥16 million
Venezuela	¥9 million

357 and over 32,000

The number of remote seminars and events held by JICA in fiscal 2020, and the total number of people who attended them

Notes: 1. For the total value of JICA programs, see the note on “Program by Region” on page 27.
2. For Central America and the Caribbean, the above table lists only countries with program value of ¥100 million and over.

COLUMN

Further Strengthening the Bonds with *Nikkei* Communities in Times of Difficulty

Some 2.13 million *Nikkei* live in Latin America and the Caribbean and make important contributions in this region.

Their presence represents strong bonds between Japan and the region.

JICA continued providing support to Japanese emigrants who moved to the region under Japan's postwar emigration policy, so that they could settle in new lands and stabilize their livelihoods there.

Recently, JICA has shifted its focus to (1) cooperation and closer ties with *Nikkei* communities in light of their maturing and generational transition; and (2) support for them as they struggle with the COVID-19 pandemic.

Continued support through subsidies and remote training

In fiscal 2020, JICA provided subsidies to pandemic-affected *Nikkei* organizations for their services in such areas as health care, elderly welfare, and Japanese heritage language education.

JICA conducted remote training to a total of 76 junior and senior high school and college students of *Nikkei*. It also decided to support 10 *Nikkei* graduate students admitted to Japanese universities.

In addition, JICA implemented a training program designed to teach skills and promote international exchanges based on proposals by universities and local governments, among others, in Japan. It offered 25 remote-training courses in which 88 people participated, among which there was a remote seminar attended by some 300 people. Through this program, JICA launched a new training course aimed at promoting multi-cultural coexistence. This course provided remote training designed for *Nikkei* participants to learn about local initiatives while supporting their compatriots in Japanese cities with large *Nikkei* populations.

Japan Overseas Cooperation Volunteers for *Nikkei* Communities and others who have temporarily returned home due to the pandemic are continuing their activities for *Nikkei* in their countries of assignment from Japan, including giving remote Japanese language lessons.

Activities that leverage a network of museums

In fiscal 2020, the Japanese Overseas Migration Museum (JOMM) in Yokohama attracted 12,604 visitors. It also organized 10 online events, in which a total of 1,024 people participated. By taking advantage of a network of immigration-related museums in Japan and abroad, JICA co-organized an



Brazil: JICA provided bedside monitors and infusion pumps to the Amazonia Hospital, a *Nikkei* medical center in Belem City, Para State, at the request of a former JICA training participant who works at this hospital. The aim was to ensure efficient monitoring and treatment in response to increased admissions of serious cases toward the wider goal of maintaining the local health system. The photo shows that medical equipment thus provided is being tested.



Paraguay: JICA supported a Japanese school in La Paz Colony in building an environment for online classes. The school was struggling to hold classes because the pandemic made face-to-face classes difficult. Now children enjoy learning Japanese language while looking at the faces of their teachers and friends on the screen.

international symposium with the Historical Museum of Japanese Immigration in Brazil. It also announced the winners of the first JICA Essay Competition on Japanese emigration, which is part of efforts to collect and store old Japanese newspapers issued in countries in the region that are on the verge of being dispersed and lost.

Full-fledged export of emigrants' produce

The dispatch of JICA's Partnership

Promotion Survey Teams to Latin America and the Caribbean resulted in Okinawa Prefecture importing full-fat soy beans produced in Colonia Okinawa in Bolivia. Although cultural exchanges have been active to date, this was the first time that Japanese emigrants' produce was exported to Japan at full scale. It is hoped that this project, called "OKINAWA to Okinawa," will develop further in the future.

Addressing the Issues Facing Developing Countries

PROSPERITY

Developing Foundations and Drivers of *Quality Growth*

To achieve inclusive and sustainable *quality growth*, JICA is engaged in (1) building the foundations for such growth with the development of transportation, energy, and other infrastructure as well as integrated urban and regional development; (2) developing drivers of economic growth with private sector development and industrial promotion; and (3) improving agricultural production and farmer empowerment.



Thailand: Bang Sue Grand Station (left), which was constructed under the ODA Loan project titled “Mass Transit System Project in Bangkok (Red Line)” and opened in August 2021, along with the State Railway of Thailand’s existing Bang Sue Station (right). There is a plan to build a smart city revolving around the former, which will serve as a new gateway to Bangkok. JICA is cooperating in formulating and implementing the plan.

Overview of the Issue

Quality growth crucial for poverty reduction

Although some progress has recently been made in poverty reduction, some 700 million people are still in extreme poverty in the world. Recent evidence suggests that the impoverished population increased in 2020 due to the coronavirus pandemic.* Economic growth is crucial for advancing poverty reduction and eventually creating a society where everyone can enjoy a prosperous life. That in turn requires developing a range of industries—including

agriculture—that provide job opportunities for people and produce goods and services. Also essential is the development of transportation and energy infrastructure that supports economic activity and people’s lives, as well as appropriate responses to rapid urbanization.

JICA addresses these issues to achieve sustainable *quality growth* that benefits all and takes associated environmental impacts into full consideration.

*World Bank, “Poverty and Shared Prosperity 2020: Reversals of Fortune.”



3.8 million
people

are expected to see their power supply situation improve due to power infrastructure development assisted by JICA in fiscal 2016–2020



291,000 farmers in
35 countries

received JICA’s training on market-oriented farming and rice cultivation in fiscal 2017–2020, including 27,300 leaders of farmer groups such as extension workers



Strategy 1 Aiming to achieve prosperity and a transition to a low- to zero-carbon economy at the same time

By working to support the development of transportation and energy infrastructure and associated human resources, JICA aims for a society where people can travel safely and freely, goods are delivered smoothly, and adequate and stable supply of electric power is available in an affordable and sustainable manner. It also aims to establish autonomous urban and regional management that involves a wide range of stakeholders, explore new potential for urbanization and its associated prosperity, and revitalize local communities and economies.

To address climate change, JICA promotes a transition to a low- to zero-carbon economy in three sectors: transportation, energy and mining, and urban and regional development.

Activities and Achievements 1 Cooperation for people's safety and security

In the transportation sector, JICA cooperates in formulating a global network with the construction of roads, bridges, seaports, and airports as well as in developing and promoting the use of public transport such as urban railways and buses [[see page 7 and the Project on page 38](#)]. JICA also works on road traffic safety while continuing to focus on the maintenance of roads and bridges. Another priority for JICA is to strengthen the functions of maritime security agencies that ensure maritime traffic safety.

With regard to energy and mining development, JICA is engaged in reinforcing power grids, promoting the deployment of new and renewable energy, and encouraging energy conservation. The aim is to improve access to electric power and promote a transition to a low- to zero-carbon economy. JICA also focuses on developing human resources and strengthening their networks for sustainable mineral resource management.

As for urban and regional development, JICA cooperates in formulating urban development master plans and enhancing urban development management systems while also working on smart cities and transit-oriented development (TOD). In addition, JICA promotes the development and utilization of geospatial information, which is increasing its importance in a digital society. JICA has also been supporting regional development and corridor development that reduces regional disparities and promotes economic and social growth.

Apart from these activities, JICA made emergency responses to the pandemic in fiscal 2020. These included distributing masks among public bus users and awareness-raising for bus drivers. JICA also conducted surveys to explore new cooperation approaches by finding out (1) how the pandemic had affected international logistics as well as the economy and people's lives in cities around the world, and (2) how public transit systems had coped with the pandemic.

Strategy 2 Promoting industries that drive economic growth and reaching out to the rural poor

To help develop private businesses—a foundation of economic growth—in developing countries, JICA supports entrepreneurs who will lead innovation. It also assists in strengthening firm capability, formulating industrial and investment policies, and improving the business environment. To reduce rural poverty, JICA supports the inclusive promotion of agriculture, livestock, and fisheries, as well as related industries such as food processing and distribution. The idea is to achieve rural poverty reduction and food security simultaneously [[see the Project on page 39](#)].

Through these activities, JICA contributes to improving the capability of businesses in both partner countries and Japan in a mutually reinforcing manner.

Activities and Achievements 2 Meeting new needs amid the pandemic

Activities in the area of private sector development during fiscal 2020 included an initiative taken by the Japan Centers for Human Development in nine Asian countries. Amid travel restrictions due to the pandemic, these Japan Centers developed online content and used it in remote training in cooperation with Japanese businesses. In Africa, JICA promoted the Kaizen Initiative, providing support and training aimed to improve the efficiency of hospital operators and the manufacturers of medical equipment and supplies.

To help seek solutions to problems due to the pandemic, JICA implemented support programs for entrepreneurs with innovative ideas in IT and other fields in Africa and Asia [[see page 6](#)]. As a result, some startups were able to find partners in terms of funding and technical assistance. As for pandemic-devastated tourism, JICA began to cooperate with international organizations in drawing up early recovery plans.

To promote agriculture and related industries, JICA worked on quality control improvement in terms of access to seeds and fertilizers and proper use of agrochemicals as well as on diversifying sales channels. The aim was to strengthen food value chains and enhance value addition through the stages of production, processing, and distribution. JICA also continued to promote Smallholder Horticulture Empowerment and Promotion (SHEP), an approach to increasing farmers' revenues. In fact, the SHEP approach is gaining popularity with the involvement of private companies and international organizations. During fiscal 2020, JICA offered online training in cooperation with Japanese farmers and agricultural cooperatives. JICA also worked on projects that contribute to doubling rice production in Africa as well as on the promotion of the "One Health" approach (zoonosis control, etc.) through strengthening livestock hygiene.

Integrated cooperation from construction to human resources development

In July 2021, Chinggis Khaan International Airport was opened in Mongolia. To support the smooth operation and maintenance (O&M) of the new airport, JICA had implemented the Project for Human Resource Development and O&M Capacity Development for New Ulaanbaatar International Airport.

The number of passengers using the old airport, located near Mongolia's capital city of Ulaanbaatar, jumped from 0.47 million in 2005 to 1.1 million in 2012, on the back of the growing service industry and expansion of investment in the country's ample mineral and livestock resources. Because of geographical constraints, however, there was difficulty expanding the existing airport to meet the rapidly growing demand. Therefore, the construction of the new international airport through ODA Loans started in 2013.

The expected demand for the new airport is two million passengers per year. Smooth operation and maintenance of the airport facilities are essential so that the airport can serve the important role of accommodating the large demand. This project was launched in 2014 in cooperation with Japanese airport O&M companies that boast the world's highest on-time flight rate as well as expertise and experience in quality service delivery.

Transferring quality expertise and experience

JICA has offered capacity building in seven areas: (1) O&M organization planning, (2) maintenance of the runway, etc., (3) maintenance of the fuel supply



A complete view of the newly completed Chinggis Khaan International Airport, Mongolia's first private-operated airport (above)

The departure area on the second floor of the passenger terminal building after the airport was put into operation (right)



system, (4) charge-setting and tenant management, (5) customer satisfaction improvement, (6) relocation to the new airport, and (7) air traffic control.

JICA assigned long-term experts to support both physical and nonphysical aspects of the preparation process. To transfer diverse know-how, JICA also dispatched short-term experts to Mongolia and offered training in Japan. This training allowed Mongolian airport staff to gain hands-on experience at Narita Airport and Haneda Airport. It also provided high-ranking Mongolian government officials in charge of decision-making regarding

the operation of the new airport with opportunities to better understand what preparations and capacity building were needed for relocation and opening of the new airport. These opportunities included visits to Chubu Airport and New Ishigaki Airport, both of which had relocation experiences.

In 2019, a joint-venture company was established by the four Japanese companies and the government of Mongolia to operate the new airport. The new company had been preparing for the opening of the new airport when the global COVID-19 pandemic broke out. The opening was inevitably postponed. Subsequently, further preparations were made to establish an operation framework capable of appropriate management and hygiene safety amid the pandemic toward the long-awaited opening.

Air traffic demand will likely remain low for some time. Once the pandemic comes under control, however, the new airport is expected to contribute to the economic and social growth of Mongolia as an air gateway to the country.

VOICE

We drew up 2,224 pages of manuals!



Masatomo Kihara, Deputy Mayor, Oita City

Former JICA Expert, Project for Human Resource Development and O&M Capacity Development for New Ulaanbaatar International Airport

Make the new airport like the ones in Japan. That was the motto of the Japan-Mongolia joint team that helped lay the groundwork for relocation and operation of the new airport. Experts from Narita and Haneda airports—two of Japan's leading airports—as well as the Japan Civil Aviation Bureau and air traffic control experts teamed up with Mongolian counterparts to draw up manuals replete with Japanese operational know-how, known for its safety and quality, together with an overall relocation schedule, after much discussion with common goals and passion.

PROJECT

Restoring Rich *Satoumi* in Island Countries**Community-based resource protection that also benefits the economy**

Fishery resources along the coasts of island countries in the Pacific, the Indian Ocean, and the Caribbean provide a valuable source of food and income for local communities. Environmental destruction, climate change, and overfishing are putting these resources at the risk of depletion. For countries made up of numerous isolated islands, however, this challenge cannot be addressed by the government sector alone. Against this background, increased attention is being paid to the Blue Economy, an approach of protecting marine resources and utilizing them for economic growth at the initiative of local communities.

JICA leverages the Japanese traditional system of co-management of fishery resources as well as the expertise it has accumulated in supporting regional revitalization of isolated islands in order to promote this Blue Economy fishery approach in island countries.

Cooperation in system development and outcome sharing

The Blue Economy approach is made up of three components: (1) co-management, joint management between authorities and fishers; (2) management of *Satoumi*, coastal ecosystems traditionally managed by communities for environmental conservation and resource management; and (3) regional revitalization linked with food value chains. JICA conducts pilot projects to assess the effectiveness of different strategies for introducing this approach and then allowing officials in countries and regions to select one depending on their local situ-



A large diamondback squid landed on Efate Island in Vanuatu (above) Green turban, a valuable source of income for locals (right) (Photo: Kaku Suzuki)

ation as part of efforts to develop systems and share outcomes.

Experience in Vanuatu shared with other countries

JICA is cooperating with the Project for Strengthening Sustainable Use and Management of Coastal Fisheries Resource in the CARICOM Countries in six Caribbean countries. The project is promoting joint work with a fishing method that uses set nets and fish-aggregating devices. It is also supporting the establishment of fisheries cooperatives.

In the Project for Promotion of Grace of the Sea in the Coastal Villages (Phase 3),

which is underway in Vanuatu in the Pacific, local communities have been taking the initiative in conserving green turban and other shellfish with the establishment of marine protected areas (fisheries management areas), coupled with creating various livelihoods to make up for the lost income. These activities for community-based coastal resource management (CB-CRM) have proved effective in securing food during a cyclone disaster and supporting the subsequent recovery of such resources. The capacity of the Vanuatu Fisheries Department (VFD) has also been strengthened. Moreover, CB-CRM has been incorporated into the country's fisheries policy and even reflected in the national development plan formulated in 2020.

JICA takes advantage of these outcomes in its development cooperation in the Solomon Islands, a neighboring country. JICA is now working with the regional international organization, based in Melanesia, with which it signed a memorandum of cooperation in 2020 to explore the possibility of introducing the Blue Economy approach in the whole region.

VOICE

The establishment of the country's largest fisheries management area has been agreed to by all the villages concerned



Dr. Akiya Seko, IC Net Limited
JICA Expert, Project for Promotion of Grace of the Sea in the Coastal Villages (Phase 3)

VFD officials working with Japanese experts are succeeding in drawing out proactive attitudes from the communities on seven islands. On one of these islands, they organized a soccer tournament that incorporated resource management elements into the rules of the sport so that young fishermen would better understand CB-CRM and participate in it. Eventually, Vanuatu's largest coral reef was designated as a fisheries management area by consensus of all the villages concerned—something that had not been seen for over two decades.

People-Centered Development That Supports Basic Human Life

Protecting people’s health is a top priority amid the COVID-19 pandemic. While bearing this in mind, JICA extends cooperation for human-centered development. Special focus is placed on (1) undertaking JICA’s Initiative for Global Health and Medicine; (2) improving nutrition; (3) expanding quality education; (4) social security as well as disability and development; and (5) sport and development.



Ghana: Through a project for introducing and disseminating the Maternal and Child Health (MCH) Handbook, nationwide training is provided that integrates nutrition counseling service and care with dignity with the basic use of the handbook. If they are well informed on maternal and child health as well as nutrition, mothers can make their own decisions about their medical examinations and home care according to their needs and living environments.

Overview of the Issue

Quality growth and poverty eradication through such growth

About 700 million people around the world are still in poverty, living on less than \$1.90 a day.* Reducing absolute poverty remains the most fundamental development issue. JICA promotes people-centered development that supports basic human life under the philosophy of *human security*. To this end, and while embracing inclusiveness, JICA extends cooperation aimed at addressing

various issues in health, nutrition, education, and social security as well as cooperation through sports for all—including vulnerable people such as the poor, children, women, persons with disabilities, and the elderly.

Given the global COVID-19 pandemic, JICA places particular emphasis on countermeasures in the health sector [➔ see page 4]. At the same time, JICA strives to ensure that its activities will help

*World Bank, “Global Monitoring Report 2015/2016: Development Goals in an Era of Demographic Change.”



37
countries

were supported by JICA in introducing and disseminating the MCH Handbook in fiscal 1989–2020



54
countries

were provided with nutrition improvement training by JICA in fiscal 2019–2020



minimize the impact of this infectious disease in addressing other issues as well.

Strategies and Initiatives

Aiming for a society where all can live with peace of mind

Undertaking JICA's Initiative for Global Health and Medicine

JICA is undertaking its Initiative for Global Health and Medicine to focus on response to the COVID-19 pandemic, the most urgent issue of our time, and to advance a resilient health-promoting society [→ see page 18]. Through promoting this initiative, JICA aims to contribute to the achievement of Universal Health Coverage (UHC), which ensures that all people receive the health services they need without suffering financial hardship, over the mid- to long term.

Hospitals and research institutions with which JICA has long cooperated in infectious disease control are now working hard as hubs for COVID-19 response in and around the countries where they are based. A case in point is the Noguchi Memorial Institute for Medical Research (NMIMR) in Ghana. At one time, NMIMR accounted for as much as 80% of PCR tests conducted in the country. JICA utilizes such networks in delivering international cooperation to protect health.

Improving nutrition

JICA works on nutrition improvement—including the double burden of malnutrition (undernutrition and overnutrition)—for vulnerable people in developing countries, most notably children. JICA has been making multi-sectoral efforts revolving around health and agriculture. The Initiative for Food and Nutrition Security in Africa (IFNA) is working on nutrition improvement for 200 million children in Africa.

Expanding quality education

JICA helps expand quality education to improve children's learning. Such cooperation covers a diversity of issues, ranging from developing and revising textbooks and teacher's guides in Laos and Bangladesh to improving education through community-wide collaboration in Niger, Madagascar, and Ghana [→ see the Project on page 42].



Unity through sports

South Sudan: JICA cooperates with South Sudan's Ministry of Youth and Sports to organize the national sports event for peace and unity, called National Unity Day, every year in Juba, the country's capital. This annual event was first held in 2016. In South Sudan, which has been dogged by inter-ethnic rivalries, the sports event provides an opportunity for young people from across the country to deepen friendship through sports and other interactions regardless of their regions of origin and ethnic backgrounds.

Social security as well as disability and development

JICA supports the establishment of social security systems that provide a foundation for people's lives and social stability in an effort to help create an inclusive society that embraces vulnerable people, including the elderly, women, children, and persons with disabilities. To this end, JICA trains government officials and others who support the formation and implementation of social security policies. It also undertakes activities aimed at encouraging greater economic and social participation by persons with disabilities. This involves working with the Asia-Pacific Development Center on Disability (APCD) with whom JICA has long cooperated, as well as utilizing digital transformation (DX) [→ see the Project on page 43].

In addition, JICA incorporates the perspective of disability and development in its activities to promote mainstreaming of disability.

Sport and development

JICA promotes cooperation for sport and development through collaboration with sport-related organizations in Japan and abroad in order to realize a peaceful society where everyone can enjoy sports. Specific focus is placed on (1) improved access to sports in developing areas; (2) the development of human resources who are healthy both mentally and physically; (3) social inclusion for persons with disabilities and women, among other people; and (4) peacebuilding, all through sports.



School Management Committees at the center of activity

Primary schools in Madagascar are faced with a number of problems. For example, they often lack classrooms, desks, stationery, and textbooks. Teachers occasionally fail to show up, causing classes to be canceled. Many pupils lack literacy and numeracy skills. To rectify the situation, JICA has been implementing the "School for All" Project in Madagascar since 2016. Under the project, not only parents and teachers but also community members form a School Management Committee (SMC) and take the initiative in improving the environment for children in collaboration with the government.

After receiving training, SMC members have successfully come to analyze problems and develop appropriate plans. Thanks to their efforts, classrooms have been provided, stationery and textbooks purchased, and volunteer-based remedial classes given. Regarding remedial classes, the project has recommended the introduction of the Teaching at the Right Level (TaRL) approach, a proficiency-based teaching method that matches the level of understanding of each student. A three-month remedial class in 2019 resulted in an average improvement of 20 percentage points in test results for about 170,000 students.

A TV educational program that adopted this remedial class method was produced at the initiative of Madagascar's education minister. This program was aired by the national broadcaster during the pandemic-



This teacher is using sticks to help pupils' understanding in a remedial arithmetic class held to compensate for class delays due to the pandemic.

related school closures, helping students with their studies.

Community-based school lunch at 146 schools

Activities by SMCs are not limited to the field of education. In 2017, SMCs launched a community-based school lunch program during the agricultural off-season (around January to March every year), when the food supply is limited due to instability in the rice harvest. Community members contributed rice, water, vegetables, and labor for cooking to support this community-based school lunch program.

The number of schools that provide this type of school lunch jumped from 59 in 2019 to 146 in 2021. Amid strong calls from parents, the President of Madagascar has decided to provide school lunch at all primary schools across the country.

JICA has helped spread the learning improvement method and the community-based school lunch activities, both developed through the project, among some 10,000 schools in Madagascar. It is continuing efforts to roll out these programs across the country in cooperation with international organizations and donors.

VOICE

Outcome sharing provides a strong motivator



Morimoto Minako

JICA Expert, "School for All" Project (Participatory and Decentralized School Management Support Project)

I value highlighting outcomes. As far as literacy and numeracy are concerned, it is important to share achievement test outcomes in ways that are clear to community members and teachers. If they implement project activities and see improved outcomes with their own eyes, they will be more confident of themselves and more motivated to take on new activities.

VOICE

Building on outcomes originating from West Africa



Kunieda Nobuhiro JICA Senior Advisor

The "School for All" project was originally implemented in West Africa. Building on the outcomes and lessons learned there, JICA has developed an applied model and has been working to disseminate it across the country with Madagascar partners. The applied model involves a number of advances, including the adoption of the TaRL approach developed by the Pratham Education Foundation in India, as well as the introduction of the community-based school lunch program.

PROJECT

DAISY Offers the Joy of “Reading” for Persons with Disabilities

Aiming to spread the Arabic version

Some people feel inconvenience when they try to obtain knowledge and information indispensable for their social participation. They include people with print disabilities such as visual impairments, learning disabilities, and upper limb impairments. Information and communication technology (ICT) may be useful in improving their access to information.

Egypt, where persons with disabilities total some 10.11 million and account for a little over 10% of the population, formulated an ICT strategy in 2012 that calls for their empowerment and greater social participation, among other things. Progress had been made in producing e-books in English and other alphabet-based languages with the help of the Digital Accessible Information System (DAISY), an international standard that provides a powerful tool for people who have difficulty reading. However, such publications were not available in Arabic.

This prompted JICA to work with a Japanese company specializing in DAISY production to develop DAISY book production software in Arabic. JICA has been working on the promotion of DAISY and the training of production engineer leaders under the Project for Improvement of Inclusion of Persons with Disabilities through Improvement of Information Accessibility over a period from March 2019 to December 2021.



A hands-on session for children with various disabilities to experience DAISY publications held at the Bibliotheca Alexandrina

Training engineers for publication production

DAISY is not just about recorded sound; it allows users to jump from the table of contents to any page of interest. Multimedia DAISY, which allows for synchronization between sound and text, is useful for persons with learning disabilities as well. It is capable of not only highlighting the part that is being read aloud but also adjusting display settings such as the font size and color, line spacing, and background color to suit the visual abilities of the user.

This project has trained 42 leaders of

DAISY production engineers and produced 33 DAISY titles in Arabic. The project plans to produce publications on various sectors such as education, health, and disaster risk reduction in DAISY format and make them available on the websites of the Egyptian Ministry of Communication and Information Technology and the National Library and Archives of Egypt. Also, the project organized hands-on sessions that allowed children with visual impairments or learning disabilities to enjoy DAISY experience. There, participants expressed the joy of “reading” DAISY publications.

VOICE

Hoping that DAISY will spread across Egypt

Dr. Mahmoud Anwar
Teaching Assistant at the Spanish Department,
Ain Shams University

I received short-term DAISY training designed for persons with visual impairments. Both Egyptian and Japanese lecturers were clear and kind. When I created a DAISY publication by myself for the first time, I was elated, as if I had discovered a whole new world. I hope this technology will spread among universities across Egypt.

VOICE

Hoping to communicate important information with DAISY

Dr. Kawamura Hiroshi
Vice President,
Assistive Technology Development Organization

The need to protect lives from the pandemic has made me recognize anew how important it is to accurately understand texts for prevention and treatment purposes. I understand that Arabic DAISY is useful for persons with disabilities in not only Egypt but also other Arabic-speaking countries. I hope to continue our support to meet the expectations of persons with disabilities as well as former training participants.

Peaceful and Equitable Societies That Prevent Conflicts

To realize peace and equity, it is important to build states and societies that prevent the occurrence and recurrence of violent conflict.

Reducing conflict risks such as poverty, disparity, and a lack of the rule of law, as well as strengthening governance, will increase the capacity of states and societies to cope with crises, which in turn will help achieve peace and stability.



Philippines: Looking ahead to the establishment of the Bangsamoro Autonomous Government, JICA is implementing a cooperation project in Mindanao to support building institutions and training public administrators. In this project, a Japanese expert has teamed up with local government officials in charge of finances to carry out activities aimed at winning the confidence of local residents. These activities include those that support the local governments' revenue mobilization. The photo shows a tax payment campaign supported by JICA.

Overview of the Issue

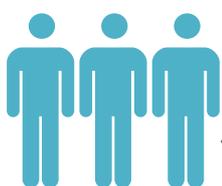
More violent conflicts are protracted and internationalized

Violent conflicts will not only claim lives but also hurt people both psychologically and physically and destroy communities. The number of violent conflicts has generally been on the rise. As of the end of 2020, the number of refugees and internally displaced persons (IDPs) worldwide stood at 82.4 million,¹ an all-time high.

The World Bank predicts that by 2030, up to two-thirds of the

world's extreme poor could concentrate in fragile and conflict-affected states.² A violent conflict often recurs due to lingering social instability in the post-conflict setting. In conflict risk areas, it is important to prevent a conflict from occurring and recurring by addressing a range of conflict factors by means such as establishing and strengthening state institutions that are based on the rule of law and can be trusted by the people.

In recent years, violent conflicts tend to be protracted and internationalized. Almost 80% of refugees are displaced for more than five years.³ Violent extremism often has spillover effects



Some **820,000**

The number of refugees and asylum-seekers in the areas* administered by local government officials in Uganda supported by JICA's capacity development
[→ see the Project on page 46]

*The areas are the Acholi and West Nile Sub-Regions of Uganda; the number is based on 2020 UNCHR statistics.



10,529

The number of people who received JICA's training for conflict recurrence prevention and social reconciliation for peacebuilding in fiscal 2017–2020

on neighboring countries. These trends point to the need for a humanitarian-development nexus more than ever.

The COVID-19 pandemic is taking a particularly severe toll on fragile and conflict-affected areas with unstable state functions and inadequate economic infrastructure. Dissatisfaction with governments' COVID response and the resultant economic downturn, as well as intensifying social confrontation, often lead to more conflicts and riots.

Strategy

Aiming for inclusive and resilient states and societies based on the rule of law

The *human security* approach

JICA's peacebuilding support focuses on (1) institution building and human resources development to build a government that is trusted by the people; (2) community reconciliation for a resilient society; and (3) the recovery, reconstruction, and strengthening of social and human capital. This is an approach based on *human security*, a concept that focuses on developing resilient social systems through the combination of (1) government capacity development as well as institution building for protection, and (2) empowerment of the people and communities.

Humanitarian-development nexus

As displacement of refugees and IDPs is more and more protracted, JICA's cooperation focuses more on the coexistence of refugees and host communities by (1) building the capacity of local governments of host communities to cope with the inflow and stay of refugees; and (2) encouraging refugees and host communities to work together for their development and livelihood improvement.

Strengthening of governance

To realize a society where all can live a happy life with dignity, JICA shares—and works to embody—universal values, including (1) the rule of law, (2) fundamental human rights such as freedom of the person and freedom of expression, and (3) democracy.

It also helps forming the foundations of socioeconomic development by encouraging effective allocation of state resources.

Activities and Achievements

Addressing risk factors and developing administrative institutions

Strengthening administrative organizations to win public trust

In fragile and conflict-affected areas, people's lack of confidence in the government and among the people can reignite a conflict.

As such, JICA focuses on local governments that are closest to the people, supporting them in delivering comprehensive public services to communities, including refugees and IDPs, as well as in building confidence in such communities [➔ see the Project on page 46]. JICA's interventions during 2020 in response to the pandemic



Overcoming conflict and rebuilding communities

Colombia: Community members surround a coffee nursery under their co-management. Through the activities of a Japanese expert, JICA supported former IDPs in rebuilding their lives after returning home and helped conflict-ravaged communities with confidence-building and inclusive community development through collaboration among residents.

include (1) providing medical supplies and equipment such as masks and oxygen respirators to refugee camps in Palestine as requested by people living there; and (2) sharing infection-prevention information in Côte d'Ivoire through SNSs and posters.

Strengthening governance

To achieve and maintain peace and stability, it is important to ensure that state institutions function properly so as to win public trust. JICA is engaged in (1) building and improving institutions that play such a role, including the judiciary and public administration, the media, and fiscal and financial systems; and (2) developing human resources that manage these institutions and systems [➔ see the Project on page 47].

Eliminating gender-based violence

In fragile and conflict-affected areas, gender-based violence (GBV) tends to be used as a means of ruling others by assault or fear. In fact, it occurs frequently there. JICA has conducted studies on issues surrounding GBV in five African countries, including Kenya and Rwanda, to explore the possibility for future cooperation with these countries. It also has extended cooperation to help eliminate GBV through developing human resources that support criminal justice and policing.

1. UNHCR, "Global Trends: Forced Displacement in 2020."

2. World Bank, "Fragility, Conflict & Violence" (as of July 1, 2021).

<https://www.worldbank.org/en/topic/fragilityconflictviolence/overview>

3. World Bank, "Forced Displacement" (as of July 1, 2021).

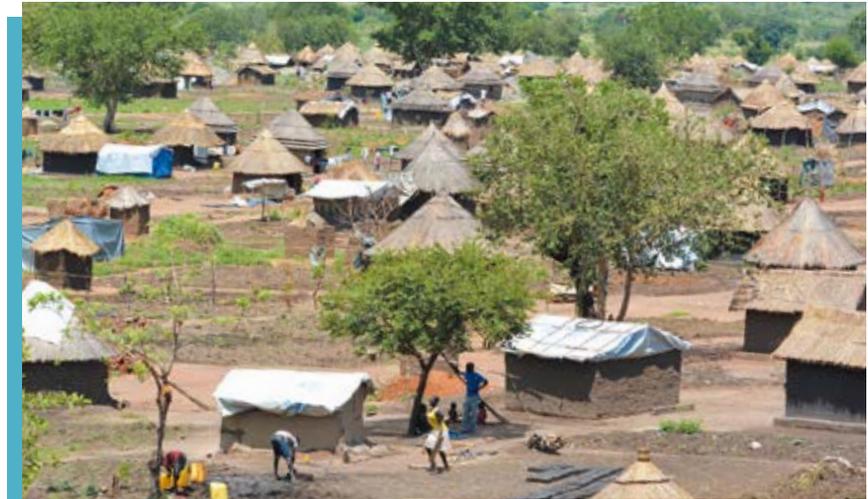
<https://www.worldbank.org/en/topic/forced-displacement>

Promoting humanitarian-development nexus

The more domestic and international cooperation is concentrated on refugees as they continue to arrive in large numbers and stay for an extended period of time, the more likely friction is to arise with residents in host communities. A similar risk is faced even by Uganda, a “country of generous open-door policy for refugees” that guarantees their freedom of movement and employment. This highlighted more than ever the importance of development cooperation for refugee-hosting communities.

In harmony with humanitarian assistance by agencies such as the Office of the United Nations High Commissioner for Refugees (UNHCR), JICA works to strengthen the capacity of the local governments and extends development cooperation to host communities so as to build confidence between local authorities and residents. To date, JICA has promoted such “humanitarian-development nexus” and has provided cooperation aimed at increasing community resilience.

In the Acholi Sub-Region in northern Uganda, the conflict between government forces and antigovernment guerrillas from the 1980s to the 2000s gave rise to up to two million internally displaced persons (IDPs). As an increasing number of IDPs returned home and resettled, JICA carried out a project from 2011 to 2015 designed to support local governments in formulating community development plans and building their implementation capacity. JICA expanded its scope to include the West Nile Sub-Region—where many refugees from the neighboring



Tents for refugees and huts for local residents stand side by side in Boroli Settlement in the West Nile Sub-Region (above)
Refugees learning rice cultivation skills (right)
(Photo: Takeshi Kuno)



South Sudan and Democratic Republic of the Congo were staying—under the Project for Capacity Development of Local Government for Strengthening Community Resilience in Acholi and West Nile Sub-Regions, which was implemented from 2016 to 2020.

Planning and implementation tools introduced

The purpose of this project was to encourage local government officials to learn how to formulate development plans

that are based on data, are objective, and are transparent, and also learn how to implement inclusive community development. To this end, two types of tools were developed. The first type, called “development planning tools,” was designed to evaluate different requests from villages in terms of a score against objective criteria to assess their priority. The second type, dubbed “community development implementation tools,” was aimed at reflecting the voices of diverse people in the project implementation. With the help of these tools, the project aimed not only to develop the planning capacity of local government officials but also to improve the livelihoods of local residents, including the socially vulnerable, by expanding their farmland and boosting crop production.

These tools were welcomed by many local government officials who actually used them. One official said that the tools made the whole process transparent and illustrative, facilitating the formulation and implementation of development plans.

VOICE

Our practice has become a national model for regional development



Lemeriga George
Obongi District Planner, Uganda

We, local government officials, have mastered these planning tools. This has enabled us to formulate effective, efficient, and inclusive development plans. Evidence-based, participatory, and bottom-up development plans contribute to better quality of people’s lives. These tools have been incorporated in the Local Government Development Planning Guidelines of the Ugandan National Planning Authority.

PROJECT

Training and Supporting Customs Officials in South Sudan

Aiming for the international standardization of customs procedures

Attaining independence in 2011, South Sudan is the newest country in the world. JICA has been cooperating with the country's customs services, which are important not least in terms of stabilizing the economy and securing revenues in the post-independence setting.

South Sudan used to set tariff rates on its own tariff nomenclature, and customs services were provided by officials with inadequate knowledge and experience. This state of affairs promoted the launch in 2016 of the Project for Capacity Development of South Sudan Customs Services for Introduction of Harmonized System Code (HS Code), which later came to be referred to as Phase 1. The aim was to introduce the HS Code—a set of internationally common classification numbers for import and export items—toward the broader goal of modernizing and internationally standardizing the country's customs services. The project was succeeded by Phase 2 of the same title in 2020.

Due to the unfavorable security situation, coupled with the COVID-19 pandemic, South Sudanese customs officials are at the center of project activities in Juba, the country's capital, with Japanese experts remotely supporting their activities from Uganda, a neighboring country. These customs officials have acquired knowledge of and skills in the HS Code and received trainers' training under Phase 1.

One major factor that made such technology transfer possible in a short period of time was the custom-made "homework" Japanese experts continued



Mitsunori Numaguchi, a JICA expert, is giving HS classification training to South Sudanese customs officials in Phase 1 of the project (above). This customs official has been trained in HS classification in Phase 1 and is now giving such training in Phase 2 (right).



assigning to these officials every month as a post-training follow-up. Such homework concerned HS classification and tax calculation, among other things. Based on the performance on the homework, Japanese experts prepared questions the next month that help deepen their understanding. This cycle was repeated, resulting in the gradual improvement of their practical skills in HS classification. Their knowledge was further increased after they were entrusted with the job of teaching HS classification. This experience

made them more confident and motivated.

Remote cooperation on the move

Behind these positive outcomes is meticulous support by Japanese experts. When South Sudanese HS instructors give training, Japanese experts monitor their performance from Uganda via a teleconference system, providing complementary explanations as well as feedback on where to improve, as necessary.

Online training and homework are continuing in Phase 2. Japanese experts also work around unstable power supply and internet connectivity by, for example, storing training material data on USB memory devices and sending them to South Sudan. Furthermore, they have started new supportive endeavors. For example, they have developed a useful application that allows customs officials and customs brokers to readily refer to the HS Nomenclature and the Tariff Book—both of which are needed for customs declaration—on a smartphone.

VOICE

I'll never forget the knowledge I've learned from JICA experts!



Joyce William
Head of the HS Unit, Customs Division, National Revenue Authority of South Sudan

As the head of the HS Unit, I am taking advantage of what I have learned in the project to give instructions to customs brokers as well as other customs officials. I often have a hard time trying to ensure that they understand and act on such instructions. Still, I enjoy my work. Modernizing customs services is an important issue as it helps secure revenues. I am very grateful for the JICA experts who support us even amid the pandemic.

Toward a Green Recovery

JICA provides various types of development cooperation for the global environment as well as people living there. It works with developing countries to address a wide range of challenges, including those that have come to be perceived for the first time through the lens of the COVID-19 pandemic.



Burkina Faso: This JICA volunteer is teaching how to use a simple pedal-operated hand-washer. Timely and appropriate hand-washing is important for preventing the spread of infectious diseases such as COVID-19. JICA incorporates the provision of hand-washing equipment and hygiene awareness activities into many of its projects in the developing world to support infection prevention, health promotion, and public health improvement. (Photo: Akio Iizuka)

Overview of the Issue

Our societies are inseparable from the global environment

The COVID-19 pandemic has reminded us how the global environment is inter-connected with our societies and livelihoods. There are heightened concerns that environmental changes and ecological disruptions caused by economic activity might increase cases of zoonotic diseases; a renewed recognition that infectious diseases and environmental pollutants easily go beyond national borders and that water, sanitation, and hygiene management

plays an important role in preventing such diseases and pollution; growing apprehension that pandemics can be exacerbated by disasters; and the list goes on. Efforts to address these intricately intertwined challenges, coupled with decarbonization and other climate actions, are accelerating around the world in anticipation of a post-COVID era.

Strategies

Cross-sectoral cooperation

To overcome the social and economic vulnerabilities such as



50 million hectares

The approximate total area covered by JICA's technical cooperation in nature conservation in fiscal 2014–2019, which is 1.3 times larger than the total area of Japan



28 million

The approximate number of people who gained access to safe water with JICA's cooperation in fiscal 2011–2020



those laid bare by the pandemic, JICA aims to Build Back Better, that is, to reconstruct social systems so that they will become more resilient with less disaster risk. JICA will formulate new cooperation approaches for the future to achieve a green recovery,* a cross-sectoral initiative that focuses on climate action; water, sanitation, and hygiene; the environment; and disaster risk reduction (DRR).

Specifically, JICA will encourage and support activities aimed at achieving the following goals:

1. A healthy and safe urban environment

In an effort to maintain a healthy and comfortable urban environment, JICA will extend development cooperation that is aimed at building the capacity of government entities and other public-sector organizations that are responsible for water, sanitation, and hygiene and environmental management toward the broader goal of realizing a sound material-cycle society with minimal environmental stress.

2. Supply of safe water and securing of water resources

Water supports people's lives, health, and economic activity. It is essential for *human security* as well. JICA will provide cooperation for securing and managing water resources as well as for the management of water utilities that supply safe water to people. In addition, JICA will proactively promote awareness-raising activities about sanitation and handwashing, especially for infectious disease prevention.

3. Harmony between human activity and the natural environment

JICA will work to prevent the loss and degradation of the natural environment and promote harmony between the environment and human activity, including economic activity. So that people can continue to enjoy the diverse bounty of nature, JICA aims to create a sustainable society through (1) good use of local traditional expertise; (2) capacity development for the administrative agencies concerned; and (3) collaboration with local residents.

4. A Resilient society that incorporates DRR

JICA will aim to reduce casualties and economic damage due to natural hazards through the promotion of pre-disaster investment in DRR. From the perspective of DRR, JICA will contribute to building a resilient society that can adequately cope with threats such as COVID-19.



Supporting the sustainable lives of residents

Timor-Leste: Local residents are harvesting maize grown by hillside farming that embraces soil improvement and environmental conservation. There has recently been a pronounced loss and degradation of forest resources in the country. Slash-and-burn cultivation is considered a major cause. JICA is promoting permanent organic farming under the Project for Community-Based Sustainable Natural Resource Management (CBNRM) Phase 2.

that entailed restrictions to communication and travel. Nevertheless, JICA was convinced that essential work must not be stopped in order to save lives and maintain health as the pandemic raged. With this conviction, JICA carried out the following activities during fiscal 2020 [→ see the Project on page 50]:

- Cooperation for sustainability and capacity building for waste management services that are indispensable for maintaining urban sanitation. This involved, among other things, protecting the health and safety of service providers and incorporating additional cooperation activities for proper management of medical and infectious waste into original projects.
- Cooperation for water utilities. This involved procuring disinfectants, materials, and equipment for operation and maintenance and fuel for operating water treatment plants as well as supporting hygiene awareness activities that encouraged handwashing and the like.
- Provision of materials and equipment to DRR organizations that were coping with the pandemic as part of crisis management, in addition to fundamental DRR efforts.

JICA conducted timely surveys and studies on the relationship between the maintenance of such urban functions and anti-COVID-19 measures.

Recognizing anew the importance of nature conservation in terms of green recovery and zoonosis, JICA also started exploring new types of cooperation.

Activities and Achievements

Extending cooperation in times of emergency

In many cases, developing countries do not have adequate human resources, technologies, or funds. Despite the urgent need to cope with the pandemic, they were often faced with many difficulties resulting from urban lockdowns and other causes. For its part, JICA also had difficulty continuing some of its operations as Japan was no exception in issuing a series of states of emergency

*An approach to post-pandemic recovery that focuses on climate and environmental action and aims to reconstruct societies so that they will be more sustainable.

Providing supplies and promoting awareness-raising activities

Essential workers are literally essential for public life. Their importance has grown amid the spread of COVID-19. In developing countries, however, the dearth of sanitation and hygiene supplies has made it difficult for essential workers to continue their services.

This situation has prompted JICA to provide much-needed supplies in a timely manner and support sanitation and hygiene awareness activities through many of its projects in partner countries.

For example, JICA provided Bangladesh, Palestine, and Sri Lanka with personal protective equipment (PPE) for public-area cleaners and waste collectors, among other essential workers. A case in point is the Project for Strengthening of Solid Waste Management in Dhaka North City, Dhaka South City and Chittagong City in Bangladesh. In this project, JICA locally procured masks and gloves to protect the safety of such workers. JICA developed an infection prevention leaflet and a pocket-size manual for them and remotely gave instructions on sanitation. The project also produced a separate leaflet for general households to publicize safe ways to dispose of garbage.

In Mozambique, JICA cooperated in organizing study meetings on COVID-19 and producing an awareness poster. As the practice of reusing used and discarded masks had become a problem, the poster contained instructions to “cut used masks” with scissors, dispose of them, and then



JICA contributed 3,000 masks to the National Coordination for Disaster Reduction of Guatemala as part of the Project on Capacity Development for Disaster Risk Management in Central America, Phase 2.

wash the hands. The African Clean Cities Platform, which was established by the Japanese government and JICA, among other international organizations, drew up guidance on solid waste management (SWM) that incorporates measures against infections.

Coordination with water supply programs and DRR cooperation

As part of its water supply programs, JICA provided Nepal, Tajikistan, Palestine, Kenya, Sudan, and South Sudan with much-needed disinfectants as well as materials and equipment for operating

and maintaining water services, thus supporting the supply of safe water, which is essential for handwashing. In two ongoing projects in Ecuador—the Project for Safe and Resilient Cities for Earthquake and Tsunami Disaster and the Project on Capacity Development for Disaster Risk Management in Central America, Phase 2—JICA provided masks, PPE, and other sanitation supplies for DRR agencies that were working to cope with the pandemic. These supplies were utilized by many essential workers, most notably those at hospitals and on the frontline of prevention activities.

VOICE

We supplied safe water despite the pandemic



Hon. Awar Yar Paul Kuol
General Manager, South Sudan Urban Water Corporation (SSUWC)

With fuel and chemicals provided by JICA, we were able to supply safe water to the citizens of Juba despite the pandemic. Masks, handwashing agents, and other sanitation supplies from JICA were useful for protecting the safety of SSUWC personnel. SSUWC appreciates JICA's passionate and persistent cooperation that includes not only such emergency assistance but also other support, including training for our employees who could not receive adequate education due to the conflict.

VOICE

Community-based disaster management systems in action



Ayumi Takebayashi
Former JICA Expert, Project on Capacity Development for Disaster Risk Management in Central America, Phase 2
Project Formulation Advisor, JICA Nicaragua Office

I saw community-based voluntary organizations for DRR and municipal officials in charge of DRR working together efficiently in coronavirus infection prevention, food assistance, and emergency response. I was convinced that this was proof that disaster management systems developed through the project were demonstrating their maneuverability. JICA supported these activities through the local procurement of masks, rubber gloves, liquid disinfectants, and other supplies.

PROJECT

Working with Partner Countries to Address Marine Plastic Waste

Action urgently needed in developing countries

Marine plastic waste has recently been in the spotlight as a serious global environmental problem. Plastic waste generated chiefly on land flows into the sea via rivers and other runoff channels without being managed properly. It is feared that this will have adverse effects on the marine environment and ecosystems as well as on tourism, fisheries, and coastal residential environments.

Scientists warn that plastic waste can continue to accumulate without being degraded for several hundred or thousand years. Addressing this problem calls for global action. In particular, developing countries with inadequate environmental pollution control are urgently required to take action.

JICA is actively engaged in tackling this issue in addition to its traditional cooperation in SWM.

Seeking to resolve the issue through regional collective efforts

In fiscal 2020, an international joint research project was launched in Thailand aimed at reducing marine plastic waste in the region of the Association of Southeast Asian Nations (ASEAN). The joint research, titled “Project for Formation of a Center of Excellence for Marine Plastic Pollution Studies in the Southeast Asian Seas,” was initiated under the Science and Technology Research Partnership for Sustainable Development (SATREPS). In this research, Japan—which leads the world in this field—teamed up with Thailand, which faces a serious urban waste problem, to come up with an action plan for submission



In March 2021, JICA Headquarters in Tokyo and AEPW in Singapore held a ceremony online for the signing of an MOU on plastic waste management (above). Plastic waste littering a Thai beach (right) (Photo: Atsuhiko Isobe)



to the Thai government. The hope is that the action plan will serve as a model for ASEAN as a whole.

JICA offers opportunities for comprehensive learning of what the international community and Japan have been doing to address the issue. This involves inviting public administrators from partner countries to Japan to develop human resources responsible for marine waste management. Lectures and site-visit opportunities are given by Japanese universities, local governments, and businesses.

For Caribbean island countries as well as Latin American countries with long coastlines, JICA conducted studies to assess the state of the flow of plastics into the sea and to explore the possibility of cooperation that capitalizes on technologies owned by Japanese businesses. Going forward, JICA plans to send advisors to the region.

Cooperating with international NPOs

In March 2021, JICA signed a memorandum of understanding (MOU) with the Alliance to End Plastic Waste (AEPW). AEPW is an international nonprofit organization (NPO) partnering with governments, environmental and economic development NGOs, and civil society around the world to address the challenge of ending plastic waste in the environment. JICA and AEPW will leverage each other's strengths and resources to strategically tackle the issue of waste plastics and thus contribute to the transition toward a circular economy.

VOICE

Tackling the issue with a strong partnership



Takehide Anada
Alliance to End Plastic Waste (AEPW)

The issue of plastic waste is so complex that cooperation by all stakeholders in the plastic value chain is crucial. As of June 2021, we were engaged in over 30 projects around the world in cooperation with various partners. I am convinced that a strong partnership with JICA will have an immeasurably favorable impact.

Cooperation with the Private Sector

Supporting Economic and Social Development through Private-Sector Business Activities

Making use of the networks and trusting relationships with the governments of developing countries, and the know-how in project implementation in the developing world gained through ODA over many years, JICA provides wide-ranging support schemes, as shown in the figure below, to produce better developmental results efficiently and effectively through further collaboration with the private sector.

Private-Sector Investment Finance

Economic and social development support in developing countries by the private sector

Of the Finance and Investment Cooperation provided by JICA, Private-Sector Investment Finance (PSIF) is a scheme to support—through the provision of loans and equity—private enterprises around the world, including Japanese companies that conduct business with high development outcomes in such sectors as infrastructure development, poverty reduction, and measures against climate change. Through collaboration with private and international financial institutions and combined operations with JICA’s other ODA programs and projects, JICA makes efforts to reduce various risks associated with projects and to further increase development outcomes. JICA is particularly strengthening cooperation with international organizations in order to promote co-financing. In fiscal 2019, JICA signed memoranda of cooperation (MOC) with the Agence Française de Développement, the African Development Bank, and the European Investment Bank. These came after JICA concluded an MOC with the U.S. International Development Finance Corporation in fiscal 2018.

In fiscal 2020, JICA approved 10 projects under PSIF. These

included the Local Government Infrastructure Support Project in Morocco, the Climate Change Management Project in India, and the COVID-19 Emerging & Frontier Markets MSME Support Fund (Private-Sector Investment Finance) among other projects aimed at supporting the vulnerable—including women, low-income people, and micro, small, and medium enterprises (MSMEs)—through local financial institutions. JICA also approved eight projects through the Leading Asia’s Private Infrastructure Fund, a JICA-funded facility in the Asian Development Bank.

Preparatory Survey for Private-Sector Investment Finance

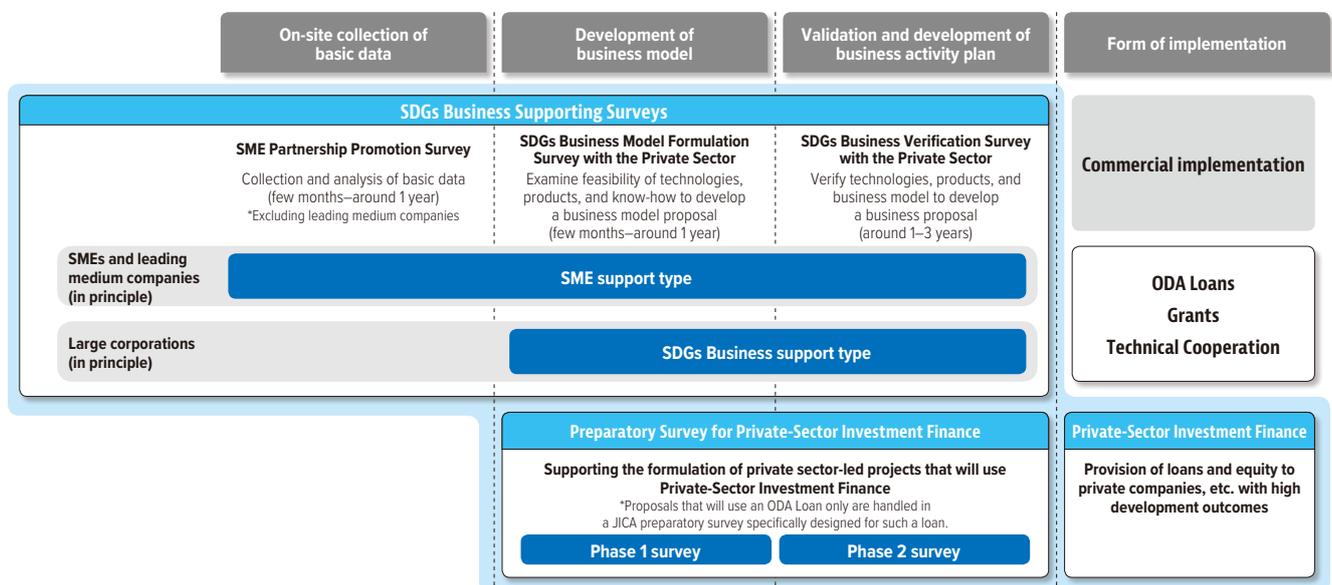
Supporting the formation of promising PSIF projects

This scheme is designed to identify and formulate projects that capitalize on the expertise of Japan’s private sector. Under the scheme, JICA entrusts the necessary surveys to private Japanese companies that have submitted promising proposals so as to develop project plans to be implemented that utilize PSIF.

Until April 2020, this scheme was known as Preparatory Survey for PPP Infrastructure Projects. By renaming the scheme, JICA made it clear that the scheme covers a wide range of projects, including non-infrastructure projects as well as pure private-sector business activities with no involvement by a developing country government. It also improved the scheme so that it is more readily usable for applicant companies. In fiscal 2020, JICA adopted four proposals under the scheme.

There are many challenges related to this kind of project in developing countries. These challenges include an inadequate investment environment in both physical and nonphysical aspects,

Available schemes and the flow of commercial implementation



Sri Lanka: Kawasaki Kiko Co., Ltd. adapted the specifications of its green tea ingredient analyzer to black tea and took advantage of JICA's support scheme to apply it to the quality control of Sri Lankan black tea. The photo shows an official at Kawasaki Kiko tea-tasting local tea leaves in Sri Lanka. He says that interaction with many local people involved in the tea industry during the survey convinced him that they are as much confident and proud of their tea industry as Japanese tea producers are. (Photo: Kawasaki Kiko Co., Ltd.)



difficulties in securing financial viability, and insufficient recognition of proper public-private role-sharing and risk allocation (insufficient support from developing-country governments). Therefore, in addition to supporting individual projects by the private sector, JICA is promoting comprehensive efforts for the establishment of projects by cooperating in the establishment of associated policies and institutions and strengthening implementation capacities.

SDGs Business Supporting Surveys

Supporting the creation and deployment of businesses that help developing countries achieve the SDGs

SDGs Business Supporting Surveys is a program based on proposals from private companies. It is aimed at building win-win relationships between developing countries that want to use Japanese technologies, products, and know-how for addressing their challenges and Japanese companies that seek to venture into developing-country markets. This program is made up of two types: (1) the "SME support type," for which small and medium enterprises and leading medium companies are eligible in principle; and (2) the "SDGs Business support type," for which large corporations are eligible in principle. The program offers three support schemes for different purposes for different business phases: SME Partnership Promotion Survey, SDGs Business Model Formulation Survey with the Private Sector, and SDGs Business Verification Survey with the Private Sector [→ see the figure on page 52].

Of the proposals submitted in response to open calls made from fiscal 2010—when JICA launched private-sector partnership programs—through fiscal 2020, JICA adopted an aggregated total

of 1,333 proposals under this program, including 116 in fiscal 2020. In the second open call in fiscal 2020, JICA introduced the category of "remote implementation" whereby the survey is carried out by local human resources without Japanese personnel traveling to the partner country. JICA adopted 26 proposals under this new category, which was introduced in response to the COVID-19 pandemic. JICA also created the category of "cooperation with Japanese regional financial institutions," which gives preferential treatment to proposals that involve the participation of employees at regional financial institutions in the survey. Under this category, JICA adopted seven proposals.

JICA conducted a follow-up survey of companies that implemented projects that took advantage of this JICA program. The survey, which covered 438 projects in total, showed that "business expansion was ongoing" for some 70% of the projects even after their term of the program expired. Of these projects, as many as 74% were "accomplished" in any of the following three categories: "securing new overseas business partners and customers," "setting up overseas subsidiaries, offices, or representative offices," and "starting local production or service delivery." One such company was OSUMI Co., Ltd., based in Yokohama, Kanagawa Prefecture,

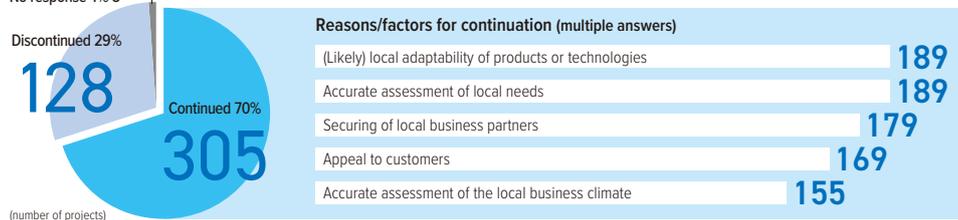
Number of proposals adopted out of those submitted in response to open calls during fiscal 2020 (breakdown)

category	SME Partnership Promotion Survey	SDGs Business Model Formulation Survey with the Private Sector	SDGs Business Verification Survey with the Private Sector
SME support type	26 surveys	48 surveys	18 surveys
SDGs Business support type	—	13 surveys	11 surveys

Continuation status of business expansion in target countries

(for 438 projects for which the term of SDGs Business Supporting Surveys expired before March 2020)

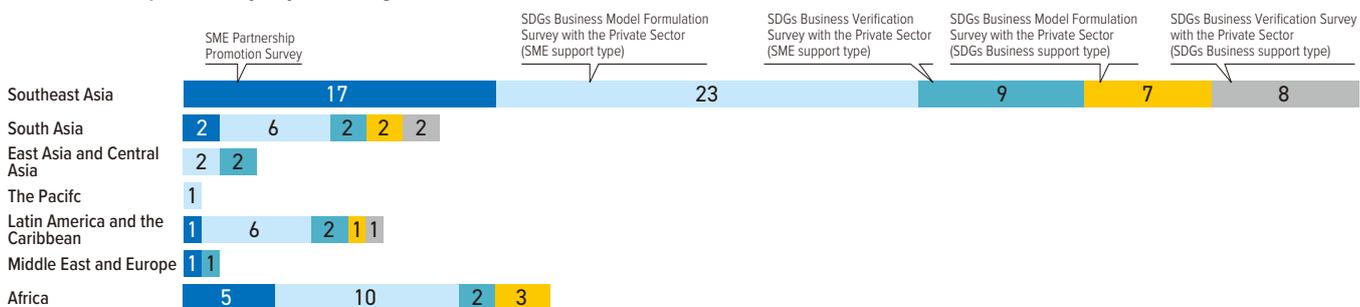
No response 1% 5



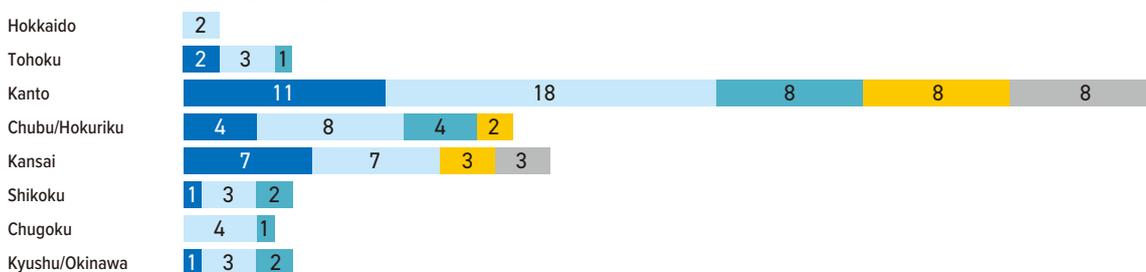
51

Number of regional banks and credit unions/co-ops that have signed an MOU for cooperation with JICA by the end of fiscal 2020

Number of adopted surveys by world region in fiscal 2020



Number of adopted surveys by region in Japan in fiscal 2020



as shown in the picture below. In October 2020, the company set up a local subsidiary in the Vietnamese city of Da Nang, with which the city of Yokohama had signed a memorandum of understanding (MOU) on technical cooperation.

In addition to these existing proposal-based programs, JICA introduced the Data Collection Survey on Potential Utilization of Japanese Private-Sector Technologies in Developing Countries Affected by COVID-19. Under this new program, JICA sought applications from Japanese companies for the use of their products and technologies in four sectors, including the global environment



Viet Nam: OSUMI Co., Ltd. leveraged this JICA program to conduct simple energy-saving analyses of businesses and plants. Now, with a base set up in Da Nang, the company is aiming to expand business in the country.

and health care. In fiscal 2020, JICA adopted 40 applications in total.

Contribution to regional revitalization augmented by cooperation with other organizations

Support for SMEs in their business expansion overseas through SDGs Business Supporting Surveys is contributing to regional revitalization and giving a much needed boost to some local economies in Japan. This is made possible by the appropriate application of local traditional technologies and technologies jointly developed with local universities. A case in point is Kawasaki Kiko Co., Ltd., based in Shimada, Shizuoka Prefecture. This company is engaged in the business that utilizes its black tea ingredient analyzer in Sri Lanka. In cooperation with the University of Shizuoka and tea-related businesses, the company aims to revitalize the tea industry in both Sri Lanka and Japan [→ see the photo on page 53].

JICA has been stepping up partnership with external organizations as well. Partnerships with organizations with which JICA had signed an MOU for cooperation have been making progress by taking advantage of respective strengths. For example, the Organization for Small & Medium Enterprises and Regional Innovation is now providing hands-on support (in the form of expert assignment) to 27 private companies that capitalize on JICA's private-sector partnership programs. In fiscal 2020, JICA also offered more online seminars than in previous years. In addition to seminars for sharing some of the issues facing developing countries, JICA held more than 60 seminars on SDGs business for SMEs, attended by a total of over 3,000 participants.

PROJECT

Aiming to Disseminate Energy-efficient Air Conditioners in Brazil

Leveraging Japanese expertise for energy-conservation policy

Air conditioners can save energy if they are equipped with an inverter that controls the rotation speed of the motor of the compressor, which plays the pivotal role in air conditioners. Daikin Industries, Ltd., which has advanced technology in inverter development, was facing an uphill battle in Brazil, one of the largest economies in Latin America and the Caribbean. The country's Standards & Labeling regulations for air conditioners were quantitatively lax in terms of methodology. That meant the company's highly efficient air conditioners have not been properly evaluated, so their strengths could not be demonstrated to Brazilian consumers. In Brazil, as power demand was increasing, there was an urgent need to tighten up the nation's energy-saving policy, not least to reduce CO₂ emissions. Meanwhile, no major revisions had been made to Standard & Labeling regulations for air conditioners for about 10 years. Cheap but energy-inefficient air conditioners dominated the domestic market, adding to environmental impact through increased power demand.

Daikin Industries thought that solving this problem required collaboration among industry, government, academia, and civil society. Capitalizing on one of JICA's SDGs Business Supporting Surveys, Daikin launched the Collaboration Program with the Private Sector for Disseminating Japanese Technologies for Environment-friendly Energy-efficient Air Conditioner in 2018. The program quantified to what extent the dissemination of highly efficient air conditioners with a built-in inverter would reduce power demand and GHG emissions based on demonstration tests conducted by three universities in Brazil. The findings were used to request that the Brazilian government introduce ISO 16358-1, a set of international standards for performance evaluation, and revise its energy-efficiency standards.

In the autumn of 2019, the program invited a group of Brazilian government officials, notably those at the Ministry of Mines and Energy, to Japan. They exchanged views with their counterparts at the Agency for Natural Resources and Energy of Japan and made on-site visits to Daikin's facilities, including the Shiga Plant and the Technology and Innovation Center (TIC). In this way, they shared energy-efficiency technologies and knowledge of energy-



Brazilian government officials on a tour of Daikin Industries' Shiga Plant in Japan as part of JICA's private-sector partnership program

efficiency policies. Ms. Nao Yanagawa, who coordinated the on-site visits, recalls, "Brazilian government officials often asked so many questions at each site that they sometimes stayed significantly longer than scheduled. I was very impressed at how eager they were to learn in order to put their experience here to good use for regulatory revision back home."

Developing trusting relationships and overcoming difficulties

At the outset of the program, Daikin Industries was not well-known in Brazil. The company had a hard time winning the trust of the Brazilian government. With support from JICA, however, the company gradually developed trusting relationships by working with local universities and NGOs and a national laboratory in the United States as well as by sharing objectives and issues. In addition, some members of the group of Brazilian government officials were in Japan under JICA's training program. This apparently made it possible to launch the program based on a sense of trust that the Brazilian side had in Japan. As the program progressed, however, some difficulties arose. For example, there was an abrupt personnel change of a Brazilian government official, and the COVID-19 pandemic made traveling abroad impossible. Although these problems were overcome by remote means such as web-conferencing, it would not have been possible without trusting relationships with the Brazilian side.

Bringing air conditioners that meet new standards to consumers

These efforts paid off. In July 2020, Brazil's energy-conservation regulations were revised. The new regulations adopted the proposed international standards, raising the country's energy-efficiency standard values above those of major Southeast Asian countries, which are said to be relatively strict among emerging economies. Mr. Kazuma Koyama at Daikin Industries says, "Brazilian consumers will be able to choose products in terms of both performance and price. Clear differentiation from other products will hopefully add a major boost to the popularization of highly efficient inverter-type air conditioners in Brazil. Leveraging this experience, we want to help build a framework for disseminating products with lower environment impact in other countries as well."



A Daikin Brazil plant that manufactures environment-friendly energy-efficient air conditioners

Collaboration with Civil Society

Making International Cooperation a Part of Japanese Culture

JICA promotes and supports international cooperation activities by Japanese citizens. Through partnership with citizens, JICA aims to contribute to development issues with various approaches to promote understanding in international cooperation, and further to return the benefits of ties with developing countries to Japan's local communities. Among these activities, partnerships with NGOs and other organizations, local governments as well as JICA's volunteer programs and support for development education are introduced below.

Partnerships with NGOs and Other Organizations

JICA works to strengthen partnerships with NGOs and other organizations through (1) dialogue, (2) collaboration, and (3) activity support.

1. Dialogue

In fiscal 2020, JICA continued to arrange the nationwide NGO-JICA Dialogue Meeting as well as regional meetings designed to deepen discussions focused on regional issues. It also shared information on specific topics and held NGO-JICA study meetings aimed at exploring more opportunities for cooperation. In this way, JICA offered multiple platforms for dialogue according to specific objectives in order to facilitate discussions toward closer cooperation.



The Philippines: In an effort to address the COVID-19 crisis, ACTION, a Japanese non-profit organization (NPO), worked with JICA to organize online seminars on public health management and stress management for staff and children at orphanages in the country. The NPO also distributed sanitary goods among them. (Photo: ACTION)

2. Collaboration

JICA implements JICA Partnership Program (JPP) projects jointly with NGOs and other organizations by taking advantage of their expertise and experience in order to support the socioeconomic development of developing countries. In fiscal 2020, a total of 49 JPP projects were adopted.

Separately, JICA adopted 10 such projects financed by the JICA Donation Fund for the People of the World, which receives donations from citizens and groups.

During fiscal 2020, the spread of COVID-19 made international travel to partner countries difficult. Nevertheless, JICA continued its operations in a flexible manner. For example, JICA changed some project plans, reviewed implementation processes through remote consultations, and added ingenious adjustments as appropriate.

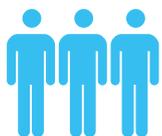
3. Activity support

JICA offers capacity-building training in organizational management and project execution to NGOs and other organizations to support their effective international cooperation activities. It also operates the NGOs-JICA Japan Desk in some 20 countries to enhance cooperation between these organizations and JICA in those developing countries.

Partnerships with Local Governments

JICA is also engaged in activities that not only help developing countries but also serve to vitalize regional areas in Japan. A case in point is JICA's close cooperation with Japanese local governments—particularly important partners of JICA—in an effort to support overseas activities of local governments and industries and encourage other related ventures as well as to internationalize the regions, chiefly by taking advantage of the Local Government-Type JICA Partnership Program and assigning coordinators for international cooperation.

JICA also helps local governments with their international cooperation projects and the development of global human resources by signing cooperation agreements with local governments. JICA employees on loan to local governments help them to address their own issues and revitalize their communities by capitalizing on the expertise and experiences gained through JICA's cooperation projects in developing regions.



54,863
JICA volunteers

were assigned in fiscal 1965–2020



2,198,454
people

visited the JICA Global Plaza in Ichigaya, Tokyo
in fiscal 2006–2020

Viet Nam: A JICA volunteer who has returned after she and other volunteers were evacuated en masse and put on standby in Japan. The volunteer, assigned in the category of support for children and persons with disabilities, is giving lessons designed to nurture concentration through exercises using balls and baskets. While she was on standby in Japan, she was engaged in helping Vietnamese living in her community with their daily lives as well as in revitalizing the community. Back in Viet Nam, she worked with her peer volunteers to produce awareness-raising videos on infection prevention incorporating Vietnamese songs and dances.



Nowadays, an increasing number of local governments and other regional actors make use of JICA's know-how and networks in accepting more foreigners, promoting the SDGs, and taking part in the Host Town Initiative for the Tokyo 2020 Olympic and Paralympic Games.

Volunteer Programs

JICA's volunteer programs support activities by citizens who wish to cooperate in the economic and social development as well as the reconstruction of developing countries. These time-honored programs—which include Japan Overseas Cooperation Volunteers (JOCVs), founded in 1965—are widely recognized as a good example of grassroots-level international cooperation extended by the Japanese government and JICA, and they are highly praised by partner countries. By the end of March 2021, more than 54,000 JICA volunteers have engaged in different activities in the developing world as Japanese conspicuous contributors to the international community.

In March 2020, all dispatched volunteers returned to Japan and the dispatch of new volunteers was suspended due to the global COVID-19 pandemic. Volunteers on standby continued contributions with online tools as well as honed their abilities and skills for stronger support to partner countries, and also tackled domestic issues utilizing their experiences [→ see page 9]. Their activities across Japan were given particularly high regard. The JICA volunteer programs generated renewed expectations as an undertaking that trains and produces valuable human resources that can contribute to the globalization and revitalization of Japanese society as well as to the realization of multicultural coexistence in society.

At the end of November 2020, JICA resumed dispatches, starting with Viet Nam. By March 31, 2021, a total of 76 JICA volunteers were sent back or newly assigned to 14 countries.

Development Education

JICA Global Plaza

JICA's three Global Plazas—the JICA Global Plaza in Ichigaya, Tokyo; the Nagoya Global Plaza in Nagoya City, Aichi; and the Hokkaido Global Plaza in Sapporo City, Hokkaido—offer hands-on exhibitions that encourage seeing, listening, and touching. Visitors can receive explanations from Global Concierges, who have abundant experience in international cooperation. These Global Plazas offer the opportunity to learn about the realities in developing countries and the challenges facing the global community as well as international development cooperation at work, while encouraging visitors to think about what they learned and even translate it into action. These Plazas offer a number of events and seminars as well. Other domestic offices of JICA also provide a wide range of information on international cooperation for the public.

Promotion of development education at schools

JICA conducts activities aimed at promoting development education at school. The idea is to foster the abilities of students and pupils to (1) understand how development challenges facing the world relate to Japan, (2) regard them as their own problems, (3) proactively study them, and (4) participate in efforts to overcome them. Specific activities include working with local governments, teachers and school administrators, and NGOs to deliver lectures on international cooperation upon request and organize training sessions and seminars for teachers.

JICA, with its ample expertise, information, and human resources in international cooperation, has an ever increasingly larger role to play in classroom settings when progress is being made in the effort to foster creators of a sustainable society as called for in the New National Curriculum Standards, which came into effect in fiscal 2020.

Partnerships with Universities

JICA Scholarship Programs Move onto a New Stage

As challenges faced by developing countries have become even more difficult and complicated, partnerships with universities are indispensable for proceeding with international cooperation initiatives because of their extensive and advanced knowledge. JICA promotes partnerships with universities through various approaches. These range from the participation of universities in JICA's research projects and studies on international cooperation and in technical cooperation projects in developing countries to the acceptance of students from these countries.

In recent years, JICA has been stepping up such partnerships to accept more foreign students. JICA hopes that JICA scholars* who have studied in Japan will become leaders in their homelands and, by extension, help to maintain and strengthen friendly relations between Japan and their countries over the medium and long term. In fiscal 2020, arrangements were made for 89 Japanese universities to accept JICA scholars in their masters and doctoral courses. JICA has already concluded a cooperation agreement or memorandum of understanding with 38 of these universities to strengthen and promote partnerships.

In fiscal 2020, the COVID-19 pandemic made it difficult for JICA scholars to come to Japan as scheduled. Following consultations with the Japanese government, however, 1,211 JICA scholars were allowed to enter Japan from the fall of 2020. Of them, 571 have already come to Japan. JICA strives to prevent infections by conducting statutory and government-ordained health monitoring of these students immediately after they have arrived at a Japanese airport.

JICA Development Studies Program (JICA-DSP)

Sharing Japan's modernization experience and lessons learned from its development cooperation

JICA Development Studies Program (JICA-DSP) offers JICA scholars the opportunity to learn about Japan's modernization and development experiences, which differ from those of Europe and the United States, and its wisdom as a country that provided cooperation toward the progress of developing countries after World War II. Under JICA-DSP, JICA scholars take two kinds of programs: (1) *the common program* offered by JICA on Understanding the Japanese Development Experience and Understanding Japanese

Local History and Development; and (2) *Development Studies Programs Offered by Various Universities*, a set of class subjects offered by each recipient university. Through these two kinds of programs, JICA scholars learn about Japanese expertise and experience and put them to good use for the development of their countries back home, thus generating a virtuous cycle.

Japan is the first country that has modernized from a non-Western background to establish a free, democratic, prosperous, and peace-loving nation based on the rule of law, without losing much of its tradition and identity. At the same time, Japan has extensive experience of development cooperation through ODA toward Asian and other countries, most of which have achieved remarkable socioeconomic progress. JICA-DSP shares both Japan's modernization experience and lessons learned from the process of its development cooperation with future leaders from partner countries who will lead the progress of their countries.

JICA Program for Japanese Studies (JICA Chair)

Expanding JICA-DSP abroad

In order to offer partner countries the opportunities to learn about Japan's modernization and development cooperation experiences, JICA started the JICA Program for Japanese Studies



Egypt: Students participating in a JICA Chair online lecture at Egypt Japan University of Science and Technology (E-JUST). E-JUST plans to offer more opportunities for more students, including those from Africa, to learn from Japan's modernization experience.



More than **7,000** students
from over **100** countries

Total numbers of JICA scholars and their countries of origin in fiscal 2010–2020



89
universities

Number of Japanese universities that accept JICA scholars in master's and doctoral courses in fiscal 2020

JICA scholars visiting the Kasumigaura City Museum of History in Ibaraki Prefecture as part of the programs titled Understanding the Japanese Development Experience and Understanding Japanese Local History and Development. JICA accepts foreign students in many research clusters whose networks are a valuable asset for both Japan and their countries. It is hoped that after studying in Japan, these students will play a significant role as leaders with a great affinity toward and knowledge of Japan in their respective fields after their return, fostering a long-lasting bilateral relationship between each respective country and Japan.



(JICA Chair) in fiscal 2020 in collaboration with leading universities in these countries. The JICA Chair supports these universities in establishing courses or programs of Japanese studies that explore such experiences through delving into Japanese history and culture, which lie behind the experiences.

The JICA Chair is made up of two parts: (1) *Short Intensive Lectures*, which involve, among other things, dispatching lecturers from Japan and offering “Seven Chapters on Japanese Modernization,” a video teaching material coproduced by JICA and the Open University of Japan; and (2) *The JICA Chair of Japanese Studies*, which also entails conducting joint research activities and providing research and education opportunities in Japan for young researchers. Partner countries can select or combine relevant tools according to their needs and the availability of resources.

Modeled after a course on Japan studies at the University of Sao Paulo in Brazil

The JICA Chair originated from JICA’s cooperation with the University of Sao Paulo (USP) in Brazil. In December 2018, JICA concluded a memorandum with USP and established the Fujita-Ninomiya Chair, which conducts research on Japan’s modernization and development experiences. This program led to the establishment of a course on Japan’s modernization and development experiences at the Faculty of Law and a graduate school of USP. This course involves lectures, discussions, and research on a wide range of topics, including developments in Japanese law as well as international comparative studies. The course is sponsored by many supporters, including Mitsubishi UFJ

Financial Group, Inc. and Mitsui & Co., Ltd.

In fiscal 2020, USP and Meiji University co-organized an intensive series of 10 lectures as an extension of this course. Going forward, JICA plans to invite young researchers and students at USP to Japan.

Short intensive lectures on Japan studies in collaboration with the University of Jordan

During fiscal 2020, with the gracious support of Her Royal Highness Princess Raiyah of Jordan, short intensive lectures were presented at the University of Jordan under the JICA Chair. These lectures were given by, among other lecturers, Dr. Kitaoka Shinichi, President of JICA, and Dr. Itami Hiroyuki, President of International University of Japan. Participants actively exchanged views based on “Seven Chapters on Japanese Modernization.” Princess Raiyah noted that during modernization, Japan had retained its own unique culture and value system while incorporating ideas and technologies from outside the country, indicating that Jordan could effectively use these facts as a reference in her country’s further development.

JICA will continue to promote the JICA Chair as part of its efforts to develop future leaders of developing countries and increase the number of such leaders with a great affinity toward and knowledge of Japan.

*JICA scholars here refer to participants from developing countries who are enrolled in degree programs at Japanese universities under certain frameworks, including technical cooperation; the Project for Human Resource Development Scholarship (JDS), a Grant; and the Scholarship for Japanese Emigrants and Their Descendants in Latin America and the Caribbean.

Research

Co-Creating Practical Knowledge for Peace and Development

JICA Research Institute has changed its name to JICA Ogata Sadako Research Institute for Peace and Development (abbreviated as JICA Ogata Research Institute) as of April 1, 2020. Inheriting the philosophy of Dr. Ogata Sadako, former JICA President, who led the establishment of JICA Research Institute in 2008, the new institute conducts policy-oriented and field-based research on the challenges faced by developing countries and aspires to gain intellectual presence in the international community.

The institute synthesizes and shares Japanese development experience as well as knowledge and expertise accumulated in Japan as a development partner. It also conducts research and dissemination, giving due consideration to today's challenges and threats, such as the post-COVID-19 world, the changing international order, the transition to an information-based society, climate change, and infectious diseases.

Basic Research Policy

- (1) Conduct research of international academic standard and actively disseminate its results;
- (2) Bridge research and practice by analyzing and synthesizing information and data from the field; and
- (3) Contribute to the realization of *human security*.

Priority Research Clusters

The Institute conducts research in line with the 5 Ps of the SDGs—Peace, People, Prosperity, Planet, and Partnership.

 Peacebuilding and Humanitarian Support	<p><i>Human security</i> and peacebuilding are the two pillars of this research cluster. It analyzes the enabling as well as the inhibiting factors to sustaining peace and delves into the relationship between protection and empowerment in <i>human security</i>. In this way, it explores effective approaches taken by diverse actors engaged in humanitarian support, sustainable development, and sustaining peace.</p>
 Human Development	<p>With sights set on achieving quality education for all, ensuring access to health services, and empowering people, this research cluster focuses on examination of the impact of studying abroad for low- to middle-income countries, and analysis of the history of Japan's international cooperation in education. In the health crisis of the COVID-19 pandemic, studies on various aspects of countries' and communities' responses are ongoing to build resilient Universal Health Coverage (UHC)* and society.</p>
 Economic Growth and Poverty Reduction	<p>Poverty is a fundamental challenge. In addition, it is necessary to achieve <i>quality growth</i> that is both inclusive and resilient. Mindful of the need to achieve growth and poverty reduction at the same time, this research cluster focuses on the systemization of the concept of <i>quality growth</i>, empirical analysis of cooperation in infrastructure and agriculture, and studies on finances that are important to the economy and people's lives. Approaches such as comparative analysis of intervention and nonintervention will be adopted in these studies.</p>
 Global Environment	<p>Amid the growing importance of addressing climate change and environmental issues, this research cluster focuses on actions toward achieving the SDGs as well as climate actions. Research subjects include economic evaluation methods for climate change adaptation projects, environmental impact assessment, and policies and measures on the environment and climate change for ASEAN countries.</p>
 Development Cooperation Strategies	<p>This research cluster conducts research that guides future directions for JICA's programs and strategies. Specifically, it recaps the history of Japan's development and development cooperation and explores their characteristics. Through networking with researchers in other countries, the cluster also ventures into (1) research that contributes to forming future trends in international development cooperation, (2) new subjects such as building peace through sports, and (3) cross-sectoral issues.</p>

*UHC is defined as "ensuring that all people can use the promotive, preventive, curative, rehabilitative, and palliative health services they need, of sufficient quality to be effective, while also ensuring that the use of these services does not expose the user to financial hardship."

On November 2, 2020, the Institute held the Memorial Symposium for the Late Ogata Sadako. The webinar-style symposium, titled “Embracing Human Security in Meeting Global Challenges in the COVID-19/Post-COVID-19 Era,” was joined by United Nations Secretary General António Guterres with a video message, among other dignitaries. Attended by some 1,200 participants, the symposium discussed the importance of the *human security* concept in response to changing threats amid the COVID-19 pandemic and the need to develop methods for realizing it.



Achievements in Fiscal 2020

Based on these principles and activities in these clusters, JICA Ogata Research Institute conducted 27 research projects in fiscal 2020 and published part of the outcomes.

Outcomes of research activities

The Institute released eight working papers as well as a policy note on socioeconomic development in Bangladesh.

It also published five books written in Japanese and two in English. These include two Japanese academic books in the series titled “Reconsidering the History of Japan’s Development Cooperation.” They are Volume 1: *Policy History I: Evolution of the Japanese Model of Development Cooperation, 1945–89*; and Volume 5: *Japan’s Cooperation to Infrastructure Development: Its History, Philosophy, and Contribution*. These two books revisit the history of Japan’s development cooperation and demonstrate

the significance of the Japanese approach that is distinct from the international development norms led by Western countries. Another Japanese book, titled *Industrial Skills Development in the Developing World: Knowledge and Skills in the Era of SDGs*, covers the issues related to industrial human resource development, such as skills acquisition and productivity improvement. *SDGs and Japan: Human Security Indicators for Leaving No One Behind*, the English version of a Japanese book published earlier, introduces the Human Security Indicators of Japan to contribute to international discussion on this issue.

The remaining three books are two written in Japanese and one in English in the Project History series, a collection of popular publications that document Japan’s contribution to developing countries from a long-term perspective. The Japanese books are Volume 26, on the construction of a suspension bridge in the Democratic Republic of the Congo, and Volume 27, on non-formal education in Pakistan. The last book is the English version of Volume 25, titled *Peace and Development in Mindanao, Republic of the Philippines—The Long Road to Peace through Trust*.

In addition, most of the outcomes of research are widely shared among scholars as articles in academic journals, books, and conference presentations.

Enhancing knowledge-sharing amid the COVID-19 crisis

The Institute also provided knowledge forums and various other seminars online. Before the COVID-19 pandemic, such events were held on-site. In total, the Institute held 23 online seminars on topics that meet contemporary needs. How international cooperation should function amid the pandemic and *human security* are some of the topics discussed at the events.



Two of the books the Institute published during fiscal 2020

Emergency Disaster Relief

Taking Back as Many Smiles as Possible

JICA dispatches Japan Disaster Relief (JDR) teams and provides emergency relief supplies when major disasters occur overseas, in response to requests received from the governments of affected countries or international agencies.

1. Dispatch of JDR teams

The JDR team is dispatched in the form of a Rescue Team, a Medical Team, an Infectious Diseases Response Team, an Expert Team, or a Self-Defense Force Unit.

The JDR Rescue Team searches for and rescues people affected by urban earthquake disasters. The Rescue Team, which is classified by the International Search and Rescue Advisory Group (INSARAG) as being “heavy,” has been dispatched 20 times. A JDR Medical Team provides medical assistance to disaster-affected people. The Medical Team, which is certified by the World Health Organization (WHO) as an Emergency Medical Team (EMT), has been dispatched 59 times. In 2015, the JDR Infectious Diseases Response Team was established and was dispatched to the Democratic Republic of the Congo to fight against yellow fever and the Ebola virus disease (EVD) outbreaks as well as to Samoa in response to the measles outbreak.

In fiscal 2020, three JDR Expert Teams were dispatched to cope with the oil spill off the coast of Mauritius.

2. Provision of emergency relief supplies

The Secretariat of JDR keeps stockpiles of emergency relief supplies in warehouses at six locations around the world for prompt delivery to affected areas. During fiscal 2020, it provided such supplies on 10 occasions of disasters, including an explosion in



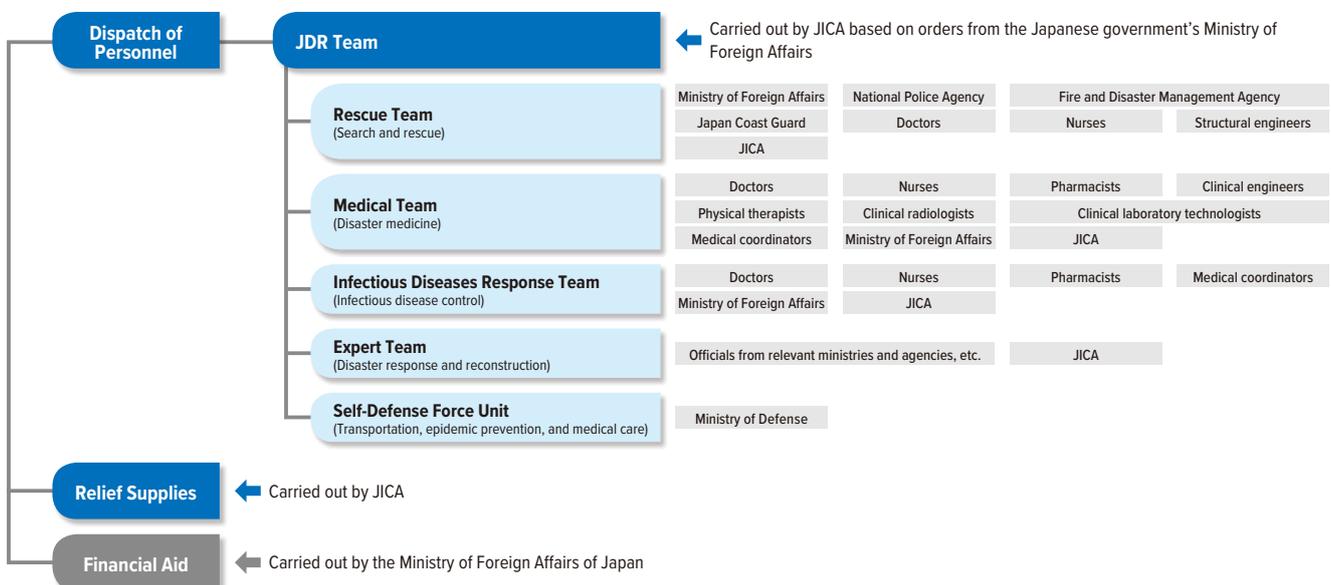
Mauritius: JDR Expert Team members assess the condition of a Ramsar Convention wetland in Mauritius. The assessment found no impact from the oil spill from a vessel that had run aground off the country’s coast.

Lebanon and hurricanes in four Central American countries.

3. Preparation for emergency response at ordinary times

The Secretariat provides various kinds of training throughout the year to build the capacity of candidate JDR team members. It also works to strengthen relationships with other international organizations concerned. Additionally, the Secretariat helps to develop the disaster medicine cooperation system in the ASEAN region and build the capacity of the personnel involved. Furthermore, it works to strengthen cooperation with different departments and sections to provide seamless assistance for rehabilitation and reconstruction after an emergency response.

Japan’s Emergency Disaster Relief System



JICA Bonds as Social Bonds

A Financial Instrument That Helps to Achieve the SDGs

In 2016, JICA issued Japan's first Social Bonds in the domestic market. Since then, JICA has issued all of its domestic bonds as Social Bonds, bringing the total amount of issue by fiscal 2020 to ¥280 billion.

Social Bonds refer to bonds where the proceeds will be exclusively applied to finance Social Projects that address social issues. As Social Bonds, JICA Bonds have attracted the attention of many investors as instruments that contribute to the SDGs or as an ESG investment.

Proceeds of JICA Bonds are used for operations of Finance and Investment Cooperation

Amid growing calls for the promotion of the SDGs in recent years, an increasing number of investors value social and environmental contributions through investment. The proceeds of JICA Bonds are used for JICA's Finance and Investment Cooperation, aimed at the sustainable development of developing countries. Specific purposes include the development of transportation infrastructure such as roads and railways, the development of renewable energy sources, clean water supply and sewer improvement, education for children, and the empowerment of women.

Furthermore, JICA's Social Bonds are referred to as one of the instruments for mobilizing private capital to achieve the SDGs in the SDGs Implementation Guiding Principles set by the Japanese government. Many investors have supported these characteristics of JICA's Social Bonds, and JICA has received investment announcements from 174 investors by the end of fiscal 2020.

JICA COVID-19 Response Social Bonds

In fiscal 2020, JICA issued JICA COVID-19 Response Social Bonds as a part of its efforts to address the COVID-19 crisis.

Proceeds of the bonds are exclusively put to use for strengthening health systems and mitigating economic impacts of the crisis in developing countries. A number of investors have supported the concept of the JICA COVID-19 Response Social Bonds. Also during fiscal 2020, JICA issued its Social Bonds in the retail market so that individual investors could invest in the pilot



Part of the funds raised by JICA Bonds are used for enhancing women's economic empowerment through better access to finance in developing countries. The photo shows a woman who works in a market in Nigeria.

issuance of the bonds. This was something it had suspended since fiscal 2016. A wide range of individuals and businesses invested in JICA's Social Bonds with strong support for JICA's mission.

Financial markets in Japan and overseas deal in an increasing variety of bonds that incorporate environmental and social contributions in product designs. Among them are Social Bonds as issued by JICA, Green Bonds, Sustainability Bonds, and Transition Bonds.

Going forward, JICA will continue to issue JICA Bonds as a more accessible instrument that contributes to promoting international cooperation and achieving the SDGs so that investors and other stakeholders will opt for investment in JICA Bonds.

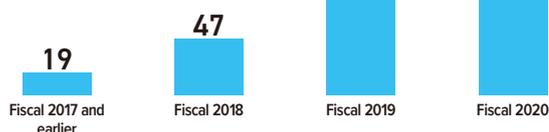
For details about JICA Bonds, see [JICA's Web page](#) "Investor Relations" <https://www.jica.go.jp/english/ir/index.html>.



¥280 billion

Total amount of Social Bonds JICA issued in fiscal 2016–2020

Number of pledges to invest in JICA Bonds (Cumulative total)



Transparency of Operations

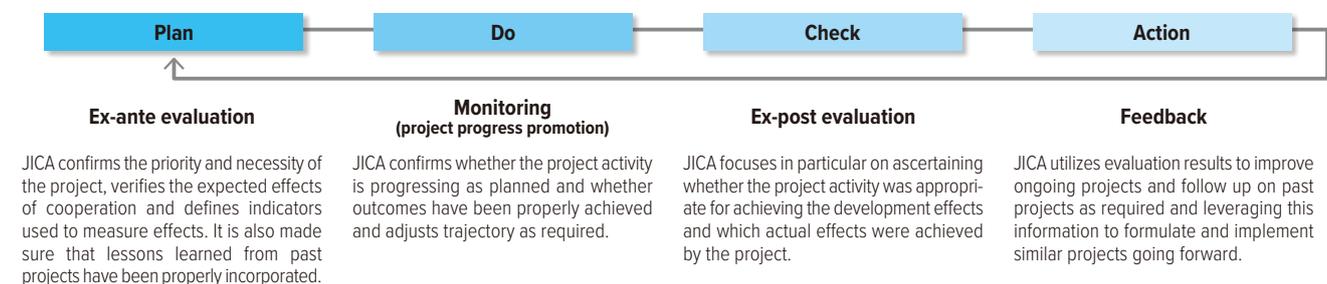
Project Evaluation: Consistent and Coherent Evaluation

JICA conducts its projects under the project cycle: plan, do, check, and action. JICA's project evaluation involves conducting monitoring and evaluation according to this cycle in order to further improve its projects and ensure accountability to stakeholders. By making project evaluation based on consistent evaluation criteria, JICA aims to conduct coherent evaluations of projects and utilize

evaluation results.

Following the revision of the OECD DAC evaluation criteria, which serve as the core reference for evaluating international development projects, JICA revised its own evaluation criteria for the first time in a decade. From fiscal 2021, JICA has started to conduct project evaluations based on these new criteria.

PDCA Cycle



See the Annual Evaluation Report for the details of project evaluations at [JICA's Web page](https://www.jica.go.jp/english/our_work/evaluation/reports/2020/index.html) https://www.jica.go.jp/english/our_work/evaluation/reports/2020/index.html.
Use the lookup function to see evaluations of individual projects at [JICA's Web page](https://www2.jica.go.jp/en/evaluation/index.php) <https://www2.jica.go.jp/en/evaluation/index.php>.

Performance Evaluation Framework for Formulation of Objectives and Plans, and Performance Evaluation

In accordance with the Act on General Rules for Incorporated Administrative Agencies, JICA conducts operations based on its five-year Medium-term Plan and an Annual Plan.

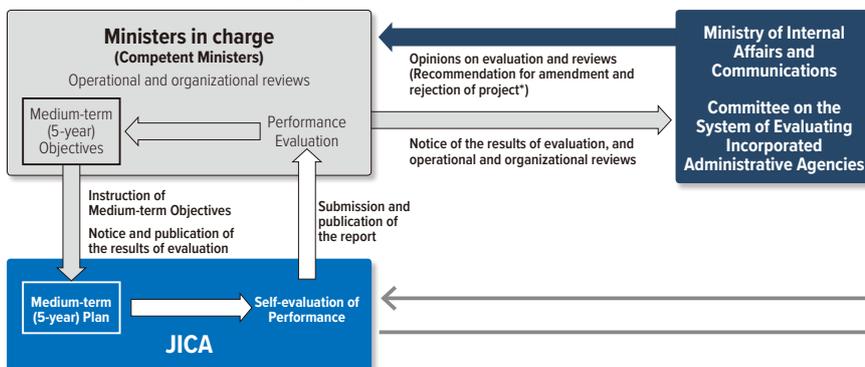
It then prepares self-evaluations on its annual operational performance and submit them to the competent ministers

(principally the Minister for Foreign Affairs).

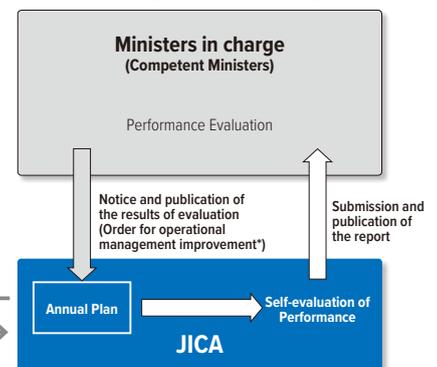
JICA's operational performance in fiscal 2020, the fourth year of the 4th Medium-term Plan, was evaluated by the competent ministers as having exceeded the intended objectives as defined in the Medium-term Plan, and was graded A on the whole.

Framework for Performance Evaluation and Operational Management Review

Medium-term (Five-Year) Planning and Evaluation Cycle



Annual Planning and Evaluation Cycle



* 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.

- For the Medium-term Plan and Annual Plans, visit [JICA's Web page](https://www.jica.go.jp/english/about/organization/index.html) <https://www.jica.go.jp/english/about/organization/index.html>.
- For Performance Evaluation Reports by JICA, visit [JICA's Web page](https://www.jica.go.jp/disc/jisseki/index.html) <https://www.jica.go.jp/disc/jisseki/index.html> (Japanese only).
- Details of JICA performance evaluations by the competent ministers, including those for fiscal 2020, are available (in Japanese) for reference on the website of the Ministry of Foreign Affairs.

Human Resources Strategy

With major changes in the international community, aid needs are becoming increasingly more complex and diverse. JICA has been undertaking a variety of programs to secure professionals capable of responding to these ever-changing needs. It has also been exerting its efforts to achieve a structure in which employees with diverse backgrounds and capabilities can function effectively as development cooperation professionals.

Recruiting and Training Human Resources for Development Cooperation

Securing capable personnel

Experts who will work on the frontline of JICA's operations are generally selected either by open recruitment via the comprehensive international cooperation career information website called PARTNER (the Participatory Network for Expert Recruitment) or based on recommendations by stakeholder organizations, except for cases in which they are selected based on a consulting-service contract that was publicly bid. JICA has introduced a roster registration system and a batch recruitment system for project formulation advisors responsible for project formulation as well as implementation and management at overseas offices.

In addition, JICA endeavors to secure people who can take on the positions of senior advisors and special advisors, ready to be sent overseas to international cooperation project sites at any time. The former, especially, contribute to the improvement of JICA projects based on their excellent expertise in their respective specialist fields.

Training human resources for the future

1. Internship Program

The Internship program is open primarily to undergraduate and graduate students, adults with the aim of deepening their understanding of international cooperation as well as to develop them as professionals for international cooperation in the future.

In fiscal 2020, due to the spread of COVID-19, JICA canceled the dispatch of interns abroad. The program was implemented only at domestic offices.

2. Associate Expert Program

This program is designed to train future JICA experts from among young professionals who have a certain level of expertise, career, and overseas activity experience in fields where human resources shortages are anticipated in the medium- to long-term. Those who have completed the program are expected to be sent to sites of JICA's overseas operations as JICA experts.

3. Development of personnel ready to work at project sites

JICA offers Capacity Enhancement Training, a program designed to provide information on recent trends in international cooperation, as well as opportunities to acquire expertise to address emerging challenges. In fiscal 2020, JICA offered 18 courses under this program. JICA also holds a monthly pre-dispatch training session for those set to leave Japan for overseas assignment.

4. Expansion of HR for international cooperation

The website PARTNER was designed with the principles of promoting international cooperation activities on an all-Japan basis. PARTNER is a comprehensive platform, providing information concerning a broad range of actors, such as international organizations, development consultants, NGOs and NPOs, national and local governments, universities, private companies, as well as JICA. PARTNER is widely utilized as a common international

Overview of Programs in Fiscal 2020

Recruitment	JICA Senior Advisors 103	Special Advisors 60	Openly-recruited or recommended and screened experts, including project formulation advisors 650*	
Training Human Resources	Internship Program 58 participants	Associate Expert Program 37 participants	Capacity Enhancement Training 473 participants	Pre-Dispatch Training for JICA Experts 318 participants
The Comprehensive International Cooperation Career Information Website "PARTNER"	Number of individuals registered on PARTNER (accumulated total) 51,979	Number of companies and organizations registered on PARTNER (accumulated total) 2,101	Number of information offerings on job openings (outside JICA), training, and seminars 2,821	Number of career consultations 193

*Total number of expert dispatches during fiscal 2020 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.

cooperation platform from which the latest information can be obtained concerning employment opportunities, training courses,

seminars, and events. JICA also organizes seminars and offers consultations on how to build a global career through the website.

Human Resources (Human Capital)

Work at JICA entails overseas assignments and business trips, so various innovative measures are required to foster a balance between career and personal life. In order to enable a broad range of “human capital” to contribute to JICA’s mission and function effectively as development cooperation professionals, JICA is introducing systems that support a range of work styles, creating an organizational culture that values diversity and encourages mutual assistance, and actively working on staff training to bring out the potential and resourcefulness of all employees.

Promoting “Smart JICA” work-style reform

In 2015 JICA launched the “Smart JICA” project, and since then has been endeavoring to increase work flexibility, provide support for balancing work and family life, and reduce the amount of overtime work [→ see Graph 1]. In 2018, JICA’s efforts were widely recognized when the organization was the only public-sector agency chosen by the Ministry of Internal Affairs and Communications as a Telework Pioneer. In fiscal 2019, JICA introduced “Smart JICA 3.0: Teamwork in Diversity” [→ see the chart below], and under this policy version, in addition to the existing

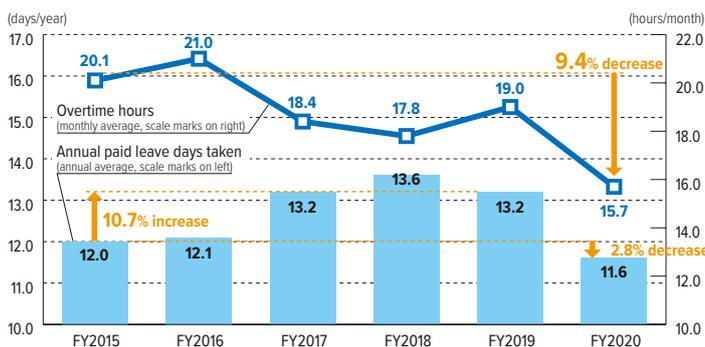
initiatives, JICA has been focusing on building teamwork to create new values within diversity and promoting a work environment in which employees can achieve their full potential.

In fiscal 2020 JICA continued pushing ahead with far-reaching work-style reform to enable the organization to fulfill its duties to developing countries and Japanese society, while taking all necessary measures to prevent the spread of COVID-19. JICA created a work environment more conducive to remote work. It also further increased the flexibility of the telework system and made more use of it. As a result, the number of employees who commuted to JICA Headquarters in May 2021 (up to the 21st of the month) fell to 57% of the normal level. JICA has also introduced flexible work hours in order to allow employees to avoid the peak commuting hours and cope with remote work from different time zones. In this way, JICA continues to support new work styles.

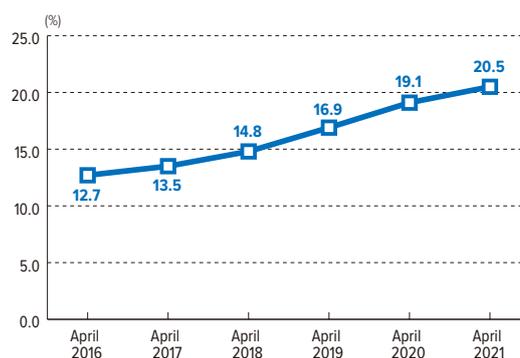
Realizing diversity and inclusion

JICA is making every effort to create a workplace environment in which women can play a more active leadership role. The target is to increase the ratio of women in managerial positions to at least

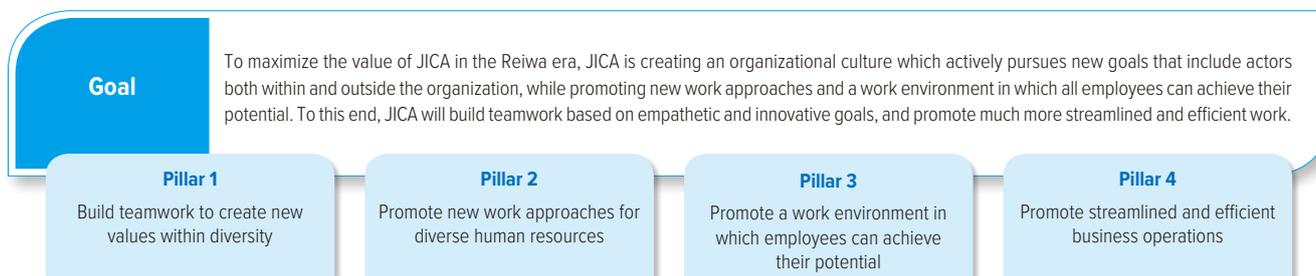
Graph 1 Trends in overtime hours (monthly average) and annual paid leave days taken (annual average) *excluding managerial positions



Graph 2 Trends in the ratio of female managers



Overview of “Smart JICA 3.0: Teamwork in Diversity”



Fiscal 2020 training for new JICA employees: After the state of emergency, which had been in place between April and May 2020, was lifted, JICA gave face-to-face training in business manners while taking strict anti-infection measures. The photo shows new recruits practicing answering phone calls.



20% during the 4th Medium-term Plan (April 2017–March 2022). This target has already been achieved, with the ratio standing at 20.5% in April 2021. JICA has also achieved the overall target value for women in managerial positions set by the government for independent administrative agencies, which is 15% by March 2021 [→ see Graph 2].

JICA is also encouraging all employees to take advantage of the various support systems available to help them achieve a balance between their respective life events and careers. Many female employees are given overseas assignments after giving birth, and in recent years, this number has consistently been around 30. Also, more male employees have been taking childcare leave (17 in fiscal 2020). While actively employing persons with disabilities, JICA is also striving to create accessible workplaces for persons with disabilities (for example, holding regular internal discussion meetings, and conducting inhouse training for all staff through e-learning).

Over the past several years, JICA has also been putting considerable effort into training for local staff (“national staff”) recruited at JICA overseas offices, and in addition to local training and distance learning using videoconferencing systems, JICA is providing them with opportunities to work in Japan.

OJT and training that focuses on resourcefulness and independence

JICA places a particular emphasis on OJT, which promotes growth and development of employees through everyday duties. For example, JICA assigns both trainers and mentors to new employees for on-site training and guidance. A characteristic system that JICA has introduced to take advantage of its numerous overseas project sites is overseas OJT for new employees. New employees are dispatched overseas for a few months to instill in them a sense of *gamba*. (Overseas OJT was not conducted in

fiscal 2020 due to the COVID-19 pandemic). From fiscal 2020, JICA assigns mentors to mid-career recruits as well in an effort to improve communication and raise awareness of the importance of human resources development within JICA.

Focusing on the spontaneity of the employee, JICA is also establishing and expanding systems that support independent career formation by each employee. These include a system in which employees can do up to a certain amount of work at a place other than their assigned workplace (“10% sharing rule”), as well as the “in-house intern training system” in which employees can experience work on a short-term trial basis in a different section of their interest. In addition, employees in all job grades are receiving training aimed at fostering leadership and management skills corresponding to their respective number of years’ service and positions. JICA also offers “JICA Academy,” a permanent training program designed to teach core skills every JICA employee should have. In addition, JICA has introduced a long-term studies system in which employees can take a leave of absence and study at a postgraduate college abroad or in Japan to gain an academic degree, and a secondment training system in which employees can broaden their knowledge and skills through work at a different organization.

In fiscal 2020, JICA conducted trainers training, given that many training sessions are provided by its employees. Because of the limited opportunities for face-to-face training due to the COVID-19 pandemic, JICA also made more training content available on an on-demand basis. Moreover, with the establishment of the Office for Human Resources for Development Cooperation in the Human Resources Department in April 2020, JICA is taking a strategic stance in moving forward with medium- to long-term personnel training and career development support for development cooperation personnel, including those outside JICA.

MESSAGE

To Be an Organization That Continues to Be Counted On, Chosen, and Given High Hopes



Ikura Yoshinobu
Director General, Personnel Department

We are entering an unpredictable age of volatility, uncertainty, complexity, and ambiguity (VUCA). COVID-19, which some say is comparable to the Great Depression and the world wars, continues to rage. Discontinuous social change is looming large in Japan and the rest of the world. Reform is needed more than ever to cope with this emerging age.

In retrospect, JICA has implemented significant reforms, including conversion to an independent administrative institution in 2003 and organizational integration in 2008, as well as its forays into new undertakings such as peacebuilding projects, SDGs Business Supporting Surveys, and the Science and Technology Cooperation. But what about our corporate culture? The Japanese-style employment system and work style that were prevalent more than three decades seem to endure almost unchanged, even at JICA. And JICA is apparently no exception when it comes to the over-adaptation to the “bureaucratic code,” which calls for more power, budget, and

personnel and boasts the infallibility of bureaucrats.

JICA needs to reform itself so that it can make a larger difference in addressing various social issues abroad as well as in Japan for sustainable contributions in this regard. To that end, it needs to move away from the long-held principle of self-sufficiency and accelerate innovation and partnership by sharing its values through dialogue with a wide range of actors.

Fiscal 2021 is the last year of the current Medium-term Plan of JICA as an incorporated administrative agency and the year when the next plan is formulated. Taking this as a golden opportunity to update the organization, JICA will reform itself based on three pillars: promotion of digital transformation (DX) and corporate transformation (CX); project management reform, including the creation of platforms for solving problems in a co-creative manner; and personnel system reform, including the development of SDGs-oriented human resources.

Security Measures

JICA announced the JICA Declaration on Security Measures in November 2017. This was to express to people in Japan and abroad JICA's strong resolve to do all it can to ensure that its partners engaged in JICA's cooperation (JICA partners) can travel to their assignment places safely, work there safely, and return home safely.

Threats in the international community are changing daily and hourly in terms of both level and aspect. Recent years have seen

the growing threat of indiscriminate terrorism, social upheaval, heinous crime, and traffic accidents. Since 2019, the world has been faced with a new crisis—the global COVID-19 pandemic.

While JICA is institutionally committed to day-to-day security measures, it is important that each partner also maintain a high level of crisis management awareness and take security measures one by one on a daily basis. JICA is stepping up efforts to take specific measures to this end.

Responding to COVID-19

1. Protecting our partners in the global pandemic phase

COVID-19—which was first reported in December 2019 in Wuhan, China, as an unidentified pneumonia—spread extremely rapidly across the globe. Many countries closed their borders, took strict border controls, and locked down major cities before the epidemiological characteristics or medical health hazards of the unknown virus came to light. Many international flights were suspended, seriously hampering the international flows of people.

Under these circumstances, in January 2021, JICA had its volunteers working in China to return to Japan as a temporary measure. Starting in March, it expanded the geographical scope of this temporal return-home instruction to the entire globe to cover JICA volunteers working on the frontlines of the field and other partners who had underlying conditions or were old in age. JICA also examined the emigration and immigration bottlenecks and infection status in each country. By September that year, some 6,000 partners returned to Japan from 88 countries. Furthermore, JICA supported the return of its partners in financial cooperation by consulting with partner country governments, securing departing flights, and helping the departure of engineers of third-country nationalities.

Meanwhile, Japanese staff at JICA overseas offices remained there by rotation while enhancing measures for their own safety and health. They assisted returned JICA partners in their remote work in order to ensure operational continuity. They also made preparations for early resumption of overseas travel and return to their assigned countries.

2. Efforts to resume safe travel and continue operations

The global COVID-19 pandemic not only threatened people's lives and health but also adversely affected many other aspects, including economic and social activities, employment, education, and poverty. While countries closed their borders and the momentum to put their policies first increased, the importance of standing up to this global crisis through international coordination and cooperation was emphasized more than ever.

Against this backdrop, JICA worked on and developed three frameworks of its own for forging ahead with its operations that entailed international travel, while ensuring safety and health of its partners.



Viet Nam: An intensive-care unit of the Cho Ray Hospital, the largest medical facility in southern Viet Nam. JICA worked on the return of its project partners to their countries of assignment after making necessary arrangements, including assessing the situation of health care institutions in each country to prevent COVID-19 infection.

The first framework was a set of travel rules to be observed by JICA project partners in order to prevent COVID-19 infection and spread. These rules included the Code of Conduct that set out the behavioral patterns to be followed by each partner, encouraging them to practice self-restriction and self-restraint. All partners must agree to abide by this Code of Conduct before undertaking international travel. Also included were rules on travel itineraries and guidelines on infection prevention at project sites.

The second framework consisted of country-specific response arrangements and manuals, both of which were designed to protect the safety and health of JICA project partners. JICA put in place an arrangement for closer coordination with medical institutions and prepared a manual to be followed in times of ill health. This was to ensure prompt and appropriate response in cases where project partners are suspected to have been infected with COVID-19 or suffer other serious illness or injury. JICA worked to resume the return travel of its project partners to the countries and regions where conditions permitted.

The third framework was designed to enforce strict travel control. Travels by partners under contract to JICA were put under the sole control of the Security Management Department, which checked each travel plan to see if there was any problem with

regard to their safety or health. Liaison arrangements were also in place to allow JICA partners to take appropriate action if there were changes to emigration and immigration rules in their destination countries or at transfer sites, or changes to the border controls at the time of re-entry into Japan. Furthermore, the above-mentioned Code of Conduct called for sincere compliance with the border controls by the Japanese government, including strict quarantines upon re-entry. This was done to prevent any introduction of the virus into Japan.

Under these frameworks, JICA arranged the travels of its partners to 99 countries by March 2021. JICA constantly checked to see whether the response arrangement and manual were effective in each of these countries. When necessity arose, JICA suspended such travels as part of its meticulous response architecture.

3. Support for JICA project partners

In addition to the above, JICA provides information regarding security measures to its project partners and otherwise supports

them. The JICA website includes a page dedicated to security measures. This web page provides registered project partners with access to country-specific security measures and security manuals, among other information. The web page regularly updates and scales up information on COVID-19, including a list of countries that JICA has begun to dispatch its partners, as well as guides to prevent infection and spread.

During fiscal 2020, JICA organized briefing sessions and seminars on how better to respond to and cope with COVID-19 for a total of 4,500 project partners. Upon inquiry from individual project partners, JICA provided information on country-specific emigration and immigration arrangements, quarantine measures, and medical institutions in each country. JICA also assisted its project partners in obtaining a visa and securing a flight when additional procedures were required for the entry formalities and when they needed to visit countries for which commercial flights were not yet available.

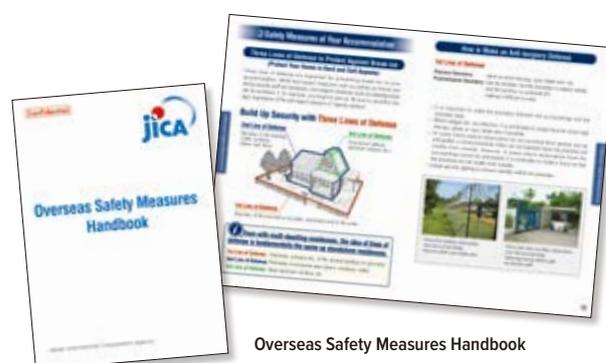
Enhancing Security Measures

Amid drastic changes in the international situation, threats to international travelers are changing in level and aspect. International travelers are always at risk; they might experience indiscriminate terrorism, including bomb explosion, aimed at causing many casualties, focused terrorism designed to kidnap a few targeted people and take them hostage, robbery by armed groups and individuals, or violence against women. Recent years have seen growing numbers of other incidents such as armed conflicts and hostilities stemming from international disputes, cases of public security deterioration associated with political instability and elections, and clashes between mass demonstrators and security forces.

Strengthening protective capabilities in both physical and nonphysical aspects

JICA helps to improve the self-defense capabilities of its project partners based on the motto: "You are the one who protects yourself." To this end, JICA takes advantage of the Overseas Safety Measures Handbook, a booklet JICA has prepared to explain the basics for acquiring such capabilities. It encourages each project partner to raise their safety awareness, change their behavior, and practice self-defense skills.

Project partners who will be dispatched overseas under direct contract to JICA must receive self-defense training prior to their departure. JICA offers open training 12 times a year for project partners who will be dispatched overseas under contract to a JICA partner company or organization as well as for partners in financial cooperation. They are encouraged to receive such training before their departure. In the first half of fiscal 2020, JICA suspended part of the training due to the COVID-19 pandemic. Then JICA began



Overseas Safety Measures Handbook

to offer it online. A total of nine online sessions were attended by 425 people.

JICA also offers manager-level training to officers at security management units and other security managers of partner companies and organizations. During fiscal 2020, it provided a total of five sessions, attended by 101 people.

On the frontline of international development cooperation, security measures for project sites, project offices, and the homes of JICA experts and volunteers are also important. From fiscal 2019, JICA applies the General Guidance for Security Measures to the sites of large cooperation projects in high security-risk areas. Projects subject to this guidance are required to define necessary physical and nonphysical security measures in the planning phase, incorporate them into their operational plans, and earmark a budget for that purpose. In short, security measures are incorporated into the project cycle for systematic response. Additionally, JICA makes a checklist for the project offices and the residences of its partners and encourage them to take necessary security measures.

Corporate Governance

Internal Control

In order to improve the effectiveness and efficiency of its operations, to comply with laws and other rules, and to accomplish objectives as stipulated in the Act of the Incorporated Administrative Agency—Japan International Cooperation Agency, JICA has developed a corporate governance structure that encompasses internal control as well.

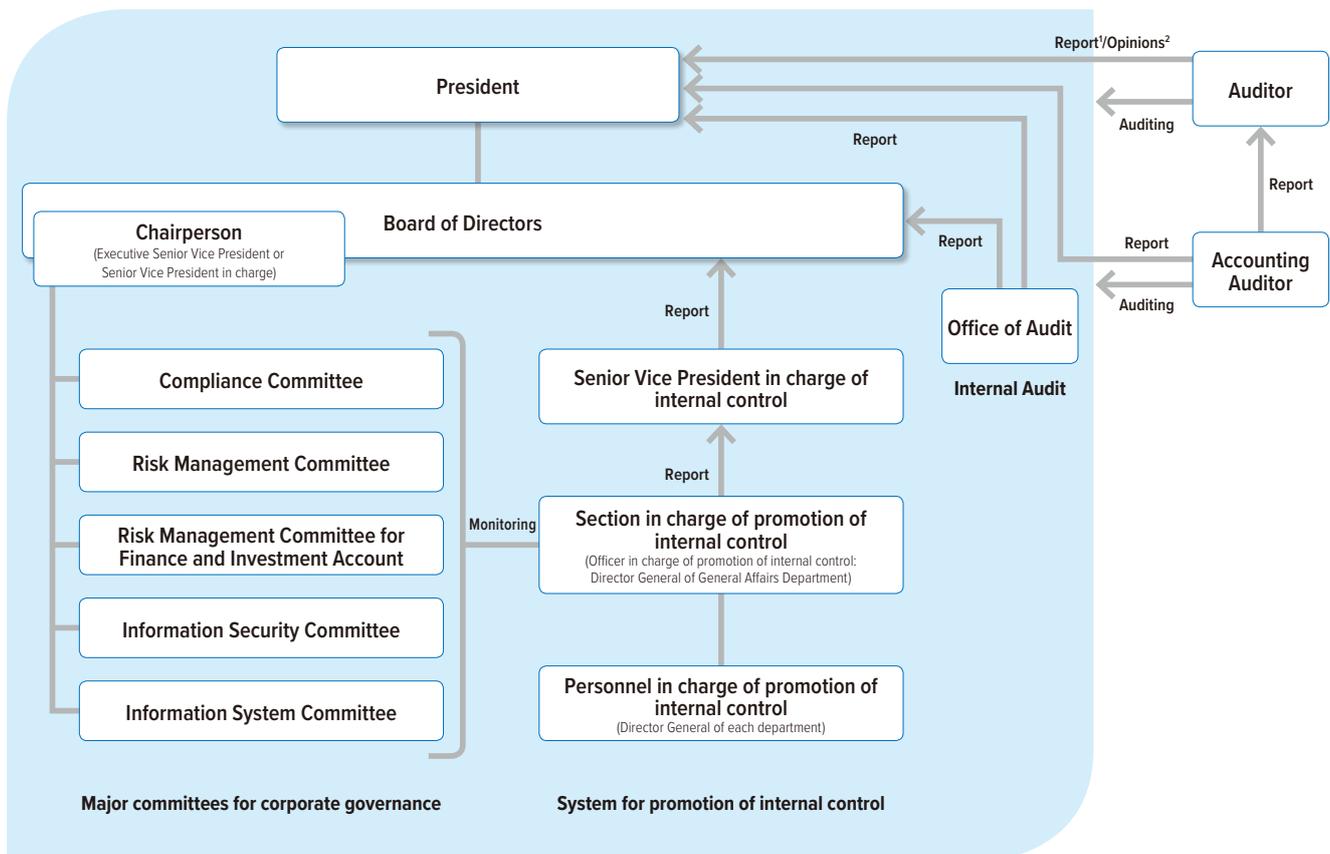
Specifically, in order to promote internal control as laid out in the Act on General Rules for Incorporated Administrative Agencies, JICA has established an internal control system where, under the President, who represents JICA and presides over its operations, the Senior Vice President in charge of general affairs takes charge of internal control along with the Director General of the General Affairs Department, who takes charge of its promotion in the organization. The status of internal control is monitored on a regular basis and reported to and deliberated on by the Board of Directors.

JICA has also established the Office of Audit as an independent section that conducts internal audits to ensure the efficiency and effectiveness of its operations. Furthermore, JICA receives audits from auditors and accounting auditors, and maintains the quality of its governance by improving its operations based on the results of the audits.

As part of its efforts to raise awareness and reinforce action for internal control, JICA has developed relevant internal regulations and a series of manuals that set out standard operating procedures. It has also compiled a policy document titled “Internal Control at JICA,” which is available to the public.

For important areas of internal control, JICA sets up committees that deliberate on relevant issues and take necessary precautions. JICA also has mechanisms to receive internal and external reporting for early detection and prevention of regulatory noncompliance.

Corporate Governance



1. The audit report is submitted to the competent minister via the president.
2. Opinions can be submitted to the competent minister.

Compliance and Risk Management

JICA's Compliance Policy

- (1) JICA shall improve the transparency and fairness of its operations and financial activities in order to secure public trust.
- (2) JICA shall contribute to the sound development of the international community through development assistance in order to secure the trust of the international community.
- (3) JICA shall meet the needs of developing regions and swiftly and flexibly provide quality services.
- (4) JICA shall consider natural and social environments when conducting its operations.
- (5) JICA shall communicate well with various levels of society and maintain an organizational culture of transparency.

Compliance

It is important that JICA, as an organization that implements Japan's ODA in an integrated manner, meets the expectations of the Japanese public and the international community in accordance with social norms, not to mention laws, regulations, and rules.

To properly enforce compliance, JICA has in place rules and guidelines to be observed by its officers and staff as well as all parties involved in ODA projects. Among them, the Compliance Rules of JICA lay out a number of regulations designed to raise compliance awareness among officers and staff and to ensure fairness in operations. The Compliance Rules stipulate key reporting systems, including the Incident Reporting system, Internal Whistleblowing system, and External Reporting system. The Compliance Rules also delineate functions of the Compliance Committee. JICA also endeavors to prevent fraud and corruption,

such as bribery and other fraudulent practices, from occurring in JICA-funded projects by accepting reports at the Consultation Desk on Anti-Corruption and other means.

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 smooth running 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 strive to reduce them. The Risk Management Committee, which regularly meets with the Senior Vice President in Charge of Internal Control serving as chair, discusses and examines measures against each risk to strengthen organizational responses.

Activities in fiscal 2020

For compliance, JICA maintained the Consultation Desk on Anti-Corruption as well as the Internal Whistleblowing and External Reporting systems. It also held training sessions and seminars for its staff members and contracted personnel to raise their awareness about compliance and further prevent the recurrence of any fraud. In addition, JICA developed internal regulations aimed at preventing sexual exploitation, abuse, and harassment, against which the international community has recently been making concerted efforts to take more actions. These regulations clearly state that JICA has zero tolerance of sexual exploitation and abuse as well as sexual harassment.

The Risk Management Committee monitored the findings of self-review of risks at each department, analyzed the trend of increased risks due to the spread of COVID-19, put together the steps to address them, and ensured that these steps were taken within the organization.

Financial Risk Management of Finance and Investment Cooperation

The operations of Finance and Investment Cooperation involve various risks, including credit risk, market risk, liquidity risk, operational risk, and other risks. The nature as well as the volume of risks in JICA's operations and the ways to deal with them differ from the risks and countermeasures at private financial institutions. Nonetheless, it is essential for JICA to have appropriate risk management, just as at a financial institution.

More specifically, risk management of Finance and Investment Cooperation is positioned as a managerial issue that needs to be addressed systematically by the entire organization. JICA has thus

adopted a risk management policy for its operations. Under the policy, JICA identifies, measures, and monitors various risks. The objective of this policy is to ensure sound and effective operations and to earn returns commensurate with risks. JICA has established the Risk Management Committee for Finance and Investment Account that examines important issues related to integrated risk management.

Credit risk

Credit risk refers to the potential loss from difficulties or failure to

recover credit assets due to the deteriorating financial condition of a borrower. The main area of Finance and Investment Cooperation is lending. Consequently, the control of credit risk is a major part of JICA's risk management. Sovereign risk makes up a considerable part of the credit risk that accompanies ODA Loan operations. JICA, as an official financier, evaluates sovereign risk by making full use of information gathered through communication with the governments and relevant authorities in the recipient countries, multilateral institutions such as the International Monetary Fund (IMF) and the World Bank, other regional and bilateral donor organizations, and private financial institutions in developed countries. As for Private-Sector Investment Finance (PSIF), JICA assesses the risk associated with lending to private entities.

1. Credit rating system

JICA has established a credit rating system as part of the organization's operating procedures that is to cover all the borrowers. Credit ratings are the cornerstone of credit risk management, being used for conducting individual credit appraisals, calculating allowance for loan losses, and quantifying credit risks. Credit ratings are divided into two categories: sovereign borrowers and non-sovereign borrowers. A different credit rating system is used for each category. Ratings are subsequently updated as appropriate.

2. Self-assessment of asset portfolio

Self-assessment of asset portfolio refers to the act by financial institutions of categorizing their own assets according to the degree of risk of such assets becoming unrecoverable or their value being eroded. It provides a means to manage credit risks; it is also a requirement for implementing write-offs and allowance for loan losses in a proper and timely manner. JICA's internal rules for self-assessment align with the laws applicable to general financial institutions, and to ensure an appropriate checking function, the first-stage assessment is conducted by the financing departments while the second-stage assessment is conducted by the credit risk analysis department.

3. Quantifying credit risk

In addition to individual credit risk management, JICA is working on quantifying credit risks with a view to evaluating the risk of the overall loan portfolio. To do that, it is important to take into account the characteristics of JICA's loan portfolio, a significant proportion of which consists of long-term loans and sovereign loans to developing and emerging countries. Also, JICA takes into account multilateral mechanisms for securing assets such as the Paris Club, which is a unique framework for debt management by official creditor countries. By incorporating these factors in the credit risk quantification model, JICA measures credit risks and utilizes it for internal controls.

Market risk

Market risk refers to the potential losses incurred through changes in the value of assets and liabilities caused by fluctuations in foreign currency exchange rates and/or interest rates.

JICA bears risks arising from long-term fixed interest rate loans due to the characteristics of its lending activities. In this regard, JICA is enhancing its capacity to absorb interest rate risk by using capital injections from the General Account Budget of the Japanese government.

Furthermore, interest rate swaps are carried out exclusively for the purpose of hedging interest rate risk. In order to control the counterparty credit risk of interest rate swaps, the market value of transactions and the creditworthiness of each counterparty are constantly assessed, and collateral is secured when necessary.

JICA hedges exchange rate risks, which may arise from foreign currency denominated loans and the Japanese ODA Loan with Currency Conversion Option, by way of issuing foreign currency denominated bonds as well as currency swaps, etc.

Moreover, when foreign currency denominated investments are extended in PSIF, the valuation of investments is exposed to exchange risks. JICA manages this risk through regular and continuous monitoring of exchange rate fluctuations in the currency of the country in which the counterparty is located.

Liquidity risk

Liquidity risk refers to the risk of having difficulty securing sufficient funds due to a deterioration of JICA's credit or to an unexpectedly large increase in expenditures or an unexpectedly large decrease in revenues.

JICA uses many measures to avoid liquidity risk through management of its cash flow. This includes efforts to secure multiple sources of funds such as Agency Bonds and borrowing under the Fiscal Investment and Loan Program.

Operational risk

Operational risk refers to potential losses incurred from work processes, personnel activities, improper systems, or other external events. For JICA, this refers to risks that stem from its operations, systems, and internal or external misconduct. JICA manages operational risks as part of efforts to promote its compliance policy.

Information Security and Personal Information Protection

JICA has been engaging in information security and protection of personal information by developing internal regulations for information security and personal information protection.

JICA has enhanced information security measures and revised related internal regulations to ensure safe use of the new system infrastructure that is being developed to cope with increased opportunities to work from home amid the COVID-19 pandemic.

JICA also worked to reinforce personal information protection in light of the Guidance Concerning the Measures to Properly Manage the Personal Information Held by Independent Administrative Agencies, etc. (October 2018 notice of the Administrative Management Bureau,

Ministry of Internal Affairs and Communications) as well as the EU's General Data Protection Regulation (GDPR), which was put in force in May 2018. Specifically, JICA revised its handbook of personal information protection and selected a representative in the EU under GDPR.

Today, we face a growing need for stricter information security and personal information protection. JICA has been stepping up efforts to meet this need in its operations. These efforts included, among others, (1) offering drills and training courses for staff, and (2) strengthening the framework of the Computer Security Incident Response Team (CSIRT).

Information Disclosure

In accordance with the Act on Access to Information Held by Independent Administrative Agencies, JICA, through its website and other means, provides access to information related to its

organization, operations, and finance; information related to the evaluation and audit thereof; information related to procurement and contracts; and information on related entities.

Efforts to Improve Management of Organization and Operations

Based on the Medium-term Objectives and Plan, JICA has been working on improvement of organizational and operational management. Specific activities in fiscal 2020 are shown below:

Development of organizational foundations for strategic operational management

JICA reorganized its issue-based departments and sections to clarify the division of responsibilities within JICA for the achievement of the SDGs and promote cooperation with various actors in Japan and abroad as well as the maximization of its outputs in relation to each issue. JICA also established the Operations Support Department aimed at integrating and streamlining the procedures, systems, and operations for dispatching experts and consultants under contract to JICA [→ see page 78]. In addition, JICA set up

the Office for COVID-19 Response and the Office for Science, Technology and Innovation, and Digital Transformation.

Optimization and streamlining of administrative operations

JICA is committed to streamlining its administrative operations to meet domestic and international expectations for Japan's ODA. In the course of optimization and streamlining of administrative operations, JICA has focused on reducing fixed expenses, optimizing personnel expenses, streamlining its assets, and improving the procurement process.

Major activities during fiscal 2020 include the experimental introduction of electronic proposal acceptance and electronic bidding to facilitate the digital transformation of procurement operations.

For information related to personal information protection, visit [JICA's Web page](https://www.jica.go.jp/english/policy/index.html) <https://www.jica.go.jp/english/policy/index.html>.

For information related to disclosure, visit [JICA's Web page](https://www.jica.go.jp/disc/index.html) <https://www.jica.go.jp/disc/index.html> (Japanese only).

JICA's Efforts to Combat Climate Change

JICA identifies efforts to tackle climate change and stepping up information-sharing as one of its priorities in view of a number of initiatives, including the SDGs; the Paris Agreement of 2015; the 2017 recommendations compiled by the Task Force on Climate-related Financial Disclosures (TCFD), established by the Financial Stability Board; and, in particular, the 2050 Carbon Neutral Declaration, announced by the Japanese government in 2020. JICA will remain committed to helping realize a zero-carbon society under this and other policies of the Japanese government.

Governance

In accordance with the Act on General Rules for Incorporated Administrative Agencies, JICA prepares its five-year Medium-term Plan and an Annual Plan and operates based on these Plans in order to achieve the Medium-term Objectives set by the competent ministers (the Minister of Foreign Affairs and other ministers principally for JICA). Response to climate change is also covered in these plans and operations [→ see “Performance Evaluation” on page 64].

JICA works to enhance the development effectiveness of projects it cooperates with developing countries—including those involving climate action—through monitoring and evaluation processes that utilize a consistent framework covering everything from ex-ante evaluation and in-operation monitoring to ex-post evaluation and feedback [→ see “Project Evaluation” on page 64].

Institutional and operational strategies and the JICA Guidelines for Environmental and Social Considerations

In October 2015, JICA formulated the JICA Environmental Policy as the organizational policy on global environmental sustainability—which also covers climate action. In July 2021, JICA also established a strategy for climate action projects it cooperates with developing countries following discussions by the Board of Directors.

JICA complies with the JICA Guidelines for Environmental and Social Considerations (“ESC Guidelines”) in managing its operations. As far as development cooperation projects that JICA cooperates with developing countries are concerned, JICA’s partners, including host countries, borrowers, and project proponents (“project proponents, etc.”), bear the primary responsibility for ESC. JICA’s role is to examine the ESCs undertaken by the project proponents, etc., in such projects and provide necessary support to ensure that

the appropriate ESCs are put into practice.

As part of such efforts, JICA has in place the Advisory Committee for Environmental and Social Considerations as an independent standing council that advises JICA on its examination and support of ESC. The committee consists of external experts in the relevant fields who have been impartially selected following a public advertisement. Furthermore, to ensure transparency and accountability, JICA discloses the minutes of the meetings of the Advisory Committee for Environmental and Social Considerations as well as ESC-related documents prepared by project proponents, etc. In addition, JICA has established the Objection Procedures as a fail-safe mechanism to ensure its compliance with the ESC Guidelines.

JICA is now under the process of revising the current ESC Guidelines, which were announced as far back as 2010, while taking note of international trends and ensuring transparency and accountability.

Organizational framework for enhancing operations and ensuring transparency

With regard to the organizational framework, the General Affairs Department is responsible for the environmental policy of the entire organization. The Office for Climate Change, established in 2010, is aimed at enhancing climate-related operations. The Credit Risk Analysis and Environmental Review Department takes charge of the ESC Guidelines. The Secretariat of the Examiner for the Guidelines handles objections, the content of which is reviewed by the Examiners, who are independent of the operational departments of JICA.

Strategy

JICA's Environmental Policy

JICA defines efforts to tackle climate change and stepping up information-sharing as one of its managerial priorities. The above-mentioned JICA Environmental Policy states, in the section “Basic Policy Guidelines,” that JICA will contribute “to global environmental protection in compliance with environmental laws and regulations. Furthermore, in order to prevent and reduce

negative environmental impacts that result from JICA’s activities, JICA will utilize an environmental management system and shall work continuously to improve it.” Specific measures to be taken include (1) promotion of environmental measures through international cooperation activities; (2) promotion of activities for general environmental awareness; (3) promotion of environmentally friendly activities within JICA offices and other JICA facilities; and

(4) compliance with environmental laws and regulations.

Actions to achieve international goals

The strategy for climate action projects that JICA formulated in July 2021 set out two goals. One is to work with developing countries as partners to forge ahead with development cooperation aimed at supporting a transition to a decarbonized society and making societies resilient to climate change so as to lead sustainable development. The other is to contribute, through such efforts, to achieving the international goals set out by a number of international arrangements, including the Paris Agreement, a specific framework for achieving the objectives of the United Nations Framework Convention on Climate Change; the Sendai Framework for Disaster Risk Reduction; the UN Convention on Biological Diversity; the Osaka Blue Ocean Vision; and the SDGs [[see JICA's Endeavor 3 on page 20](#)].

The strategy calls for two sets of specific actions:

1. Actions designed to support developing countries in delivering on the Paris Agreement in such aspects as formulating and implementing climate change plans, inventorying greenhouse gas (GHG) emissions, strengthening the framework for greater transparency regarding such emissions, and introducing and utilizing climate funds*
2. Broader actions that offer co-benefits and contribute to both resolving development issues and combatting climate change through the implementation of projects in a range of relevant sectors—among which are energy, urban development, transportation, the conservation of the natural environment, including forests, agriculture, environmental management, disaster risk reduction, water resources management, and health care

In taking these actions, JICA will promote an array of activities—including promoting cooperation with various stakeholders; mobilizing finance (e.g., working with private companies; promoting the use of external funds such as the Green Climate Fund or GCF); taking advantage of Japan's expertise and technology; sharing information in a strategic manner; promoting city-to-city partnerships; facilitating intra-regional partnerships; and encouraging innovations such as digital transformation (DX).

Complying with new strategies of the Japanese government

In June 2021, the Japanese government finalized the Infrastructure System Overseas Promotion Strategy 2025 (June 2021

revised version), which states: “Japan will make responsible inter-agency efforts towards global decarbonization by strengthening its engagement with partner countries, in accordance with their stages of development. To lead global decarbonization efforts, the government's basic policy will be to support infrastructure exports that guide countries' energy transitions toward decarbonization. Based on a deep understanding of the needs of partner countries, Japan will offer all available options for reducing their carbon dioxide (CO₂) emissions, including through renewable energies (such as wind, solar, geothermal, and hydrogen), as well as energy management techniques and CCUS/carbon recycling. Japan will also support the development of policies and long-term strategies with a view to attaining decarbonization in accordance with the Paris Agreement. Furthermore, as articulated in the G7 Cornwall Summit communique of June 2021, Japan commits to ending new direct government support—including through Official Development Assistance, export finance, investment, and support for financial and trade promotion—for unabated international thermal coal power generation by the end of 2021.” (tentative translation) JICA will comply with this and other policies of the Japanese government.

Opportunities and risks associated with climate change

The main opportunity that climate change offers for JICA is the potential to further support developing countries in achieving a zero-carbon society by (1) supporting mitigation projects that concern renewables, energy saving, and forest conservation as well as adaptation projects that focus on disaster risk reduction and other aspects; (2) implementing more projects under contract to the Green Climate Fund (GCF); and (3) expanding research that contributes to climate action.

Associated major risks include the impact that growing natural hazards in developing countries might have on JICA's cooperation projects (physical risks) as well as the additional costs of dealing with climate change in JICA's cooperation projects that result from stricter laws and regulations and rapid technological progress (transitional risks). JICA will start scenario analyses to assess the impacts of risks associated with climate change. It will also proceed with the study of strategies aimed at supporting a transition to a zero-carbon society.

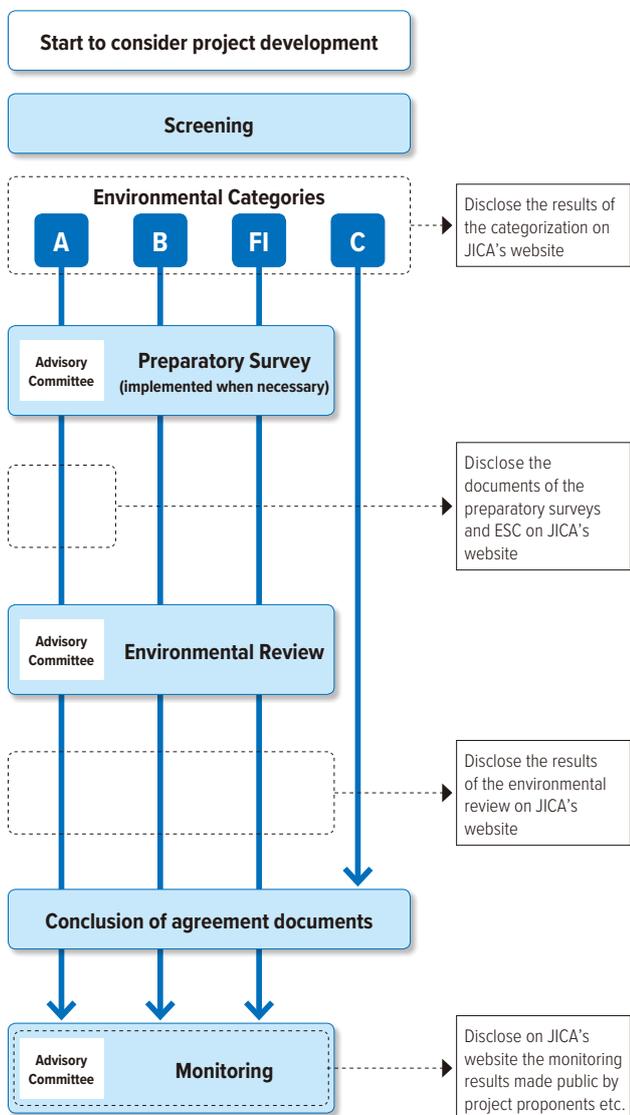
*A climate fund is a pool of money contributed by national public funds, multilateral development banks such as the World Bank, and the private sector for climate actions. Climate actions refer to activities aimed at reducing GHG emissions and increasing their uptake (mitigation), those aimed at preventing and reducing damage associated with the impact of climate change (adaptation), or both.

Risk Management

JICA defines risks as factors that will act as barriers to its operations—including those associated with climate change. To achieve organizational objectives and plans in an effective and efficient manner, JICA assures implementation of risk management systems and performs risk identification and assessment for the

smooth running of its projects [[see “Compliance and Risk Management” and “Financial Risk Management of Finance and Investment Cooperation,” both on page 71](#)].

Flowchart for Environmental and Social Consideration Procedures



Managing environmental and social risks

JICA manages the environmental and social risks of its projects for developing countries by applying the ESC Guidelines mentioned earlier. The ESC Guidelines set out three processes: Screening, in which projects are classified into four categories based on the magnitude of their potential impacts; Environmental Review, in which JICA examines and evaluates the ESC during the review of the project proposal; and Monitoring, in which JICA follows up on the ESC activities for a certain period of time, including the post-completion stage [→ see the figure at left].

In each process, JICA proactively discloses information on environmental and social considerations in collaboration with project proponents, etc., in order to ensure accountability and promote the participation of various stakeholders. The process of Environmental Review involves (1) identifying the potential negative impacts of projects that are likely to have significant adverse impacts on the environment and society, based on the ESC-related documents submitted by project proponents, etc.; and (2) evaluating the proposed measures for avoidance, minimization, mitigation, or compensation for the negative impacts.

Climate Finance Impact Tool (JICA Climate-FIT)

JICA identifies and assesses the climate risks of its cooperation 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 (mitigation and adaptation measures).

In addition, JICA may help project proponents, etc., with ESC-related surveys and procedures through the preparatory survey and detailed design, both of which are conducted in the project planning phase. JICA also supports project proponents, etc., in building their capacity in the climate change sector through its technical cooperation in the Knowledge Co-Creation Program and other occasions. Furthermore, JICA takes measures to reinforce Japan's support system. These measures include offering capacity-building training to relevant parties in Japan and overseas, gathering information on ESC in developing countries, and sharing information with other development partners.

Metrics and Targets

JICA understands that climate change will pose higher risks for JICA's cooperation projects in their attempt to achieve development impacts, especially in relation to the SDGs. With this understanding, JICA will identify specific indicators and targets to be used for evaluating and managing risks and opportunities associated with

GHG emissions and climate change after conducting planned scenario analyses.

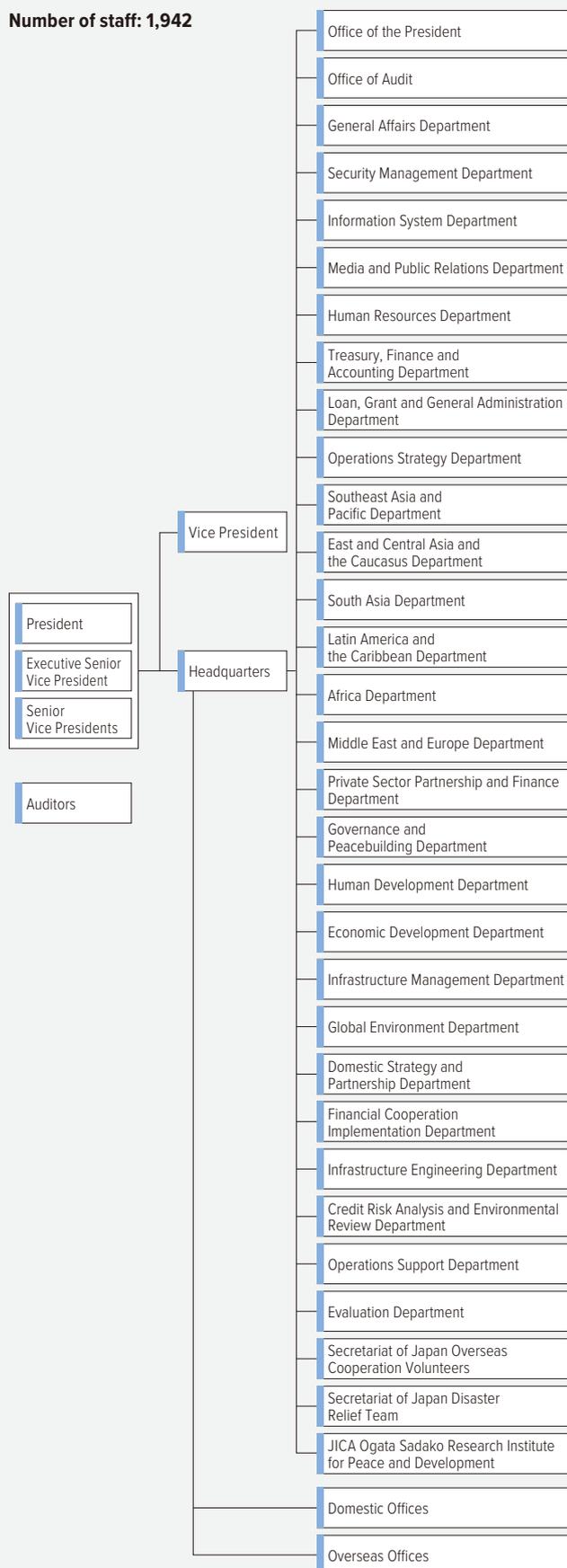
In addition, JICA will remain committed to reducing energy consumption at its offices and facilities in Japan with specific targets.



Organizational Information

Organization Chart / Executive Officers and Auditors (As of July 1, 2021)

Number of staff: 1,942



- Number of executive officers and auditors: Pursuant to Article 7 of the JICA Act, there shall be one president and three auditors, and there may be one executive senior vice president and up to eight senior vice presidents.
- Terms of office of executive officers and auditors: Pursuant to Article 21 of the Act on General Rules for Incorporated Administrative Agencies, the term of office of the president is from the date of appointment until the last day of the mid-term plan currently in effect at the time of the appointment, and the term of office of each auditor is from the date of appointment until the date that the audited financial statements covering the final fiscal year of the mid-term plan for which such auditor is responsible are approved. Pursuant to Article 9 of the JICA Act, the term of office of the executive senior vice president, if any, is four years, and the term of office of the senior vice presidents, if any, is two years.
- The names, current positions and previous positions of executive officers and auditors are as follows.

Title	Name	Date of Appointment
President	Shinichi Kitaoka	October 1, 2015 (Reappointment)
Previous Position:	President, International University of Japan	
Executive Senior Vice President	Junichi Yamada	May 23, 2020
Previous Position:	Senior Vice President, JICA	
Senior Vice President	Takumi Ueshima	December 1, 2018 (Reappointment)
Previous Position:	Chief Secretary, Office of the President, JICA	
Senior Vice President	Nobuko Kayashima	October 1, 2019
Previous Position:	Vice President, JICA/ Principal Research Fellow, JICA Research Institute	
Senior Vice President	Tadashi Yokoyama	October 1, 2019
Previous Position:	Deputy Vice Minister for international affairs, Ministry of Finance	
Senior Vice President	Keiichiro Nakazawa	May 23, 2020
Previous Position:	Director General, Operations Strategy Department, JICA	
Senior Vice President	Hironori Shibata	July 1, 2020
Previous Position:	Deputy Director-General for International Trade Policy of the Trade Policy Bureau, Ministry of Economy, Trade and Industry	
Senior Vice President	Nakamura Toshiyuki	October 1, 2020
Previous Position:	Director General, Governance and Peacebuilding Department, JICA	
Senior Vice President	Yamanaka Shinichi	October 1, 2020
Previous Position:	Chief Representative, Indonesia Office, JICA	
Senior Vice President	Onodera Seiichi	July 1, 2021
Previous Position:	Counselor for Global Strategies, Minister's Secretariat, Ministry of Land, Infrastructure, Transport and Tourism	
Auditor	Hiromi Machii	January 1, 2014 (Reappointment)
Previous Position:	Compliance Officer, SG ASSETMAX CO., LTD.	
Auditor	Nobuhiro Hayamichi	July 1, 2017
Previous Position:	Senior Audit Manager, Internal Audit Office, Panasonic Healthcare Holdings Co., Ltd.	
Auditor	Masato Togawa	February 1, 2019
Previous Position:	Director General, Personnel Department, JICA	

(Senior Vice Presidents and Auditors are listed in the order of their appointment.)

(Note) Please refer to pages 80 to 81 for a list of JICA's Offices.

Please refer to [JICA's website](#) for updates of this information.

Budget

1 General Account Revenue and Expenditure Budget (FY2021)

(¥ million)

Items	FY2021
Revenues	152,260
Operational grants	150,660
Subsidies for facilities, etc.	991
Interest income and miscellaneous income	281
Contracted programs	298
Donations	30
Other revenue	—
Reversal of reserve fund carried over from the previous Mid-term Objective period	—
Expenditures	152,260
Operating expenses	140,646
Priority development cooperation issues	106,752
Partnerships with the private sector	6,106
Partnerships with various development partners	22,230
Strengthen foundations for operational implementation	5,557
Facilities	991
Contracted programs	298
Donation projects	30
General administrative expenses	10,295

Note 1. In some cases, the numbers do not correspond to the figures reflected in the "Total" section because of rounding estimates.

2. Because Grant Aid planning is determined by cabinet decision, the budget, income and expenditure plan, and financial plan prescribed in Article 13, Paragraph 1, Item 3 (i) of the JICA Act (Act No. 136 of 2002), are not included.

2 Financial Plan for the Finance and Investment Account (FY2021)

(¥100 million)

		FY2021
Investment and loan	ODA loans	14,400
	Private-sector investment finance	600
	Total	15,000
Source of funds	Capital investment from the Government of Japan (GOJ)'s General Account	470
	Borrowings from the Fiscal Investment and Loan Program (FILP)	6,784
	FILP Agency Bonds	1,400
	Other Own funds, etc.	6,346
	Total	15,000

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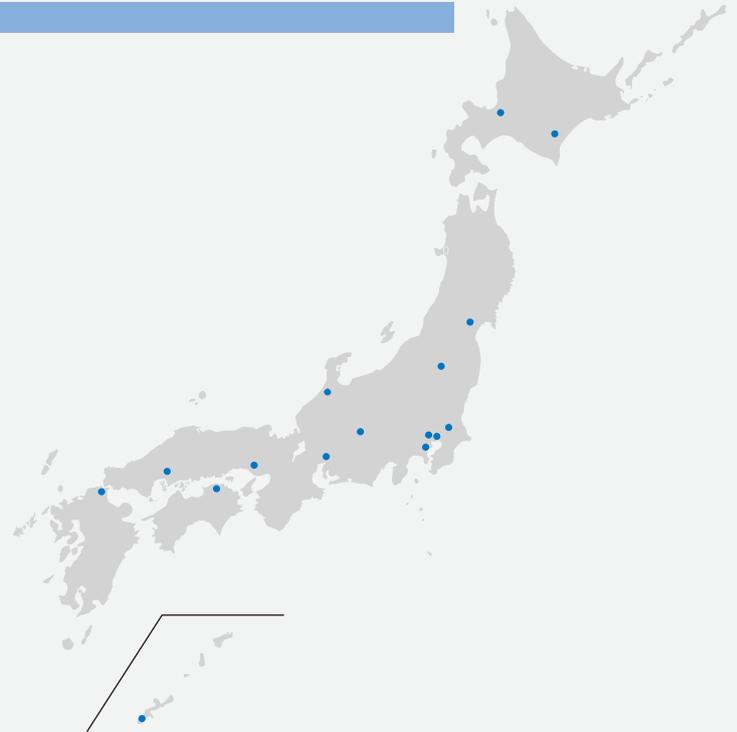
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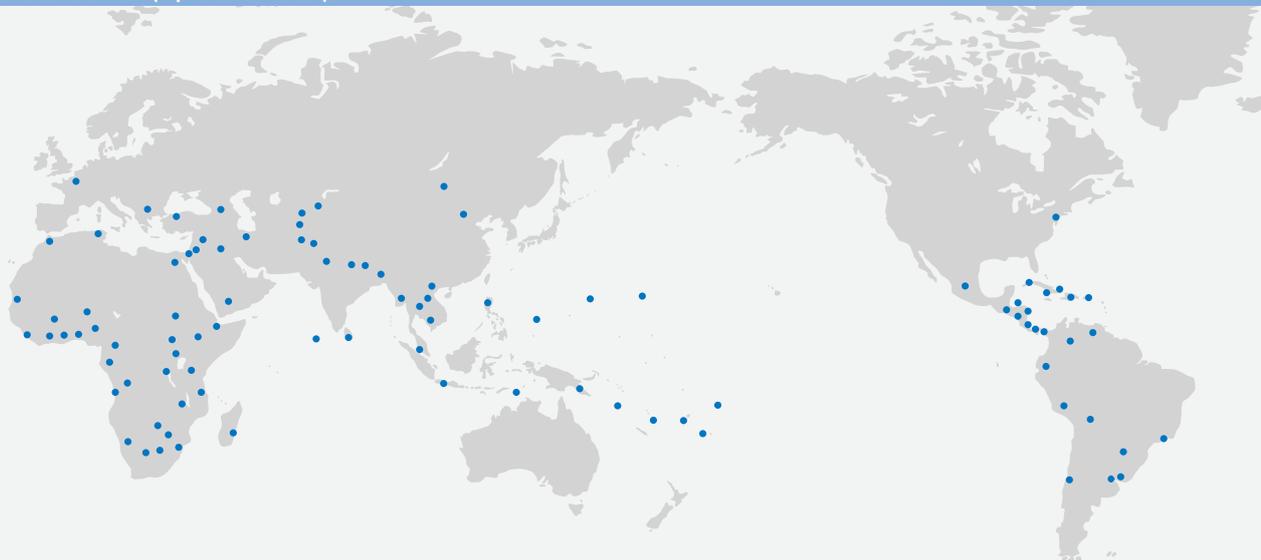
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Overseas Offices (Alphabetical order)



Asia

- Afghanistan Office
- Bangladesh Office
- Bhutan Office
- Cambodia Office
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- Kyrgyz Republic Office
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- Mongolia Office
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- Sudan Office
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- Morocco Office
- Palestine Office
- Syria Office
- Tunisia Office
- Yemen Office

Europe

- Balkan Office
- France Office
- Turkey Office

Organization

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Establishment	October 1, 2003
Capital	¥8,271 billion (as of May 2021)
Full-time Staff	1,942 (as of July 2021)
Objectives	Established as an Incorporated Administrative Agency under the Act of the Incorporated Administrative Agency - Japan International Cooperation Agency (Act No. 136, 2002), JICA aims to contribute to the promotion of international cooperation as well as the sound development of Japanese and global economy by supporting the socioeconomic development, recovery or economic stability of developing regions.

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the People of Japan

