



SDGs Business Supporting Survey

- JICA Biz -

Private Sector Partnership and Finance Department
Japan International Cooperation Agency (JICA)



Updated in Feb. 2026

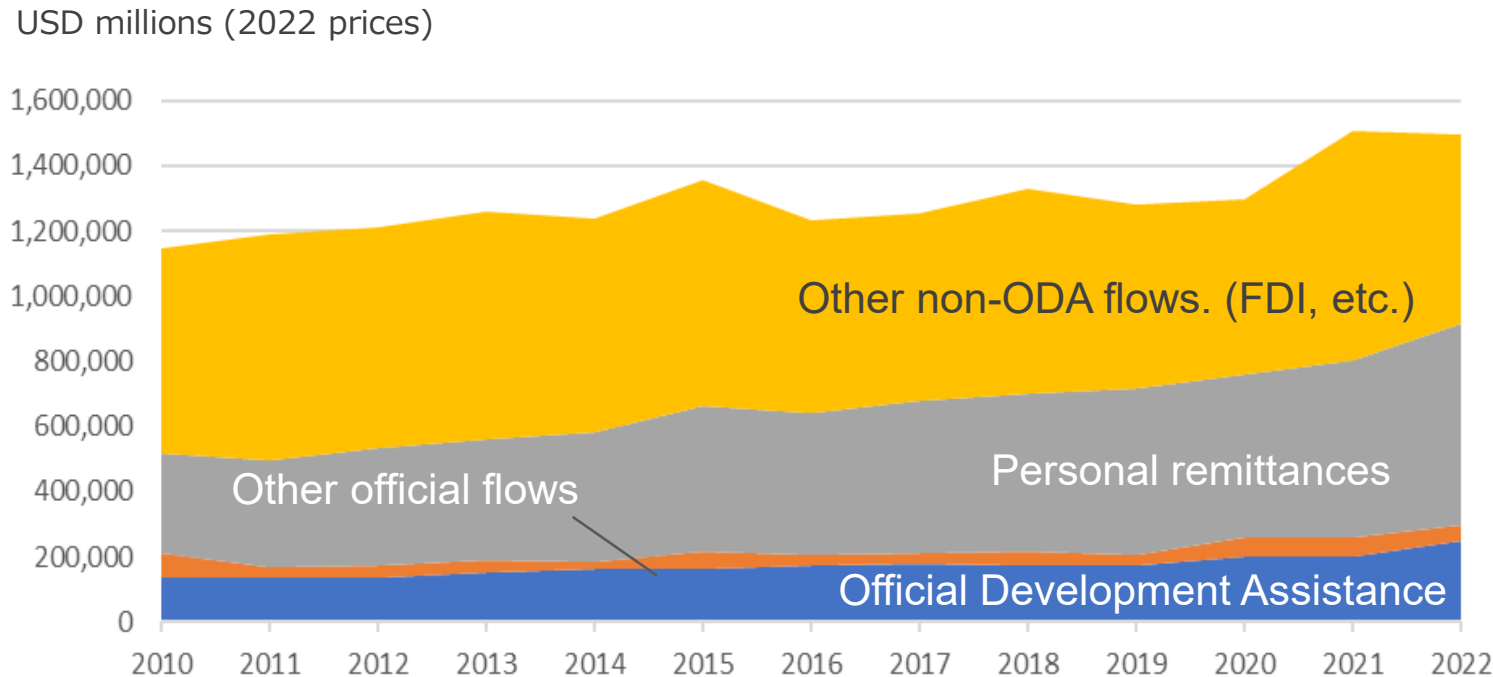
1	Background	02
2	Concept & Scheme Overview	06
3	Merits to use JICA Biz	20
4	Case Examples	25
5	Achievements	34

1. Background

1. Background | Expanding the Role of Business in Development Cooperation

- At a time when **private sector funds far exceed ODA** among the funds flowing into emerging and developing countries, **collaboration between development and business (private-sector partnership projects)** is becoming increasingly important in Japan's ODA as well.

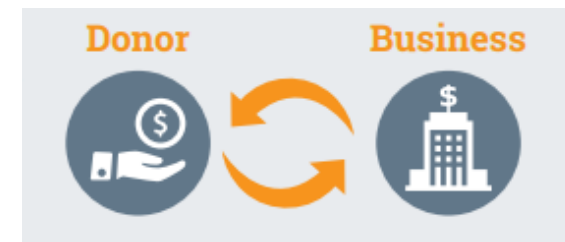
Changes in the Breakdown of Funds Inflows into Emerging and Developing Countries



Source : OECD 「Official development assistance, other official flows, foreign direct investment, and remittances for ODA-eligible low and middle-income countries, 2010-22」

Changes in the Breakdown of Funds Inflows into Emerging and Developing Countries

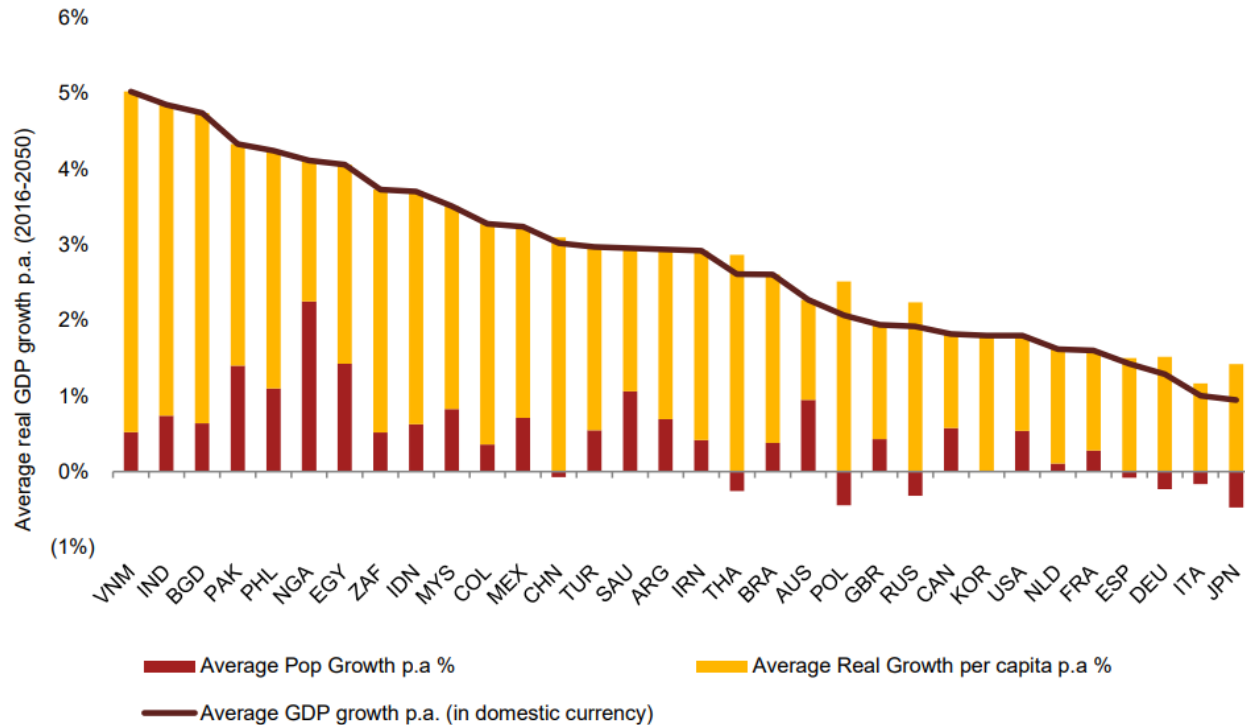
- Equal Partnership
- Long-term and organizational relationships
- Flexible market-based development based on strategic analysis



Source : DCED 「A summary of innovations and institutional change in donor agencies」 (2018年)

- Emerging and developing countries, which drive global growth and have various challenges, are becoming increasingly important as hubs **for markets, production, innovation, etc.**

Forecast of Average Annual Real GDP Growth (2016-2050)



Source: PwC "The World in 2050: How will the global economic order change?" (2017)

Examples of Innovation



◀ M-Pesa (Kenya):
Use your mobile device to send money or you can pay utility bills, tuition, etc. It quickly spread to the unbanked poor.
(Source: JETRO)

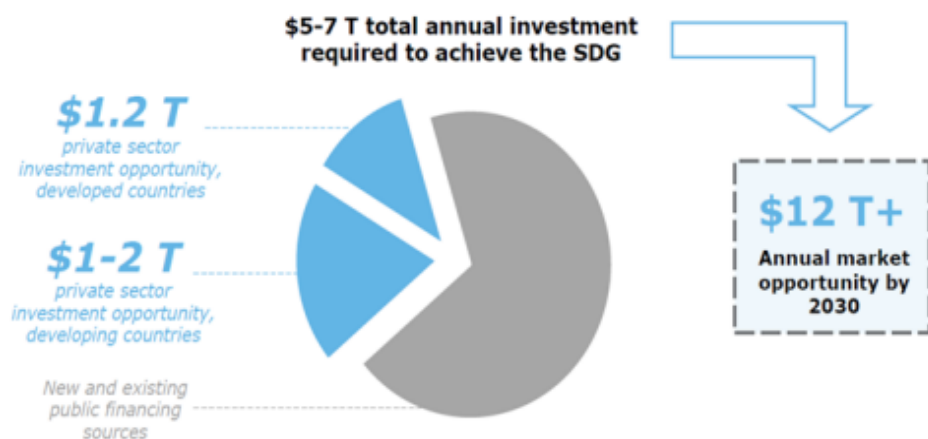


◀ Zipline (Rwanda):
Rapid blood transport by drones has helped reduce infant deaths and malaria-induced anemia, which is common in children.
(Source: Drone News)

1. Background | Business Impact Orientation

- The recognition that **contributing to SDGs is indispensable** for business sustainability and profit expansion is also spreading to companies. An increasing number of companies are incorporating SDGs into their management, and financial institutions are emphasizing ESG investment and impact investment.

Markets created by the SDGs



Source: UNDP, Ministry of Economy, Trade and Industry "SDGs Management Guide" (2019)

- Achieving the SDGs will require \$5~7 trillion a year worldwide. The investment opportunities are estimated to be \$1~2 trillion in developing countries and at least \$1.2 trillion in developed countries.
- The value of the market opportunities created by achieving the SDGs is estimated to be around USD 12 trillion per year, and the number of jobs created globally by 2030 to be around 380 million.

Trends in Japanese Firms

Company

- Japan Business Federation (Keidanren) clearly stipulates in its charter of corporate behavior that companies will drive the realization of SDGs
- 71.6% of large companies and 50.4% of small and medium-sized enterprises answered that they are active in SDGs (Source: [Teikoku Databank Survey, July 2023](#)) (Japanese version Only)

Financial institution

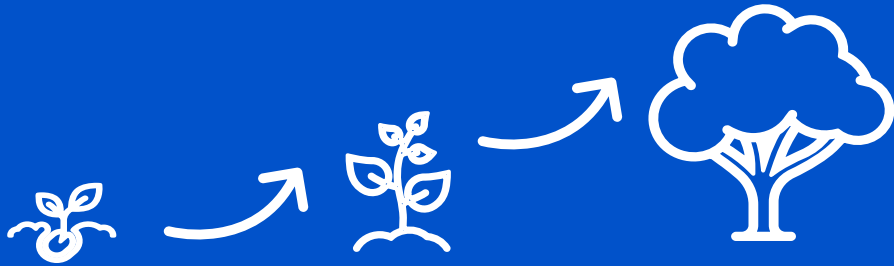
- JICA supports the initiative "[Japan Impact-driven Financing Initiative](#)" (85 signatories as of December 2024), which aims to promote the implementation of impact-oriented investment and financing by Japanese financial institutions. (Source: [TOP | Japan Impact-driven Financing Initiative](#))
- [Of the 64 banks belonging to the Japan Regional Bankers Association, 46 banks, or about 70%, have announced their SDGs declarations](#) (Source: Japan Research Institute / September 2020)

2. Concept & Scheme Overview

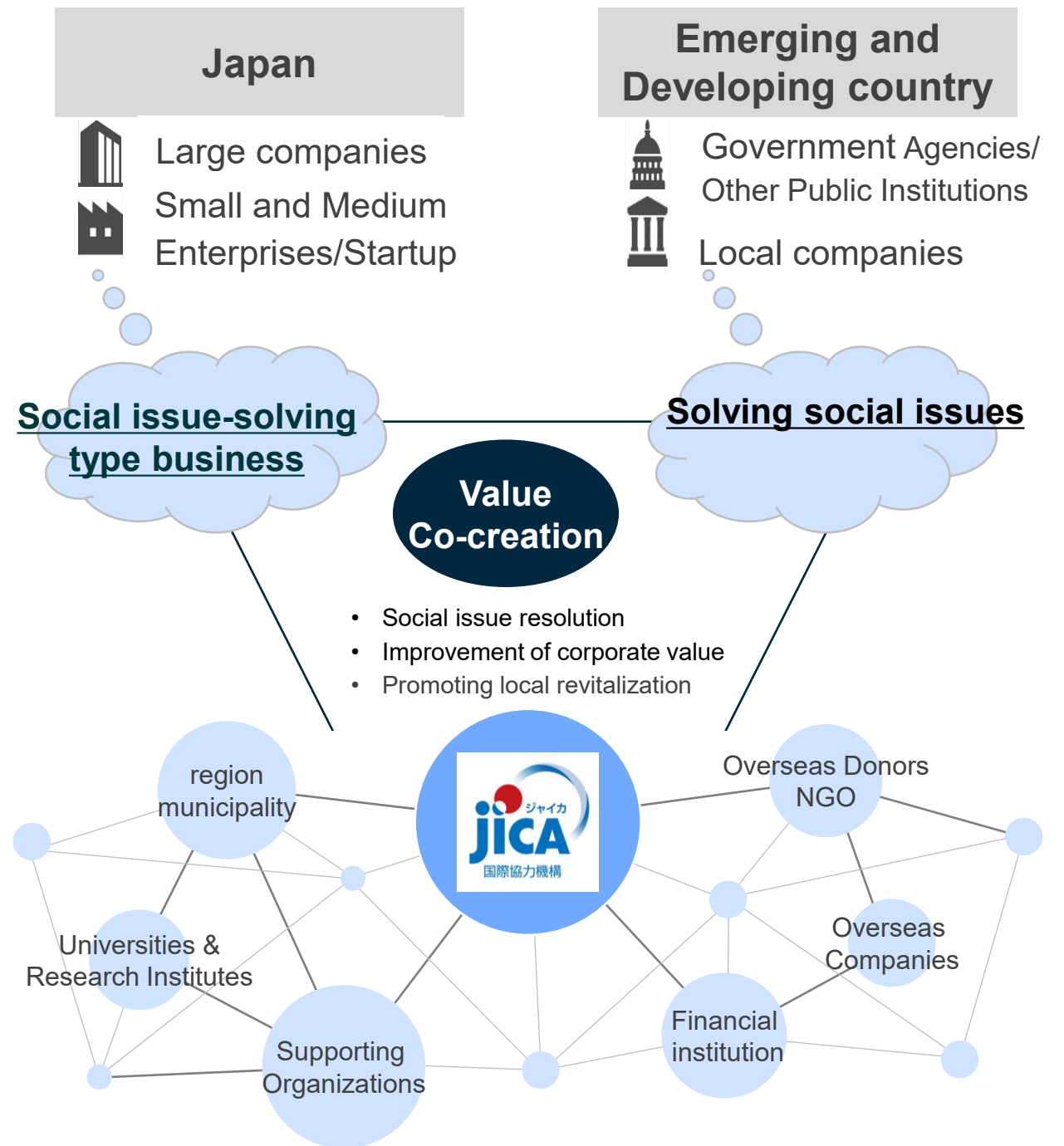
Concept

SDGs Business Supporting Surveys - JICA Biz -


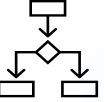

Creating businesses that solve social issues






Launching a business - JICA Biz - **➡** Business expansion - Social issue resolution -



Domestic companies are 'challenging' social issues.

-  Companies that have an organizational structure and management resources actively engaging in business in developing countries.
-  Companies that have business models that contribute to solving social issues.
-  Companies that want to achieve the SDGs with JICA and JICA consultants

JICA 'challenges' social issues solutions

-  With 15 locations in Japan and approximately 100 locations overseas, ODA is being carried out in over 150 countries and regions
-  Started ODA in 1954. Trust and a rich network built together with developing countries.
-  Support from consultants with knowledge and experience in problem-solving projects and business in developing countries.



Planning and Hypothesis



SDGs Business Needs Confirmation
SDGs Business Validation Survey

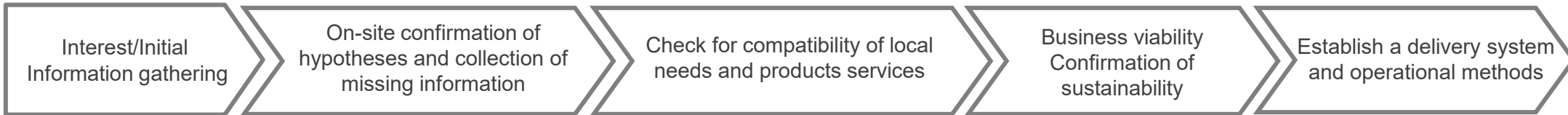


Business expansion



Solving social issues
Achieving the SDGs

- 「SDGs Business Needs Confirmation Survey」 : The main objective is to **verify the business model** after collecting information on the target countries.
 - 「SDGs Business Validation Survey」 : The main objective is to **refine the business model and develop a business plan**.
- ※The survey must be completed **by May 2029 at the latest for the 2025** announcement.



Business Development

SDGs Business Supporting Surveys(JICA Biz)

Preliminary consultation
 Consultation through your nearest JICA support office (Japanese version Only)

Enterprise co-creation platform

Newsletter, Seminar information

Business study tours
 Experience firsthand the local potential and business needs

- Local field inspection
- Visits to local ministries
- Networking with local stakeholders etc

Accompanying support by JICA consultants (business advisory)

SDGs Business Needs Confirmation Survey

Business model Verification

Basic information on the target country is collected, the compatibility of the company's products/services with developing country needs and customer needs is analyzed, and the initial business model (understanding market size, identifying customers, distribution channels, etc.), including competitive advantages, is verified.

Period	Up to 12 months
research expenses	Up to 15 million yen.
Target company	SMEs / medium-sized enterprises Non-profit corporations SME associations

SDGs Business Validation Survey

Business plan development

After confirming customer acceptance of the product/service, secure a local partner, formulate a business model, verify profitability, establish product/service delivery systems and operations, and formulate a business plan.

Period	Up to 2 years and 6 months
research expenses	Up to 40 million yen.
Target company	SMEs / medium-sized enterprises / large enterprises Non-profit corporations SME associations

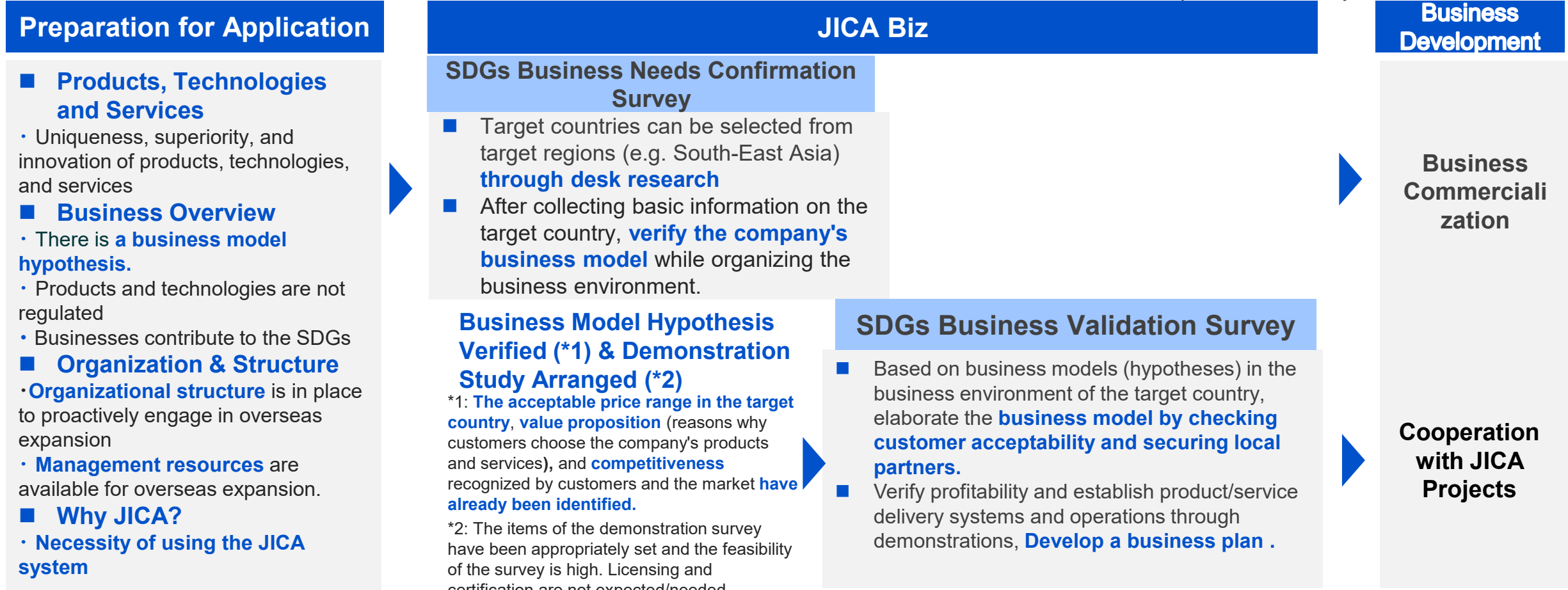
Business Commercialization

Cooperation with JICA Projects

- Depending on the status of **business model hypothesis testing, etc.**, you can choose between “SDGs Business Needs Confirmation Survey” and “SDGs Business Validation Survey”.
- See also “**SDG Business Points**” for the status of your company’s readiness.
- **Preliminary consultation** by your local JICA agency is also highly recommended.



[Click here for SDGs Business Points >>>](#)
(Japanese version Only)



Preparation for Application

- **Products, Technologies and Services**
 - Uniqueness, superiority, and innovation of products, technologies, and services
- **Business Overview**
 - There is a **business model hypothesis**.
 - Products and technologies are not regulated
 - Businesses contribute to the SDGs
- **Organization & Structure**
 - **Organizational structure** is in place to proactively engage in overseas expansion
 - **Management resources** are available for overseas expansion.
- **Why JICA?**
 - **Necessity of using the JICA system**

JICA Biz

SDGs Business Needs Confirmation Survey

- Target countries can be selected from target regions (e.g. South-East Asia) **through desk research**
- After collecting basic information on the target country, **verify the company's business model** while organizing the business environment.

Business Model Hypothesis Verified (*1) & Demonstration Study Arranged (*2)

*1: **The acceptable price range in the target country, value proposition** (reasons why customers choose the company's products and services), and **competitiveness** recognized by customers and the market **have already been identified**.

*2: The items of the demonstration survey have been appropriately set and the feasibility of the survey is high. Licensing and certification are not expected/needed.

SDGs Business Validation Survey

- Based on business models (hypotheses) in the business environment of the target country, elaborate the **business model by checking customer acceptability and securing local partners**.
- Verify profitability and establish product/service delivery systems and operations through demonstrations, **Develop a business plan**.

Business Development

- **Business Commercialization**
- **Cooperation with JICA Projects**

2. Scheme Overview | Considerations in Selection of Target Countries

- When selecting a project country, please check **the “Main Considerations for Project Countries”** included in the Call for Proposals.
- The “Points to Consider” will be updated in conjunction with each announcement. The above link is the information in the announcement of FY2024.
- **Particular attention is required for Vietnam.** As shown below, it is necessary to take measures in accordance with Government Decree No. 80.
- The upper limit for the period of survey is 2 years and 6 months for the SDGs Business Validation Survey, **but if the survey or demonstration is conducted in collaboration with a public organization, etc., the net survey period may be reduced to 6 months to 1 year, or in some cases, more than 1 year. Please note that submission of deliverables (business plan, etc.) is mandatory even if the net survey period is shortened.**
- If you are proposing a business demonstration project in which you will conduct a survey or demonstration in collaboration with a public organization in Vietnam, please take the following actions in “4.Feasibility of Survey and Demonstration Plan” section of the project proposal or in “Appendix 6: Survey Schedule.”
 - (1) Describe the results of prior consultation with the JICA Vietnam Office.
 - (2) Describe the status of preparation (including the status of coordination with public organizations, etc.) in response to Decree No. 80.
 - (3) Survey process: The survey to be conducted in collaboration with public organizations should be planned within a maximum period of one year and six months.

(Excerpts from information for FY2024 (**red parts have been revised**))

- When a foreign individual, corporation, or institution conducts a research or demonstration project in Vietnam in collaboration with a Vietnamese public institution, it may be necessary to obtain approval in accordance with Vietnam's Decree No. 80 (Decree No. 80/2020/ND-CP), **etc.** at the start of the project. We recommend consulting with the Vietnam Office in advance to determine in which cases such approval may be required.
- In cases where an application for approval of an activity is required under Decree 80, the public organization, **etc.** must apply for approval of the activity to the competent authority (competent ministry or local people's committee of the activity site) and obtain a written decision of approval. Therefore, these procedures **generally take from 6 months to 1 year, and in some cases more than 1 year.**

2. Scheme Overview | SDGs Business Needs Confirmation Survey

- Collect basic information on the target country, analyze the compatibility of the company's products/services with the needs of developing countries and customer needs and verify the initial business model (understanding of market size, identification of customers, distribution channels, etc.), including competitive advantages.

SDGs Business Needs Confirmation Survey

Target Corporation	SMEs, Medium-sized enterprises, SME associations, non-profit corporations
Research expenses	Maximum 15 million yen <ul style="list-style-type: none">❑ Travel expenses (airfare, daily allowance, accommodation), labor costs, vehicle-related expenses, seminar and other related expenses, document preparation costs, miscellaneous expenses, subcontracting costs❑ Travel expenses can be charged outside the ceiling for regional financial partnerships programme
Period of the survey	Maximum 12 months
Project implementation structure	Consulting services by JICA consultants <ul style="list-style-type: none">❑ Business Advisory❑ Get funding to kick-start your business quickly and develop a preliminary business plan
Fields covered	All fields (those that are effective for the social and economic development of developing countries) Examples: financial systems, health and nutrition, private sector development, transportation, climate change, natural environment conservation, etc.
Target country	In principle, the country where the JICA overseas office is located
Notes	Applications are accepted in the target area (e.g. Southeast Asia, etc.), but local travel is limited to one country

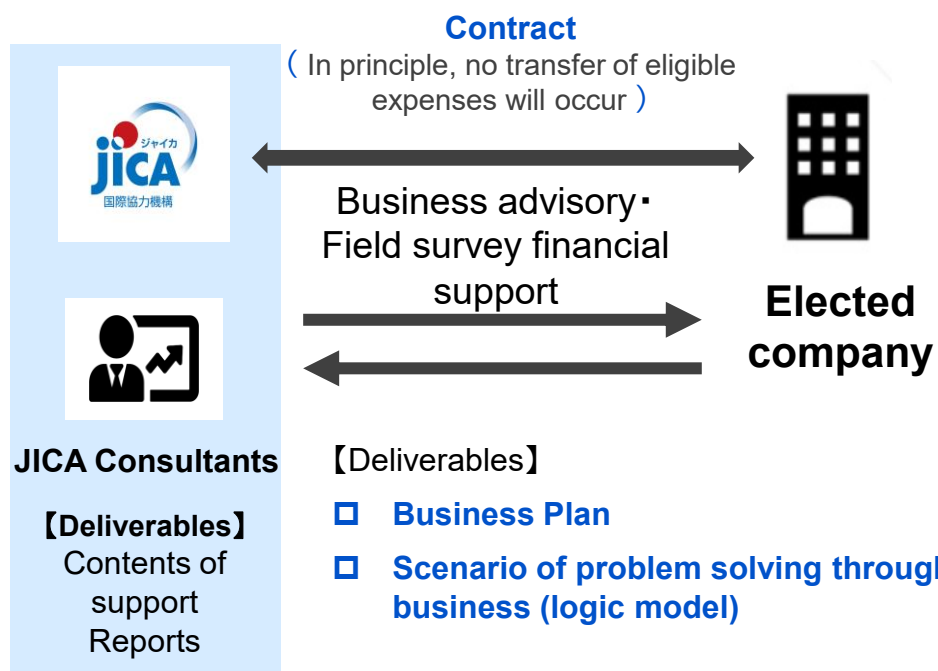
2. Scheme Overview | SDGs Business Validation Survey

- After confirming customer receptivity to the product/service, secure a local partner and **refine the business model**
- Verify profitability, build product/service provision systems and operations, and **develop business plans**.

SDGs Business Validation Survey	Target Corporation	Small businesses, Mid-sized businesses, Large corporations , Small business associations, Non-profit organizations
	Research expenses	<p>Upper to 40 million yen</p> <ul style="list-style-type: none"> ❑ Travel expenses (airfare, daily allowance, accommodation), labor costs, vehicle-related expenses, seminar-related expenses, document preparation expenses, miscellaneous expenses, equipment expenses (rental fees, shipping fees), subcontracting expenses, expenses for activities in Japan ❑ Travel expenses can be charged outside the ceiling for regional financial partnerships programme
	Period of the survey	Maximum 2 years and 6 months
	Project implementation structure	<p>Consulting services by JICA consultants</p> <ul style="list-style-type: none"> ❑ Business Advisory ❑ Get funding to kick start your business quickly and develop a business plan
	Fields covered	<p>All fields (those that are effective for the social and economic development of developing countries)</p> <p>Examples: financial systems, health and nutrition, private sector development, transportation, climate change, natural environment conservation, etc.</p>
	Target country	In principle, the country where the JICA overseas office is located.
	Notes	Select one eligible country and apply

2. Scheme Overview | The Role of JICA Consultants

- SDGs Business Supporting Surveys supports the business of adopted companies in developing countries, **accompanied by business consultants (JICA consultants) pre-assigned by JICA.**
- JICA consultants are procured for each **JICA project at each public announcement.**
- JICA will decide on the JICA consultants who will support the selected companies based on the content of their proposals.
- JICA consultants not only provide **advisory support for business success** in developing countries, but also **assist with auxiliary activities required for research.**



- ❑ The project will be launched promptly, with the aid of business advisory and financial support (travel expenses, local activity expenses, etc.) from consultants pre-assigned by JICA, and a business plan will be formulated.
- ❑ Consultants are assigned according to development issue, area, topic, or field.

JICA consultants' support (examples)

Advisory Support

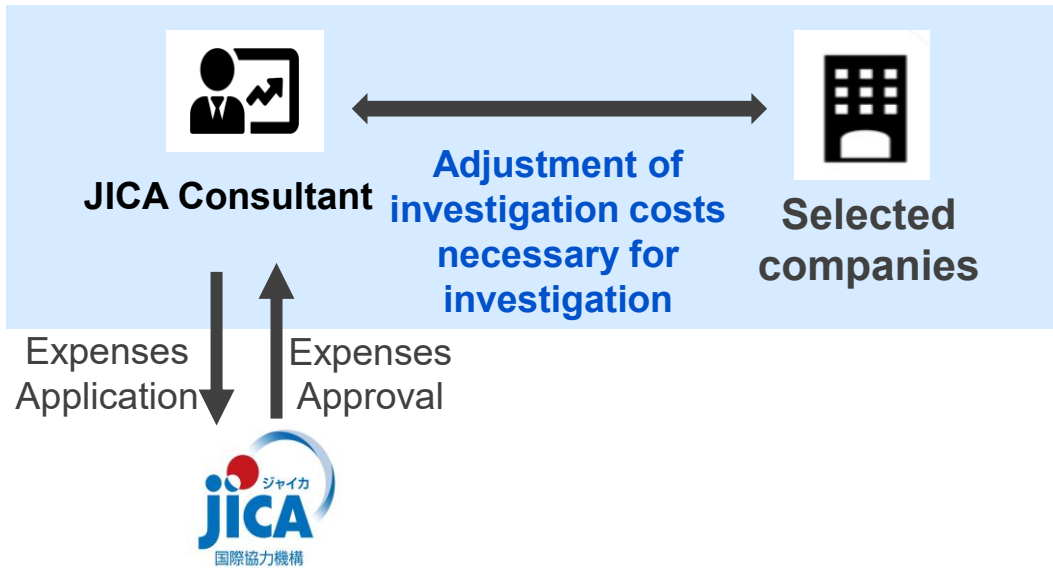
- ❑ Survey design support, on-site survey accompaniment.
- ❑ Business model review support.
- ❑ Support for various surveys: desk research, local needs research, local partner search, customer candidate search, marketing research, effectiveness verification, profitability survey, etc.
- ❑ Support for analysis of survey results.
- ❑ Business plan formulation support.
- ❑ Logic model review support.

Research support activities

- ❑ Support for travel to and preparation for travel (air tickets, vehicle arrangements, etc.).
- ❑ Budget management for research support expenses, payment in kind to selected companies, and settlement.
- ❑ Procurement, supervision and expenditure on subcontracts and local labor, etc.

2. Scheme Overview | Research

- Survey expenses are the expenses incurred by **JICA consultants to assist selected companies in conducting surveys**.
- **SDGs Business Needs Confirmation Survey**: 15 million yen (excluding tax), **SDGs Business Validation Survey** : 40 million yen (excluding tax). It consists of **general business expenses, equipment expenses, subcontracting expenses, and domestic business expenses**. Of the equipment cost, **the maximum customization cost is 5 million yen (excluding tax)**.
- The expenses that can be recorded vary depending on the scheme.
- With the exception of some expenses, **JICA consultants will provide in-kind support** to selected companies.



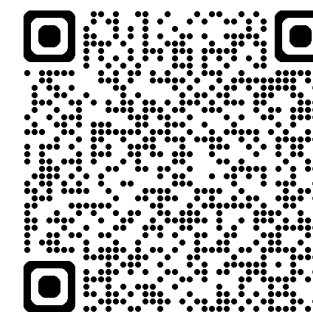
Research expenses	Overview	SDGs Business Needs Confirmation Survey	SDGs Business Validation Survey
<input type="checkbox"/> General operating expenses	These are activity costs necessary for carrying out business operations, (1) Special maid fee, (2) Vehicle-related expenses, (3) Expenses related to seminars, etc., (4) Travel expenses and transportation expenses, (5) Translation fee for materials, etc., (6) It consists of miscellaneous expenses.	●	●
<input type="checkbox"/> Equipment cost	This includes expenses for damages, customization fees, and rental fees for equipment and goods necessary for business that are owned by the selected company and used for business purposes. Shipping costs for equipment can also be recorded.	×	●
<input type="checkbox"/> Reconditioning fee	These are outsourcing expenses for having local companies etc. carry out part of the work (including construction work) under contract in the survey country, Japan, or a third country.	●	●
<input type="checkbox"/> Domestic business expenses	This covers the expenses for welcoming government officials and local business partners of the surveyed country to Japan for the purpose of providing them with an opportunity to explain and inspect the actual use of the "products and services of the selected companies" in Japan and how they are being used.	×	●

- Expenses other than general business expenses, equipment expenses, subcontracting expenses, and domestic business expenses cannot be recorded. For example, **personnel expenses of the selected company (including those paid to external personnel related to this support project) must be borne by the selected company itself**.
- Research expenses **will not be approved upon adoption**.

2. Scheme Overview | Eligibility Requirements

- **Corporations registered under the laws and regulations in force in Japan** are eligible.
- The support options available to applicants vary depending on the corporate classification of the proposing company.
- By entering information such as industry, capital, and number of employees via the QR code, you can check the options available for application.
- **For details, please check the 2025 Call for Proposals which will be posted on the announcement date.**

Corporate classification/ support scheme		SDGs Business Needs Confirmation Survey	SDGs Business Validation Survey
For-profit Corporation	Small/Medium-sized businesses	●	●
	Other than those above	-	●
Non-profit organization		●	●
Small and medium-sized business Associations		●	●



[The menu available here \(Japanese version Only\) >>>](#)

Small and medium-sized enterprises :

Small and Medium Enterprise Basic Law: Companies that fall under any of Article 2, Paragraphs 1 to 4

Companies with 2,000 or fewer regular employees (excluding small and medium-sized enterprises)

The software industry or information processing service industry is a company that falls under Article 1 of the Small and Medium Enterprise Support Law Enforcement Order

Non-profit organization : Incorporated associations, educational corporations, medical corporations, NGO, NPO, etc.

Small and medium-sized business associations : Business cooperatives, small business cooperatives, enterprise associations, cooperatives, commerce and industry associations

Startup : (1) Established less than 15 years ago (2) Unlisted (3) Corporations that meet all of the following criteria: External funding for startup companies of 5 million yen or more

Financial and sales qualification requirements will be relaxed if your proposal meets the criteria of a startup company.

※ Investment track record from venture capital firms, subsidies and commissioned projects for startups from public institutions, etc

2. Scheme Overview | Eligibility Requirements (Corporate Requirements)

- As **"requirements for corporations,"** all the following conditions (1) through (8) **must be met as of the date of the public notice**. Even after application, the absence or loss of these requirements may constitute grounds for termination of the project or contract.
- **For details on each qualification, please refer to the 2025 Call for Proposals to be posted on the date of public notice.**

Corporate Qualifications	Remarks
(1) Must be more than 1 year after establishment of corporation	
(2) Not applicable to financial indicators <ul style="list-style-type: none"> i. Net income has been negatived for the past 3 consecutive years (Net income has been in the red for the most recent 3 consecutive terms) ii. The most recent three-year average annual sales is less than 20 million yen/30 million yen iii. The most recent balance sheet (one year) shows excessive debt 	<ul style="list-style-type: none"> ❑ If the proposal is for a startup company, financial indicators i and ii may be met. iii is acceptable if the amount of fixed liabilities added to the capital section is a positive number. ❑ If the company has been in business for less than three years, the financial statements after the company's establishment will be used to make the determination.
(3) Not be a foreign company, etc.	
(4) No bankruptcy or reorganization as a corporation, no outstanding taxes	
(5) Not having been subject to any measures	
(6) Not being affiliated with any organized crime group	
(7) There are no outstanding debts with JICA	
(8) There should be no cancellation or decline of selection in the past 3 years.	<ul style="list-style-type: none"> ❑ This does not apply in cases where JICA deems it unavoidable, such as due to coronavirus infection.

2. Scheme Overview | Eligibility Requirements (Application Requirements)

- **Any application that meets** any of the following requirements (1) to (6) will be rejected. Even after application, if any of these requirements are missing or discovered, this may be grounds for cancellation of the application or contract.
- **For details on each qualification, please refer to the 2025 Call for Proposals to be posted on the date of public notice.**
- **SDGs Business Needs Confirmation Survey and SDGs Business Validation Survey that have already been adopted cannot be applied for again with the same content***

* "Similar content" is defined as "proposals from the same company, the same country, and including the same commercial materials (products, technologies, or services)."

Ineligible Applications	Remarks
(1) Applications where the target of each scheme does not match the corporate classification	
(2) Incomplete/false applications	
(3) Applications where the proposing company (including joint ventures) has no sales track record of the proposed product/service technology and know-how.	<ul style="list-style-type: none"> ❑ If the proposal matches that of a startup company (SU), some of the conditions will be relaxed. • <u>SDGs Business Needs Confirmation Survey</u>: Even if the SU has no sales record of the proposed product/service, it is acceptable if the SU has a sales record of the main element technology or has completed the demonstration phase (including customer feedback) of the proposed product/service. • <u>SDGs Business Validation Survey</u>: Applicants may apply even if they do not have a track record of sales of the proposed SU product/service, as long as they have a track record of sales of the main elemental technology.
(4) Multiple applications for this support project	<ul style="list-style-type: none"> ❑ For-profit corporations that are not classified as small or medium-sized enterprises may submit multiple applications, provided that the countries and products proposed are different.
(5) Duplicate application with other organizations and JICA projects	<ul style="list-style-type: none"> ❑ Possible if the scope of the studies is different and JICA judges that synergy can be expected by combining assistance.
(6) Applications that have a significant impact on the environment and society	

2. Scheme Overview | Screening Criteria (Example of 2025 recruitment)

- The evaluation criteria and point allocation for the SDGs Business Needs Confirmation Survey and SDGs Business Validation Survey are as follows.
- Please check the proposal together. The evaluation criteria and proposal may be changed without notice. **Please be sure to submit your application on the form provided with the 2025 Call for Proposals, which will be posted on the date of publication.**

SDGs Business Needs Confirmation		SDGs Business Validation Survey	
	1. Overview of proposed products/technology/services <ul style="list-style-type: none"> □ Uniqueness, superiority, and innovation of products, technologies, and services □ Strengths and added value of the proposing company □ Sales performance 		1. Overview of proposed products/technologies/service <ul style="list-style-type: none"> □ Uniqueness, superiority, and innovation of products, technologies, and services □ Strengths and added value of the proposing company □ Sales performance
	2. Business Overview <ul style="list-style-type: none"> □ Concept of selecting target countries/regions □ Business Model (Hypothesis) Concept □ Validity of goal setting and verification plan □ Contribution to SDGs and beneficiaries, consideration for diversity 		2. Business Overview <ul style="list-style-type: none"> □ Concept of target country selection □ Certainty of needs □ The relevance and specificity of the business model □ Risks and Countermeasures □ Local partner
	3. Corporate structure and policies <ul style="list-style-type: none"> □ Positioning of overseas expansion in business strategy and commitment of management □ Personnel Structure □ Financial Base 		3. Potential contribution to the society and economy of the target country <ul style="list-style-type: none"> □ Benefits to people, the environment, society, etc. □ Consideration of diversity
	4. Necessity and appropriateness of using the system <ul style="list-style-type: none"> □ The necessity of using the system □ Appropriateness of survey cost estimate 		4. Validity of survey/ demonstration plan <ul style="list-style-type: none"> □ Preparation before application □ Validity of goal setting and verification plan □ Maturity of demonstration plan
			5. Company structure and policies <ul style="list-style-type: none"> □ Positioning of overseas expansion in business strategy and commitment of management □ Personnel Structure □ Financial Base
			6. Necessity and appropriateness of using the system <ul style="list-style-type: none"> □ The necessity of using the system □ Appropriateness of survey cost estimate

3. Merits to use the SDGs Business Supporting Surveys (JICA Biz)

1



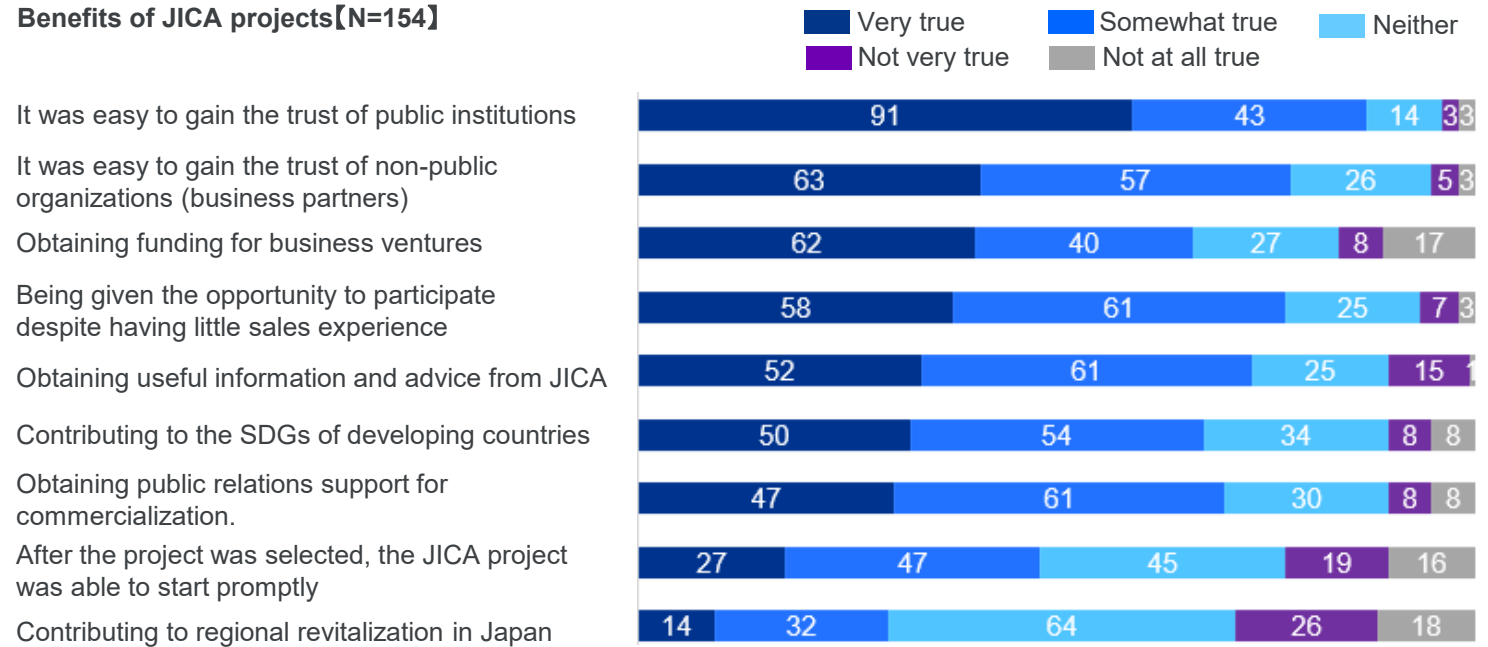
JICA's Trust and Network Utilization

Users can conduct surveys with utilizing the trust that JICA has built up with developing countries

- Users can access wider local partners which private companies can hardly reach.
- JICA can introduce key local partners such as central governments, local governments, industry groups, etc.

Building trust with public institutions and business partners

Benefits of JICA projects[N=154]



- Ease of gaining trust from public institutions. :**87%**
- Ease of gaining trust from non-public organizations (business partners). :**78%**

Source: JICA 「FY2024 Post-event Monitoring Survey Questionnaire Survey Results Report」

https://www.jica.go.jp/activities/schemes/priv_partner/document/icsFiles/afieldfile/2025/04/09/post_monitoring_2024.pdf

2



Accompanying support by consultants

You can receive business advice and on-site research support from consultants with experience in business support in developing countries.

Examples of feedback from companies that received support from JICA consultants

- When considering actual sales, the presence of advisors who utilized their marketing expertise proved to be invaluable.
- The support for researching product regulations and certification systems in countries where we were considering doing business was useful.
- Appreciate the support in selecting local partner companies for business model construction and in making appointments.
- Received support in conducting research and analysis regarding the industry structure, size, growth potential, and competition for our products in the country where the survey was conducted.

Issues and fields		JICA Consultant (FY2024 performance)
Economic Development	<ul style="list-style-type: none"> Private sector development, Agriculture and rural development, etc. 	KPMG AZSA LLC (Kaihatsu Management Consulting, Inc. NTC International Co., Ltd.)
Social infrastructure Governance and Peacebuilding	<ul style="list-style-type: none"> Transportation and Traffic, Resources and Energy, etc. Financial system Gender equality Digitalization promotion 	Deloitte Tohmatsu Financial Advisory Co., Ltd. (Deloitte Tohmatsu)
Global Environment	<ul style="list-style-type: none"> Climate change, natural environment conservation Environmental management, water resources and water supply Disaster prevention and disaster countermeasures, etc. 	EY Strategy and Consulting Co., Ltd.
Human Development	<ul style="list-style-type: none"> Medical insurance, Nutrition Education, Social security, etc. 	Deloitte Tohmatsu (Deloitte Tohmatsu Financial Advisory Co., Ltd., Japan Development Services Co., Ltd.)

() is a member company

3



Corporate Recognition Improvement

By disseminating the results with JICA, users will have wider recognition both domestically and internationally

- As a result of the survey, JICA helps dissemination of the realized business development and development impact creation both domestically and internationally
- It is expected to expand domestic and overseas partners and improve corporate recognition

Case studies published in various public relations media inside and outside JICA, as well as on the website



Information dissemination through the JICA Corporate Co-Creation Platform

- Facebook(as needed)
- Newsletter (Every Wednesday)

3. Merits to use the JICA Biz

Extensive adoption track record and high business continuity rate



4

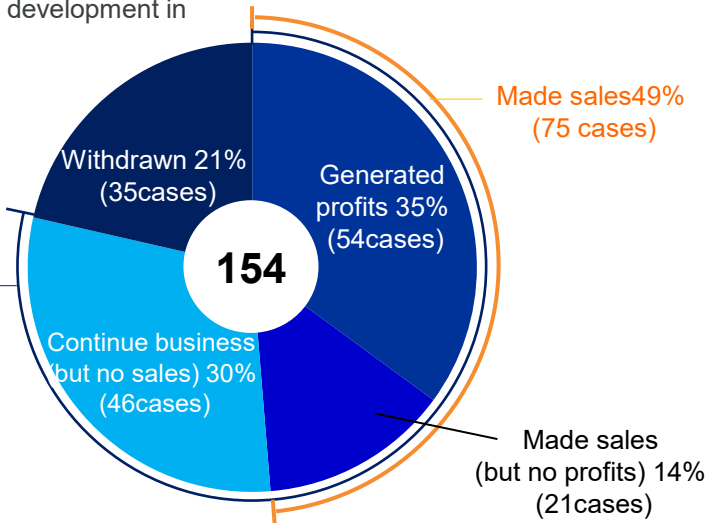


Extensive adoption track record and high business continuity rate

- ❑ Cumulative number of adoptions : 1,573 Results (including 1,228 small and medium-sized enterprises)
- ❑ Approximately 80% of companies continue to operate their businesses after the project ends.

Continuing business development in the target countries [N=154]

Continue business 79% (121cases)



source: JICA
 「 FY2024 Post-event Monitoring Survey Questionnaire Survey Results Report 」
https://www.jica.go.jp/activities/schemes/priv_partner/document/_icsFiles/afieldfile/2025/04/09/post_monitoring_2024.pdf

Through monitoring surveys, we have also gained a wealth of insights into business opportunities.

★12 points to keep in mind when starting a business in developing countries

[Click here for SDGs Business Points >>>](#)
 (Japanese version Only)



Classification	12 points	Points to note and pitfalls	
Organizational Structure	1	An organizational structure has been established that proactively tackles overseas expansion	The company that proposes the project holds the key to its success and bears the risks.
	2	Have the management resources to expand overseas	Expanding into emerging markets overseas takes more time and costs than expected
External Partners	3	Have a reliable local external partner	It is necessary to acquire local partners who can complement the weaknesses of your company, such as local legal systems, business practices, language, and personal connections.
	4	Utilizing experts who can complement the weaknesses of the company and the person himself	It is important to clearly recognize your own weaknesses in order to realize your business.
Business Environment	5	The proposed product or technology is not subject to regulation	It is not easy to change the system when there are restrictions on foreign investment
	6	The proposed products and technologies are suitable for the social environment of the country where we are expanding	The social environment that is suitable for your company will vary depending on the company, products, and business model.
	7	The company understands its value proposition (why customers choose the company's products and services)	A sustainable business cannot be realized simply by proposing products and services that meet the social issues and needs of the country in which you are operating.
Product technology	8	The proposed products and technologies have a proven track record of sales	A sales track record of your product or service is effective in reassuring potential customers.
	9	Marketing elements have been localized to meet local needs	It is necessary to localize the 4Ps (product, place, price, promotion) of the proposed products and services according to market needs.
	10	The proposed products and technologies have competitiveness recognized by customers and the market	It is necessary to eliminate subjectivity and conduct an objective competitor analysis from the customer's perspective.
	11	Measures are in place to protect the intellectual property and theft of products and technologies.	First, let's properly understand the risks. It is necessary to consider not only hardware measures but also software measures.
Business Plan	12	A feasible business plan has been formulated, and an action plan for commercialization has been organized.	A business plan is a document that provides a roadmap for business success and supports planned and effective business development.

4. Case Examples

4. Case Examples | SDGs Business Needs Confirmation Survey



South Africa
Poverty × Microfinance
HAKKI AFRICA INC.



- ❑ Small car-secured loans for taxi drivers with poor credit and limited access to financial services
- ❑ Escaping poverty through asset creation
- ❑ Stable income



Maldives
Decarbonization × Renewable Energy
Keinan Clean Co., Ltd.



- ❑ Producing zero-CO2 count, high-purity biodiesel (ReESEL) from improperly treated waste edible oil
- ❑ Promoting the use of renewable energy and contributing to achieving decarbonization goals



Indonesia
Regional Disaster Prevention × Seismograph
IMV CORPORATION



- ❑ Seismometers detect earthquakes and link them with the management system to reduce tsunami damage by closing water gates and prevent water damage from leaks by shutting off water supply systems in an emergency.
- ❑ Fewer victims and less economic loss

4. Case Examples | **SDGs Business Needs Confirmation Survey** (Poverty × Microfinance)



SDGs Business Needs Confirmation Survey for financing system for gig workers in Republic of South Africa HAKKI AFRICA INC. (Tokyo)



Development issues in the country/sector

- In South Africa, gig workers work as sole proprietors and have difficulty accessing the local banking system. As a result, many of them are unable to own their own vehicles to operate their businesses and are forced to pay high lease fees, which is a barrier to overcoming poverty

Products/Technologies of the Company

- A microfinance service specialized for gig workers
- The service is enabled by credit scoring based on the usage history of cab dispatch apps and mobile money services
- It has already been commercialized in Kenya

Survey Outline

- Survey period : April, 2024 ~ December, 2024
- Country/Area : Cape Town and Johannesburg, Republic of South Africa
- Survey Overview : Investigate the feasibility of developing a microfinance service utilizing a proprietary credit scoring system and collection management system based on information including mobile money transaction history, for gig workers, such as cab drivers, who undertake one-off work through apps etc.,.



HAKKI AFRICA's client in Kenya

Business Model

- Gig workers provide HAKKI with activity records from car-dispatch apps, mobile money records, etc., and HAKKI's proprietary scoring system establishes credit to provide a 3-4 years loan through a local financial institution.
- In the short term, the company partners with local banks to provide services centered on credit management. In the mid-long term, the company aims to obtain a financial license and provide financial services directly.

Expected Social Impact in the Country

- The new service will contribute to poverty reduction by providing a proprietary, innovative credit scoring system specifically designed for gig workers and a system that streamlines operations, thereby enabling access to financial services for those who have not been served by financial institutions in the past.



[Project overview here >>>](#)

As of April, 2024

SDGs Business Needs Confirmation Survey for High Purity Bio Diesel Fuel (ReESEL) Production in the Maldives, Keinan Clean Co. (Ena city, Gifu)

Development issues in country/sector
 The Maldives heavily relies on imported fossil fuels for power generation

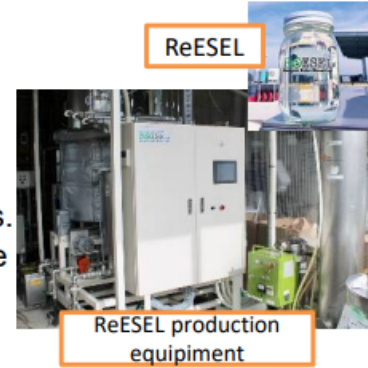
- Liquid fuels have not been decarbonized
- No reuse of used cooking oil
- Low renewable energy conversion rate

Products/Technologies of the Company
 Special technology for distillation treatment of conventional biodiesel enables production of ReESEL fuel, the world's highest purity biodiesel fuel at 99.9%

- Produce alternative deiseal fuel from used cooking oil
- Zero CO2 emission

Survey Outline

- Survey period : May 2024 – December 2024
- Country/Area : Maldives
- Survey Overview : Needs assessment survey on biodiesel fuel in the Maldives. Generate biodiesel fuel from used cooking oil in the Maldives and develop the business of biodiesel fuel in the country. In doing so, the company aims to contribute to the reduction of CO2 emissions and marine pollution in the Maldives.



Business Model

- Collect used cooking oil from Waste Management Corporation (WAMCO) or from resorts, restraints, and other facilities
- Convert to high purity biodiesel fuel (ReESEL)
- Deploy ReESEL as fuel for ships, generators, heavy machinery, and other industries that need to reduce CO2 emissions

Expected Social Impact in the Country

- Contribute to promote renewable energy use and achieve decarbonization targets by converting fuel (diesel oil) for fishing boats, generators, and heavy machinery to ReESEL fuel
- Reduce oil dumping at sea by reusing used cooking oil (reduce marine pollution)
- Raise recycling awareness



[Project overview here >>>](#)

As of January 2024

SDGs Business Needs Confirmation Survey for regional disaster mitigation needs by automatic closing of sluice gates and emergency shutoff of water supply using seismometers in Indonesia
IMV CORPORATION (Osaka city, Osaka)

6 CLEAN WATER AND SANITATION

11 SUSTAINABLE CITIES AND COMMUNITIES

Development issues of the target countries in the field of earthquake disaster mitigation

- Reduction of tsunami damage by prompt closure of sluice gates
- Prevention of water leakage and flood damage by emergency shutdown of water supply system
- Early recovery by securing water resources

Products/Technologies of the Company

- Seismometers of the proposed product will detect earthquake
- Interlocking with the management system to issue emergency alarms and shut down plant equipment
- High performance and low cost, seismometers can be installed in high-load environments

Survey Outline

- Survey period : July 2023 - March 2024
- Country/Area : Indonesia (Jakarta, Bandung, Bali, etc.)
- Survey Overview:
A survey on the interlocking of seismometers with emergency shutdown systems for important infrastructure facilities.
The project aims to contribute to disaster risk reduction against earthquakes in Indonesia, a country prone to frequent earthquakes, by preventing tsunami intrusion and securing water resources necessary for restoration.



Business Model

- Business Strategy
Service structure for maintenance by local partners
- Target customers
Local governments that manage facilities
- Revenue Structure
Sales of products and maintenance from customers.

Expected Social Impact in the Country

- Prevention of human and structural damage from tsunamis
- Prevention of water damage due to leakage from the water network
- Securing water for domestic use necessary for reconstruction
→Reduction in the number of affected people and economic loss



[Project overview here >>>](#)

As of June 2023

4. Case Examples | SDGs Business Validation Survey



Indonesia
Road maintenance management × Stabilizer
SAKAI HEAVY INDUSTRIES, LTD.



- ❑ It has a special design optimized for CAE processing, preventing uneven mixing.
- ❑ Improved strength and durability of roadbed (reduces cracks and ruts)
- ❑ Resource saving by reusing waste materials as roadbed materials



Uganda
Climate Change × Biostimulants
Ac-planta Co., Ltd.



- ❑ Stable crop production that is not greatly affected by weather
- ❑ Stable income
- ❑ Restoring green spaces
- ❑ Providing technology to neighboring countries



Vietnam
Agriculture × Solar power generation
Agritree Co., Ltd.



- ❑ Increased income for agricultural and fishery workers and stabilization of business management
- ❑ Promoting low-carbon agriculture and fisheries through solar sharing
- ❑ Contributing to decarbonization

SDGs Business Validation Survey for Utilizing of Japanese Cement and asphalt emulsion stabilizer method in Indonesia
SAKAI HEAVY INDUSTRIES, LTD. (Tokyo, Japan)

1 NO POVERTY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

Development Issues Concerned in Infrastructure Management in the Target Country

- The quality of road pavements is not sufficient, as pavement damage is noticeable everywhere, even on the main road networks throughout the city.
- Current road maintenance and repair works are often conducted by temporary measures, and it is not a long-lasting solution for road maintenance and repair works. Therefore; it can be deduced that improvement on the construction method for maintenance and repair is necessary.

Survey Outline

- **Project Period:** July 3rd, 2023 – September 30th, 2024
- **Target Area :** Java, Sumatra, Kalimantan in Indonesia
- **Project Summary:**

This project is aiming at the standardization of cement and asphalt emulsion stabilizer method, an exceptional Japanese road repair technology, as a new road repair construction method, to encourage the use of cement and asphalt emulsion stabilizer method and road stabilizers (PM550-s).

How to Achieve the Development Issues (Business Model)

- Encourage government bodies to procure road stabilizers and adopt the application of CAE method. Subsequently, we will market road stabilizers (PM550-s) to state-run enterprises and private construction companies, conducting sales, servicing and training.
- Our distribution channel begins with manufacturing by PT SAKAI INDONESIA, sales of machines by SAKAI SALES AND SERVICES to distributors, whom then supplies and services state-owned and private construction companies.

Proposed Products/Technologies

Products : Road stabilizer PM550-s

- PM550-s's appropriate design (dedicated nozzle/operator visibility) for CAE method prevents uneven mixing.
- Equipped with the function of side shift (left and right) to handle various road conditions.

Technologies : Cement and asphalt emulsion stabilizer method (CAE method)

- It is a pavement method that creates a new durable recycled sub-base course by mixing cement, asphalt emulsion and existing sub-base course material, thereby saving resources.
- By improving the strength and durability of the sub-base course and reducing the frequency of road cracks and rutting.



Expected Outcomes in the Target Country (Development Effects)

The project aims to improve the quality, durability and sustainability of roads in Indonesia's infrastructure development by rehabilitating and stabilizing deteriorated roads with cement and asphalt emulsion stabilizer method and the use of road stabilizers (PM550-s)



[Project overview here >>>](#)

2
ZERO HUNGER

8
DECENT WORK AND ECONOMIC GROWTH

SDGs Business Validation Survey for Biostimulant for
Plant Growth Promotion under droughts in Uganda
Ac-planta Co., Ltd. (Bunkyo-ku, Tokyo)

9
INDUSTRY, INNOVATION AND INFRASTRUCTURE

13
CLIMATE ACTION

15
LIFE ON LAND

Development issues in the country/sector

- Many agricultural practices relying on rainfall result in unstable crop production.
- Increasing demand for agricultural supply due to rapid population growth.

Products/Technologies of the Company

- Skeepon promotes resistance to drought and high temperatures in plants.
- Its simple application method, applying diluted Skeepon, requires no special equipment and can be easily integrated into conventional farming practices

Survey Outline

- Survey period: March, 2024 ~ July, 2025
- Country/Area: Uganda / Northern, eastern parts and around Kampala City, etc.
- Survey Overview: Ac-planta will conduct local tests and regulatory investigations necessary for product registration to sell bio-stimulant named Skeepon in Uganda. We will also investigate sales channels, transportation systems, and verify the sustainability and profitability of Skeepon sales. Research on the possibility of local production of Skeepon will also be conducted, aiming for business expansion to other countries after the project.



Business Model

- Target customers include NARO Holdings Limited (NHL) among others.
- Skeepon produced in Japan is transported to Uganda by ship and sold to farmers through NHL and others.
- Ac-planta pays fees to subcontractors and receive wholesale prices from customers like NHL who sells Skeepon to farmers.

Expected Social Impact in the Country

- Stable crop production less affected by weather conditions.
- Stable income.
- Restoration of green areas.
- Provision of technology to neighboring countries.



[Project overview here >>>](#)

As of Mar, 2024

SDGs Business Validation Survey for carbon neutralizing agriculture and aquaculture sector through application of solar sharing in Viet Nam

Agritree Co., Ltd. (Nakagawa City (Fukuoka Pref.))

Development issues in Vietnam / Agriculture and Aquaculture

In Vietnam, electricity prices are expected to rise by about 3% each year, and commercial electricity prices will rise as the costs of fossil fuels soars. In addition, the shutdown of facilities due to power outages is a serious management risk for agriculture and fisheries businesses.

Products/Technologies of the Company

Solar sharing (SS) is a system to produce agricultural crops and electricity simultaneously by building a trestle-like mounting structure about 3 meters high on farmland and installing thin solar panels at intervals. A variety of crops can be grown under this system because the light needed for crops can reach through the panels.

Survey Outline

- Survey period: June 2023 ~ September 2024
- Country/Area: Hanoi, Ho Chi Minh City, and Can Tho, Viet Nam
- Survey Overview: Conduct market research and research to establish a system for providing SS introduction support services, including financing, parts procurement, construction, and maintenance. The company will also design demonstration facilities to investigate the growth of agricultural and aquatic products and the amount of electricity used. After this survey, the company aims to develop SS businesses in Viet Nam, which in turn will help stabilize the management of farmers and fishermen and contribute to the decarbonization of Viet Nam.



Business Model

- Sell SS to production corporations and trading companies. SS is installed to farms of small producers who sell their products to the production corporations or trading companies.
- Small producers will use the electricity and pay electricity rates to the production corporation or trading company (which are cheaper than the EVN unit price).
- The surplus electricity is used at food processing or storage facilities of the production corporations or trading companies.

Expected Social Impact in the Country

Spreading SS will contribute to the eradication of poverty, reduced inequalities within and among countries, and the decarbonization of Viet Nam, as it will enable energy production in areas where electrification is lagging and increase the income of agricultural and fishery workers through the export and sale of low-carbon agricultural and fishery products to Europe, the United States, and other countries.



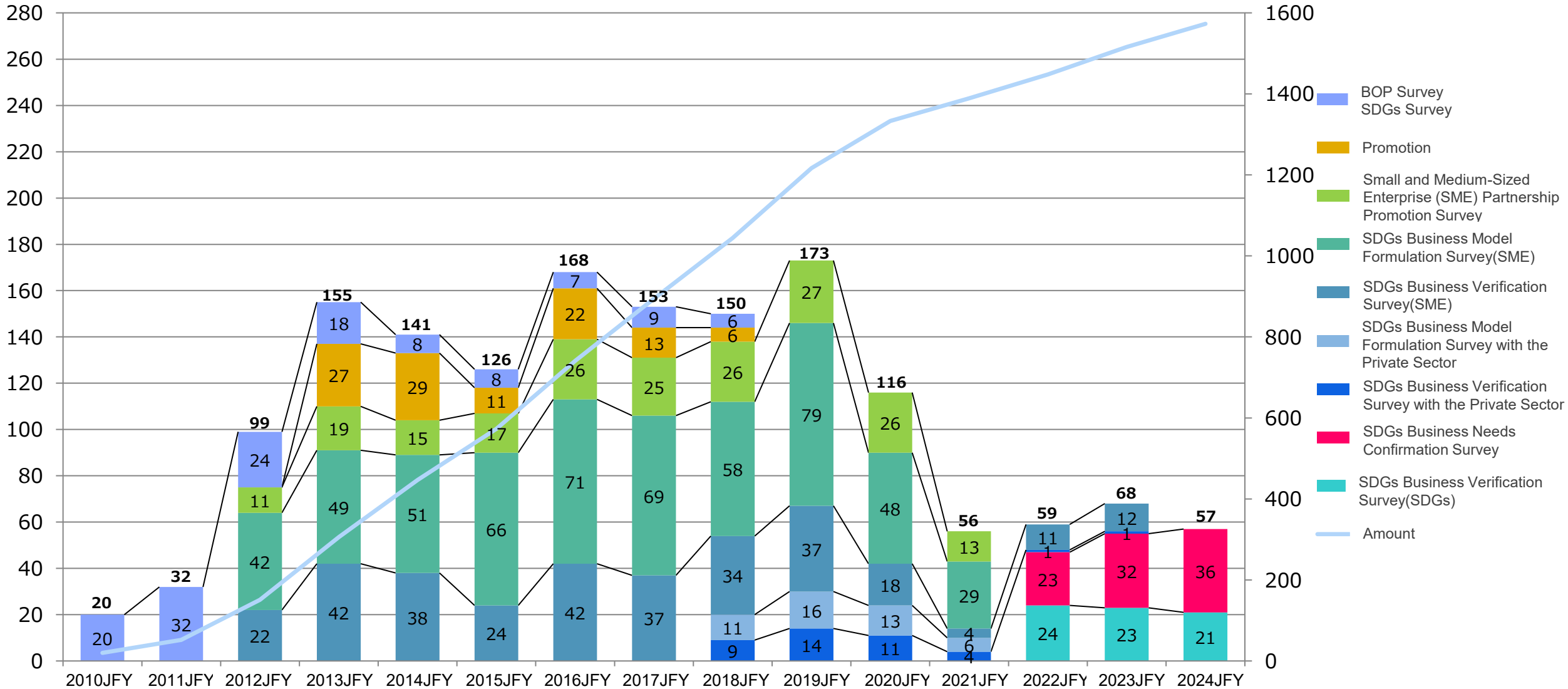
[Project overview here >>>](#)

As of May, 2023

5. Achievements

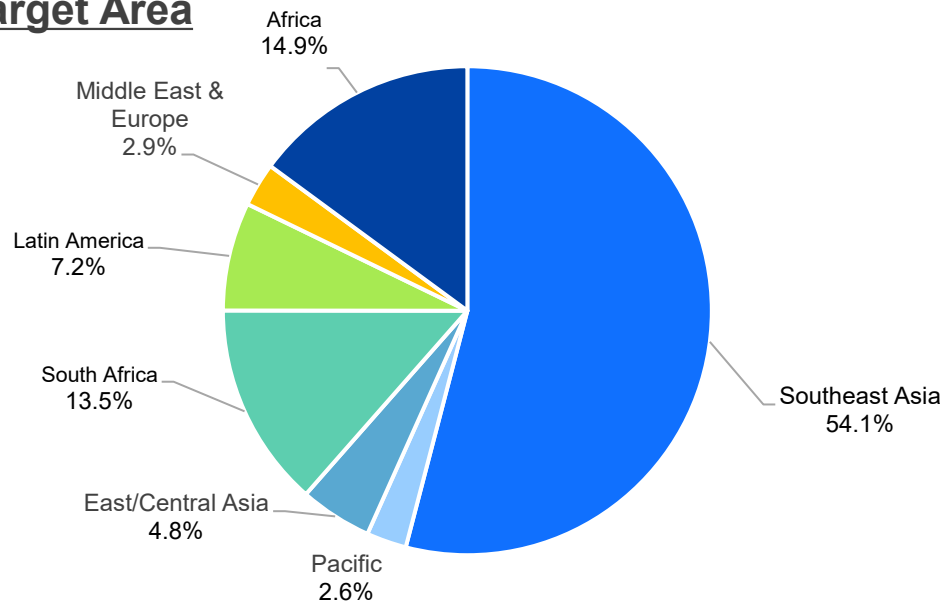
5. Achievements | Adoption results until 2024

- Cumulative number of entries: 1,573 (counted from the BOP survey in fiscal 2010)
- Of these, 1,228 cases involved support for SMEs enterprises.

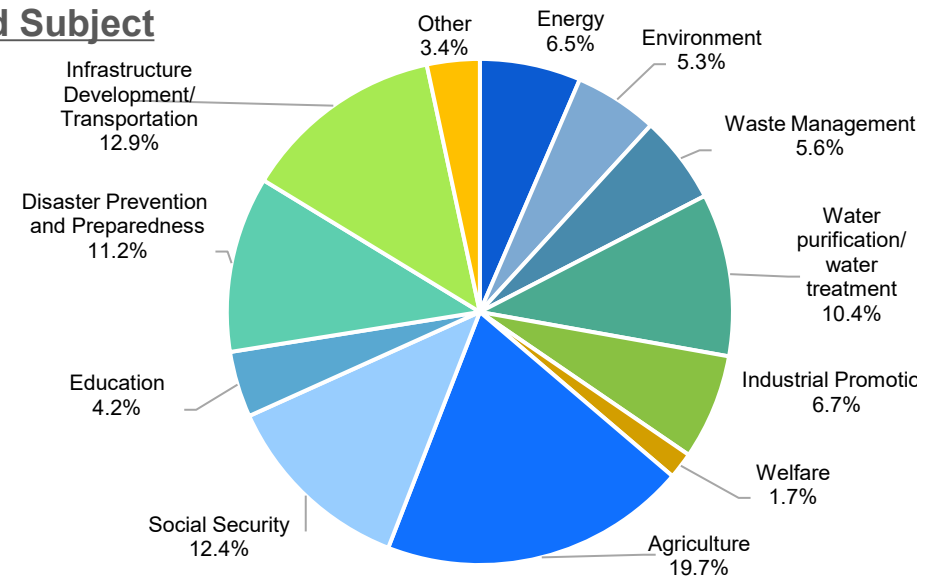


5. Achievements | Trends in countries and fields of selected projects

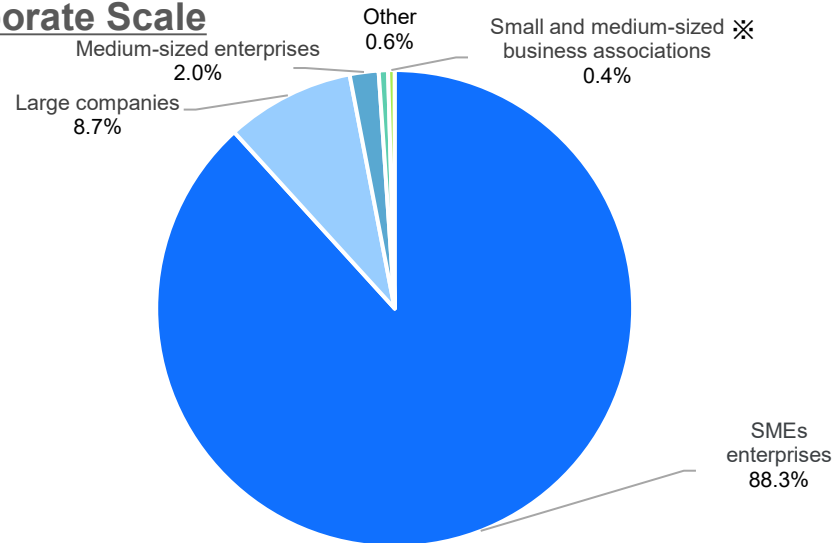
Target Area



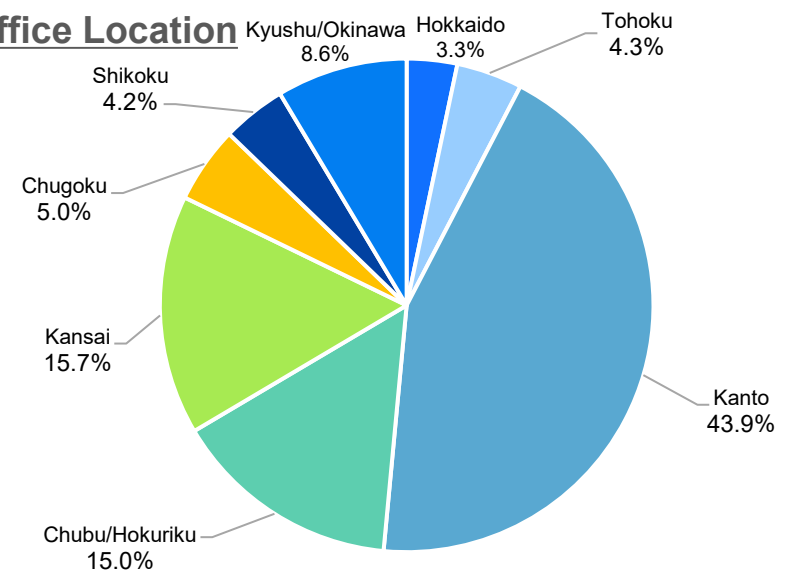
Field Subject



Corporate Scale



Head Office Location



※ Small and medium-sized business associations : Business cooperatives, small business cooperatives, enterprise associations, cooperatives, commerce and industry associations

5. Achievements (Support SMEs enterprise in all 47 prefectures)



Chugoku Region 77 cases
(Example: Garbage collection by a Hiroshima Prefecture company's water surface cleaning boat)



Kinki Region 191 cases
(Example: Seismometer from a company in Osaka Prefecture)



Hokkaido Region 51 cases
(Example: Slope disaster prevention work by a Hokkaido company)



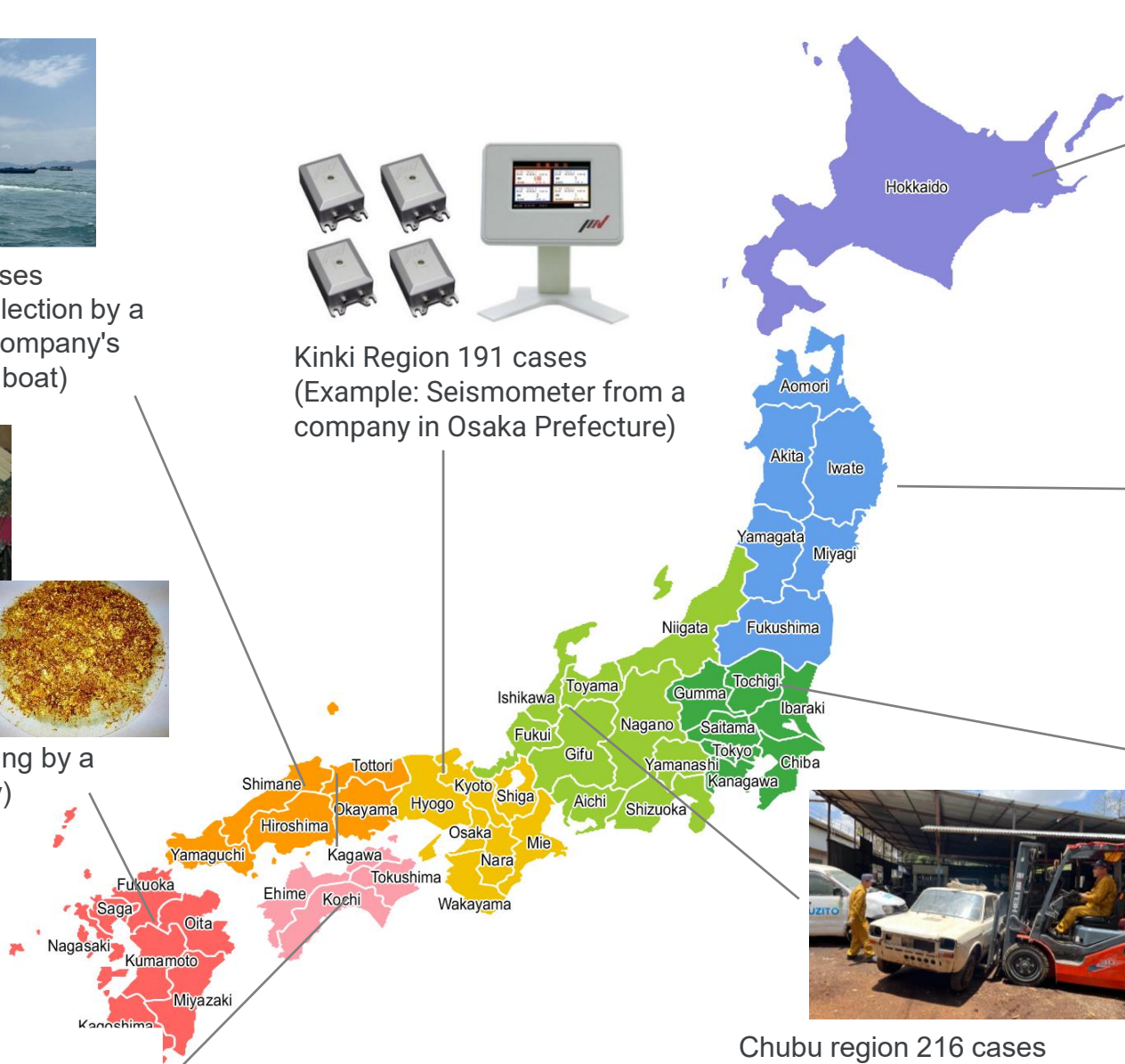
Kyushu Region 127 cases
(Example: Urban mine recycling by a Fukuoka Prefecture company)



Tohoku region 66 cases
(Example: Visual function training device from a company in Miyagi Prefecture)



Shikoku region 62 cases
(Example: A floating mud vehicle from a Kochi Prefecture company)



Kanto region 438 cases
(Example: A clean medical waste incineration system run by a company in Gunma Prefecture)

Chubu region 216 cases
(Example: Recycling of scrapped automobiles by a company in Ishikawa Prefecture)

Adopted cumulative through FY2024