



JICA

REPORT 2024

Realizing a Sustainable World



Who We Are

The Japan International Cooperation Agency (JICA)*1 is an organization responsible for implementing Japan’s ODA in a unified manner and engages in international cooperation for developing countries.

Mission

JICA, in accordance with the Development Cooperation Charter, will work on *human security**2 and *quality growth*.

Vision

Leading the world with trust

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

Action

- 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.

*1 JICA stands for Japan International Cooperation Agency. JICA will continue to promote information disclosure.
*2 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.

C o n t e n t s

- 002 70 Years of ODA
- 006 Message from the President
- 010 JICA at a Glance
- 012 Overview of Operations in Fiscal 2023

CHAPTER | 1

An Overview of Operations and Strategies

- 016 ODA and JICA
- 018 Types of JICA’s Cooperation
- 019 Operational Flows
- 020 The 5th Medium-term Plan
- 022 Approaches to Achieve the SDGs
- 024 Directions of JICA’s Development Activities
- 026 In Focus
- 030 JICA Global Agenda

CHAPTER | 2

Sustainability

- 038 JICA Sustainability Policy
- 039 Environment
- 046 Social
- 050 Governance

CHAPTER | 3

Overview of Activities and Initiatives in Fiscal 2023

- 054 Overview by Region
- 069 Diverse Projects and Partnerships

CHAPTER | 4

Efforts to Support Quality Operations

- 090 Transparency of Operations
- 092 Human Resources Strategy
- 096 Digital Transformation (DX)
- 098 Security Measures
- 099 Corporate Governance

103 Organizational Information

Data Book 2024

Editorial Policy

Since fiscal 2021, JICA has been releasing the “JICA Sustainability Report” annually and promoting relevant information disclosure. The Annual Report and the JICA Sustainability Report were published separately thus far, but starting in fiscal 2024, they will be merged and released in the “JICA REPORT 2024: Realizing a Sustainable World”, a more comprehensive report that incorporates sustainability promotion perspectives in JICA’s organizational and project initiatives. We will continue to improve the quality of information and promote information disclosure.

70 Years of ODA

2024 marks the 70th year since Japan joined the Colombo Plan, an international organization, as well as the start of its Official Development Assistance (ODA). The role of Japan's ODA, which began as post-war reparations, has gradually evolved in line with the changing times and international community. Here, JICA takes a look back on the role that Japan's ODA has played and world events over that time.

1950

Establishment of the Colombo Plan, an international organization to support developing countries.

1952

Japan begins receiving loans from the World Bank required for post-war reconstruction efforts.

1956

Japan returns to the international community by acceding to the United Nations as the 80th member state.

1961

Establishment of the Organisation for Economic Cooperation and Development (OECD) to deliberate the international economy.

1964

Japan becomes the first non-Western, non-founding member to join the OECD.

1973

The first oil crisis occurs. Japan quickly emerges from the crisis and quantitatively expands ODA.

1976

Japan completes payment of post-war reparations in accordance with the San Francisco Peace Treaty and other agreements.

1989

With the end of the Cold War and a new world order, the global society addresses issues such as climate change and conflict.

Japan's ODA overtook the United States for the first time to become the world's largest provider of ODA.

1990

The Gulf War breaks out with Iraq's invasion of Kuwait.

Japan finishes repaying World Bank loans.

1992

Japan formulates its ODA Charter providing guidelines for international cooperation.

1950

01

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1960

03

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1970

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1980

1990

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01

1954

Japan initiates ODA after joining the Colombo Plan

Japan returned to the international community after World War II, and on October 6, 1954, joined the Colombo Plan, marking the beginning of Japan's Official Development Assistance (ODA). The Colombo Plan for Cooperative Economic and Social Development in Asia and the Pacific, proposed in 1950, was the first international organization for aid to developing countries that was established after World War II. As an official member of the Colombo Plan, Japan began providing technical cooperation in 1954, including the acceptance of trainees and dispatch of experts.

02

1958

First finance and investment cooperation (ODA loans)

ODA loans were added to the Government of Japan's financial cooperation, which began as post-war reparations. The first ODA loan recipient country was India, which received power generation facilities and ships.

03

1961

Establishment of the OECF to manage finance and investment cooperation

The Overseas Economic Cooperation Fund (OECF) was established in March 1961 to manage finance investment cooperation (ODA loans and Private-Sector Investment Finance) in order to promote overseas economic cooperation for developing regions.

04

1962

Establishment of the Overseas Technical Cooperation Agency (OTCA) to manage technical cooperation

The Overseas Technical Cooperation Agency (OTCA) was established as an implementing agency to receive trainees and dispatch experts in order to contribute to the economic and social development of developing countries.

05

1963

Establishment of the Japan Emigration Service (JEMIS) and support for emigrants to Central and South America

The Japan Emigration Service was established to provide support to Japanese emigrants to Central and South America and elsewhere who were moving under Japan's post-war policies, with the aim of providing support to Japanese emigrants settling in new countries to lead stable lives.

06

1965

First Japan Overseas Cooperation Volunteers (JOCV) sent to Laos and elsewhere

The Japan Overseas Cooperation Volunteer Secretariat was established within the Overseas Technical Cooperation Agency (OTCA) and the dispatch of Japan Overseas Cooperation Volunteers (JOCV) began. In 1965, a total of 40 volunteers were sent to Laos, Cambodia, Malaysia, and the Philippines.



The first batch of 12 JOCV volunteers depart for the Philippines.

07

1974

Establishment of the Japan International Cooperation Agency and expansion of Japan's international cooperation

The Japan International Cooperation Agency (JICA) was established in August 1974 through the merger of the Overseas Technical Cooperation Agency (OTCA) and the Japan Emigration Service (JEMIS), along with the partial incorporation of the Japan Overseas Development Corporation (JODC) in order to implement Japan's international cooperation effort in a unified manner. In October 2003, JICA transitioned from a special corporation to an incorporated administrative agency under the same name. Ogata Sadako was appointed as the president and JICA's organization and projects were reorganized under three pillars: *human security*; a field-oriented approach; and effectiveness, efficiency, and speed.

08

1979

Establishment of the Japan Disaster Relief Team due to the Cambodian Civil War

The dispatch of a medical team from Japan during the Cambodian civil war in 1978 led to the promulgation and enforcement of the "Act on Dispatchment of the Japan Disaster Relief Team" in 1987.

09

1992

Formulation of Japan's ODA Charter providing guidelines on Japan's international cooperation

In 1989, Japan overtook the United States to become the world's largest provider of ODA. To share Japan's policy in this context with the world, Japan's ODA Charter was formulated in 1992.

70 Years of ODA



1995
The Great Hanshin-Awaji Earthquake strikes. Japan shares its knowledge of disaster risk reduction with the world.



1997
The Asian Currency and Financial Crisis occurs. Japan provides \$30 billion in financial support to Southeast Asian countries.



2000
Millennium Development Goals (MDGs) signed.



2004
The 2004 Indian Ocean Major Earthquake and Tsunami strike.

2001
The September 11 attacks occur. Japan strengthens reconstruction support to Afghanistan and Iraq.

2003
Amendments to Japan's ODA Charter. Keywords are *human security* and *peacebuilding*.



2011
The Great East Japan Earthquake strikes.



2015
The 2030 Agenda for Sustainable Development is adopted, and the SDGs are formulated.
Japan's ODA Charter is revised, and the Development Cooperation Charter is established.

2020
The COVID-19 pandemic spreads, wreaking havoc around the world.



2022
Russia's aggression in Ukraine causes a humanitarian crisis and damages the global economy.

2023
An earthquake strikes Türkiye, and Israel and Palestinian militants clash.
The Development Cooperation Charter is revised, and *human security* becomes the guiding principle.



2024
The Noto Peninsula Earthquake strikes, and JICA also dispatches staff to support the affected municipalities.

10 **1999**

Establishment of the Japan Bank for International Cooperation to unify Japan's overseas economic cooperation

The Japan Bank for International Cooperation (JBIC) was established in October 1999 through the merger of the Overseas Economic Cooperation Fund (OECF) and the Japan Export-Import Bank (JEXIM).

11 **1999**

\$15 billion in financial support was provided in the 1997 Asia Currency and Financial Crisis

Japan provided the largest bilateral support in the international community, led by the International Monetary Fund (IMF). The Japan Bank for International Cooperation (JBIC) provided funds in the amount of \$15 billion.

12 **2004**

JDR dispatch in response to the 2004 Indian Ocean Major Earthquake and Tsunami

The Japan Disaster Relief Team was dispatched to Sri Lanka, the Maldives, Indonesia, and Thailand to conduct rescue, medical and specialist operations, along with Self-Defense Force units. JICA and the JBIC worked together to provide seamless support, from emergency response to recovery and reconstruction.



Search and rescue operations in Thailand after the 2004 Indian Ocean Major Earthquake

13 **2008**

Founding of the new JICA for unified management of Japan's ODA

The new JICA was established in October 2008, taking over the overseas economic cooperation operations (formerly the OECF operations) of the Japan Bank for International Cooperation (JBIC) and part of the grant aid operations of the Ministry of Foreign Affairs, and was launched as a comprehensive implementation organization that would implement the three ODA approaches of "technical cooperation", "finance and investment cooperation" and "grant aid" in an integrated manner. The new JICA declared "Inclusive and Dynamic Development" - ensuring that all people receive the benefits of development - as its new vision.

14 **2011**

The world sends major assistance to Japan after the Great East Japan Earthquake

Around 260 countries and regions sent relief supplies and financial donations. JICA cooperated with volunteer activities and NGO activities to support disaster victims.

15 **2012**

Restarting private-sector investment finance and boosting collaboration with private companies

The first infrastructure project after the restart of private-sector investment finance was a loan agreement for Vietnam. JICA has supported the overseas development of small and medium-sized enterprises since 2014, and expanded partnerships with private companies.

16 **2020**

Strengthened response to COVID-19

JICA launched the "Initiative for Global Health and Medicine" in 2020, in order to strengthen response to COVID-19 and promote the creation of a framework to protect the health that is the foundations for people's lives.

17 **2022**

Russia's aggression in Ukraine and JICA's stronger support for reconstruction and recovery

JICA provides financial support to Ukraine, as well as power generators, construction machinery for restoration and recovery, and cooperation in the removal of landmines and unexploded ordnance.

18 **2023**

Response to the Türkiye earthquake and the humanitarian crisis in the Gaza Strip

The Japan Disaster Relief Team was dispatched immediately after an earthquake struck in Türkiye and supported with reconstruction and recovery. JICA also provided humanitarian support in the Gaza Strip.

19 **2023**

Announcement of the JICA Sustainability Policy

JICA released a policy containing medium- to long-term objectives concerning sustainability management and guiding the direction of initiatives.

Message

Efforts to Realize *Human Security* Through Co-creation, Founded on Trust Built with 70 Years of Cooperation

The year 2024 marks 70 years since Japan joined the Colombo Plan in 1954 and initiated its Official Development Assistance (ODA). Around the world, events such as Russia's invasion of Ukraine and the armed conflict between Israel and Hamas have disturbed world peace and pose a major threat to the free and open international order. The effects of climate change grow more severe with each year. In addition, the threat of infectious diseases and the issue of debt crises present the world with a complex web of crises. As a result, there are doubts about achieving the Sustainable Development Goals (SDGs) by the 2030 deadline.

The Development Cooperation Charter, revised in June 2023, guides Japan's ODA and continues to emphasize *human security* as a guiding principle underlying all development cooperation. *Human security* is an idea that promotes the creation of a society in which all people can live with dignity, free from fear and want. To address the crises threatening *human security*, countries and organizations must collaborate in solidarity, leveraging their respective strengths to co-creating new solutions and

value. We believe such efforts will foster a sense of unity in protecting the international order, ultimately leading to a peaceful and prosperous world.

With this in mind, JICA will adhere to the concept of *human security* as we continue to utilize Japan's strengths in our cooperation efforts. We aim to address social issues in developing countries and help create a sustainable world through *quality growth*. In light of changes in both domestic and international situations in fiscal 2023, we actively worked on projects to support reconstruction and recovery in Ukraine and to combat climate change in cooperation with the private sector. In Japan, these efforts included initiatives to strengthen ties between local governments and developing countries, as well as to foster an inclusive society where all people can live safely and securely together. In addition, thanks to the smooth progress of infrastructure projects in India and other countries following the COVID-19 pandemic, we achieved our largest-ever cooperation success in terms of expenditure.

At JICA, we believe we have a very important role in

promoting sustainability as an organization that assists developing countries in achieving the SDGs. In November 2023, we formulated the JICA Sustainability Policy. JICA will also review its organizational management practice to further promote sustainability management.

We will continue to promote co-creation with various partners and proactively propose attractive cooperation packages that leverage Japan's strengths. We will also ensure that all relevant parties take thorough safety measures. Through these efforts, we will contribute to realizing *human security*, protecting a free and open international order and boosting the world's trust in Japan.

December 2024

TANAKA Akihiko

President

Japan International Cooperation Agency (JICA)



Reaching the 70th Year of International Cooperation

For the past 70 years, Japan's international cooperation has contributed significantly to the development of countries around the world. Over the years, Japan's emphasis on cooperation based on people-to-people relationships has led to greater trust in Japan among the global community.

To mark the 60th anniversary 10 years ago, I attempted to divide the history of Japan's international cooperation into three periods. The first period spanned from the mid-1950s to the mid-1970s, when Japan returned to the

international community and aid took the place of post-war reparations. The second period, from the mid-1970s to the mid-1990s, saw Japan emerge as a major economic power, expanding its international cooperation and focusing on building relationships of trust with partner countries. During the third period, from the 1990s onwards, as the Cold War ended and globalization advanced, Japan implemented more comprehensive cooperation based on its unique methods and experiences, such as the Maternal and Child Health Handbook. As a symbol of Japan's international cooperation, I listed three key characteristics: respecting the ownership and self-help efforts of development partners, emphasizing

people-to-people connections, and reducing poverty through economic growth.

In the past 10 years, the quality of Japan's international cooperation has grown significantly. Based on the idea that nation building begins with human resource development, Japan's international cooperation continues to encompass a wide variety of cooperation. These include the Overseas Cooperation Volunteer Program, high-quality infrastructure development, and the promotion of private investment, thereby building trust between Japan and countries around the world.

A notable example of Japan's international cooperation is the Brantas River Basin Development Project in

Indonesia, which began in the 1960s. It promoted training for local engineers and infrastructure development. By constructing dams, developing irrigation systems, and supplying electricity through hydro power, it contributed to regional development in Surabaya, Indonesia's second largest city. From the early 1970s over a span of about 20 years, we worked with the Brazilian government, private companies, and research institutions to advance agricultural development in Cerrado, a tropical savanna region of Brazil. As a result, Brazil became one of the world's leading soybean producers.

In the Philippines, JICA has supported peacebuilding efforts since the 1990s in the southern Mindanao region,

where armed conflict had continued. When peace negotiations stalled and fighting intensified, and other countries scaled back their support, JICA continued its cooperation. In 2014, a comprehensive peace agreement was reached. Today, we are still actively involved in preventing the resumption of conflict and promoting peacebuilding in Mindanao through various initiatives, including governance support, livelihood improvement and community development, infrastructure development, and promotion of local industry, all aimed at furthering socio-economic development.

In India, where the economy is rapidly developing, the Delhi Metro urban railway system was constructed using ODA loans. This project not only facilitated the development of essential infrastructure but also significantly enhanced the skills of workers involved in the construction. Despite their extensive civil engineering experience, they had limited awareness of safety and schedule management, which were thoroughly instilled through the project. Furthermore, the introduction of women-only cars has made commuting more comfortable for women, addressing their safety concerns. In addition, although some passengers had not been accustomed to lining up to board trains, the implementation of stop lines on platforms and guidance from station staff now ensure a more organized boarding process. Co-creation, the collaboration between Japanese and Indian personnel in both approach and operational methods, has led to changes in people's behavior and values, contributing to a transformation in society.

Response to Development Cooperation Charter Revisions

The world currently faces crises of unprecedented complexity, which are severely affecting vulnerable populations, particularly in developing countries, and posing a significant threat to *human security*. Global challenges such as climate change and infectious diseases also have repercussions for Japan, but these issues cannot be solved by any single country alone. Therefore, the international community must work together.

The Development Cooperation Charter, revised in June 2023, emphasizes *human security* as the guiding principle for Japan's development cooperation. JICA will promote cooperation that realizes *human security* through a combination of protection and empowerment

by identifying vulnerabilities and risks in each country and region, particularly focusing on individuals in vulnerable circumstances.

The revised charter also advocates a co-creation approach to international cooperation, which involves collaborating with a diverse range of partners to develop new solutions. We believe that co-creation is an extension of Japan's long-standing tradition of international cooperation, as it respects the ownership and self-help efforts of development partners and emphasizes people-to-people connections by listening carefully to the voices of people in developing countries. By partnering with various actors – including NGOs, private companies, research institutions, and local governments, in addition to developing country governments – and bringing together the unique strengths of each participant, we will address complex global issues.

As a concrete strategy to achieve this, we have formulated the JICA Global Agenda – JICA's 20 Strategies for Global Development. We are promoting solutions to social issues through co-creation with a wide range of partners in Japan and abroad. The JICA Global Agenda serves as the foundation for co-creation to achieve the SDGs in line with the concept of *human security*, leading to effective cooperation in each country and region.

Another important perspective in the Development Cooperation Charter is that Japan aims to bring back home the new solutions and social values created through co-creation and solidarity. This involves creating new value by implementing action that solves issues common to Japan and the world, in addition to tackling challenges in the international community and developing countries.

Japan currently confronts social issues such as disaster response and an aging population. For example, in areas like rapid disaster response, infectious diseases prevention, and strengthening local community capabilities, we can discover new solutions by applying successful cases in other countries. In addition, when participants in the Overseas Cooperation Volunteer Program return to Japan, they utilize the perspectives and experiences they gained from local communities to assist international residents and their families with limited access to public support in learning the Japanese language. They also create opportunities for interaction between local and international residents, thus promoting cultural inclusion. After the Noto Peninsula Earthquake occurred in January 2024, former participants in the Overseas Cooperation Volunteer Program voluntarily entered the



disaster zone to help manage evacuation shelters and provide support to international residents.

Through these opportunities to give back to Japanese society, we seek to contribute to the revitalization of Japan's local communities. In doing so, we hope to foster mutual development in both Japan and developing countries, ultimately building a truly sustainable society.

For Faster Sustainability Management

As a concrete guideline to realize a "sustainable world" in which the three dimensions – economy, society, and environment – are in harmony and no burden is left for future generations, JICA released the JICA Sustainability Policy in October 2023. This policy is founded on the belief that, for JICA to earn the trust of developing countries as an organization that assists in achieving the SDGs, it is crucial for JICA to take the initiative in promoting sustainability and working to achieve the SDGs.

To ensure this, JICA will disclose its progress on the SDGs and whether our actions are producing intended outcomes in an accessible format for the public to review. If there are any areas where we are lacking, we will proactively make improvements and build an even better organization.

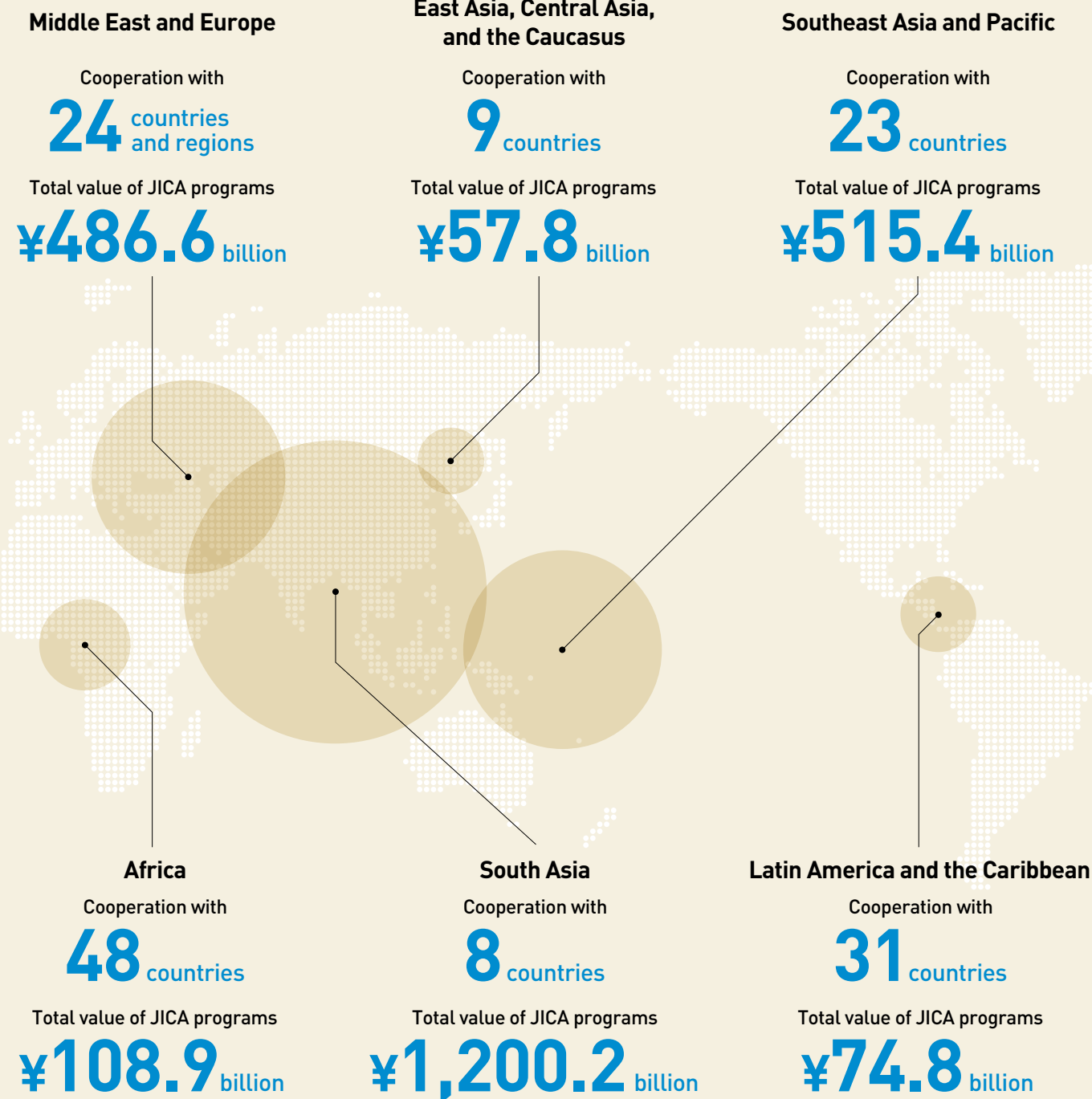
This fiscal year, the Annual Report and Sustainability Report have been merged into a single document. Alongside details on JICA's organizational management, the project information now includes a sustainability management perspective, covering aspects of environment, society, and governance, resulting in a more comprehensive document.

More than ever before, we aim to communicate JICA's current status and future direction to our diverse range of partners as we continue to engage in dialogue. Through a co-creation approach, we will develop effective measures to address the challenges faced by both developing countries and Japan, striving for more effective organizational management and sustainable projects.

JICA at a Glance

Overview of Operations (Fiscal 2023)

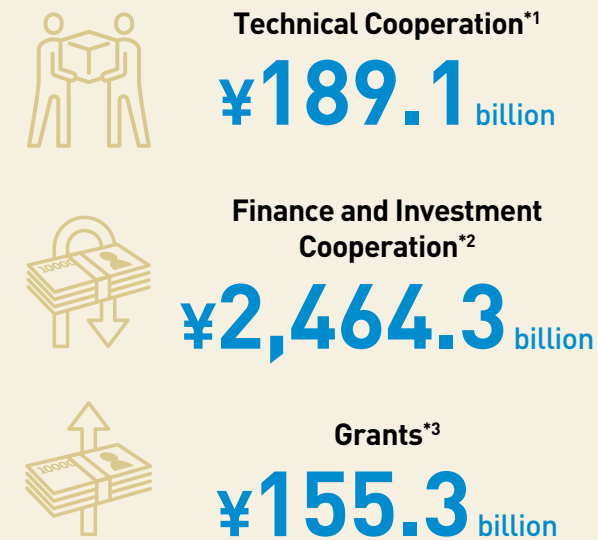
[Scale of Operations by Region]



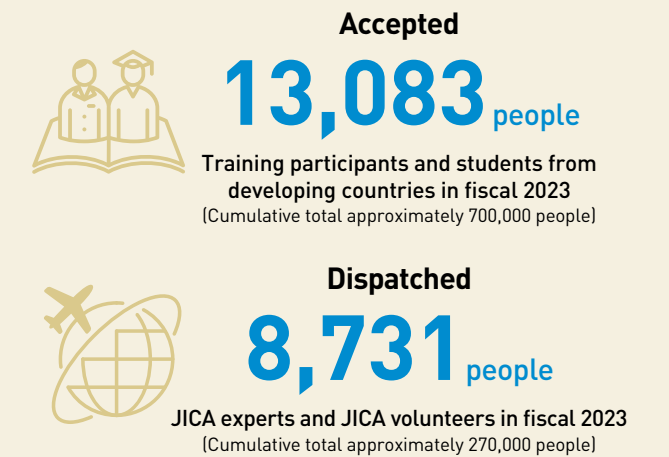
Notes :

- The figures show the total value of JICA programs in each region, including Technical Cooperation (Training Participants, Experts, Study Teams, Provision of Equipment, Japan Overseas Cooperation Volunteers (JOCVs), Other volunteers, and Other costs), Finance and Investment Cooperation (commitment amount), and Grants (newly concluded G/As) in fiscal 2023.
- Figures exclude JICA's cooperation for multiple countries or multiple regions and international organizations.

[Scale of Operations by Type]

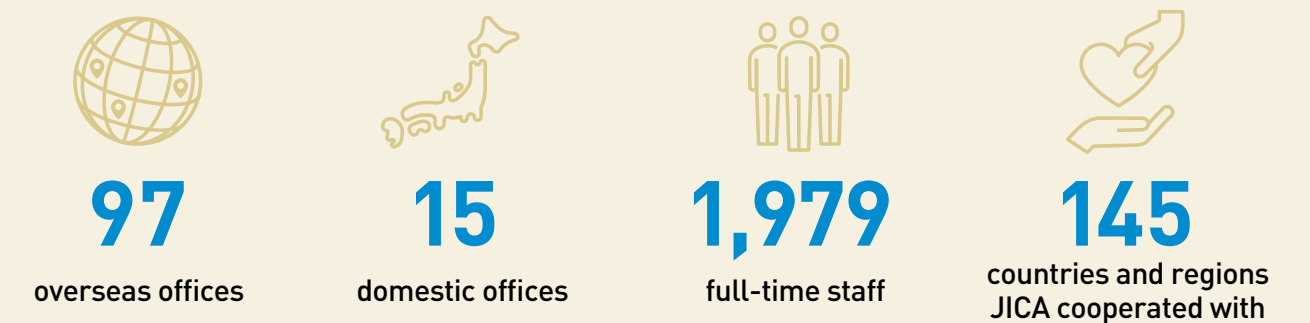


[Building Relationships]

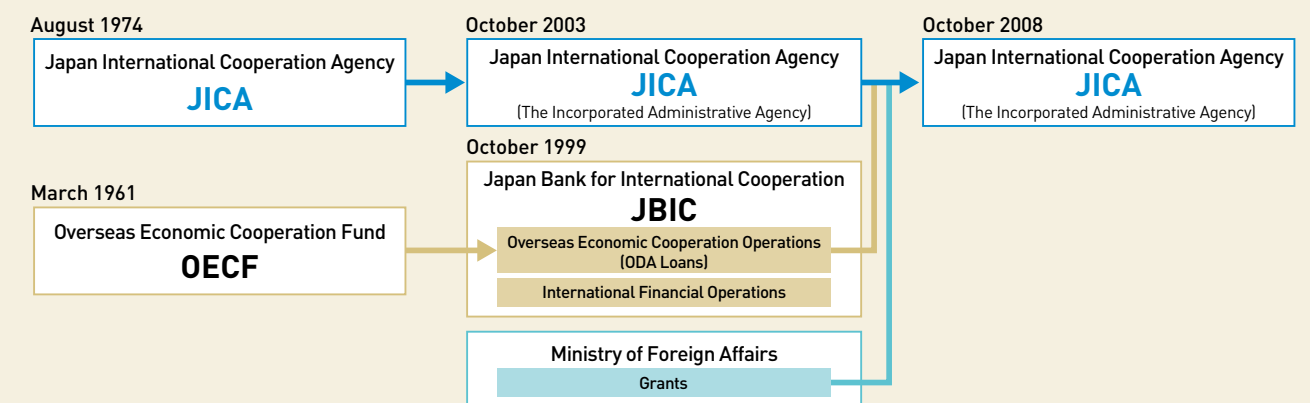


^{*1} Technical Cooperation expenses include Technical Assistance expenses managed under the Finance and Investment Account budget, but exclude administration costs.
^{*2} Total commitment amounts of ODA Loan and Private-Sector Investment Finance.
^{*3} Aggregated amount of Grants committed through concluding of respective Grant Agreements.

Organization (as of March 31, 2024)



History



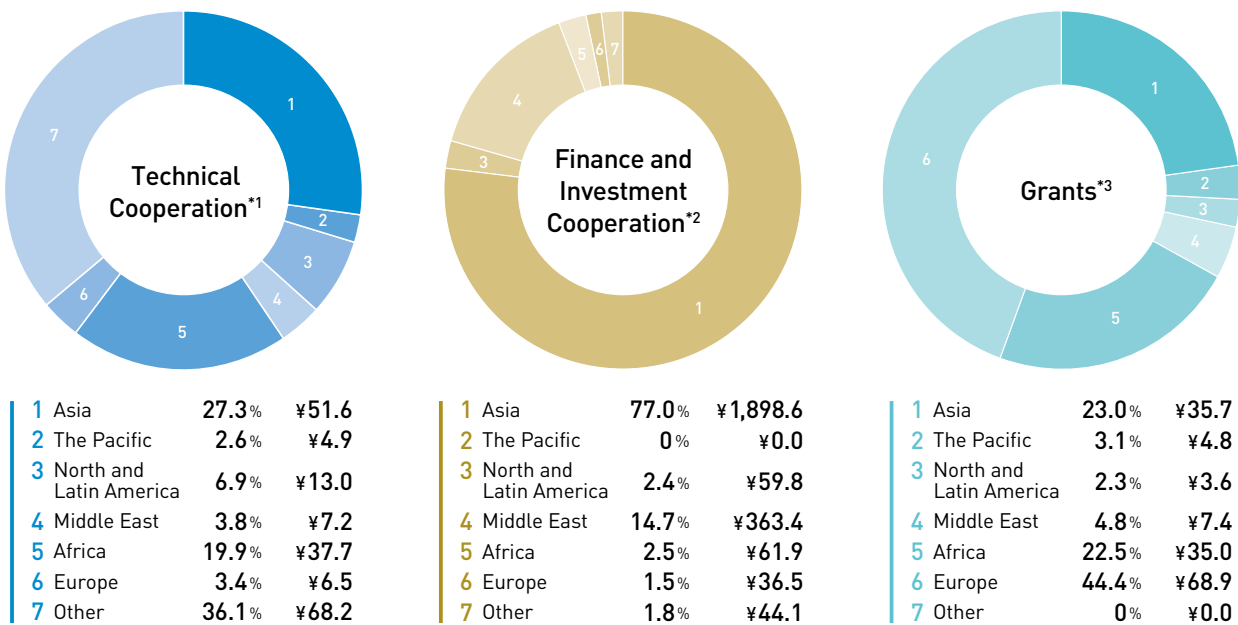
Overview of Operations in Fiscal 2023

Cooperation by Region

Looking at disbursements of Technical Cooperation by geographic region, Asia accounted for 27.3%, Africa 19.9%, and North and Latin America 6.9%, in descending order. Looking at newly committed amounts for the Finance and Investment Cooperation by region, Asia accounted for 77.0%, Middle East 14.7%, and Africa 2.5%. Continuing from fiscal 2022, Asia's share has been con-

siderably high. As for Grants, due to a sharp increase in cooperation for Ukraine, Europe accounted for 44.4% (all for Ukraine), Asia 23.0% and Africa 22.5%. "Other" includes disbursements for and commitment amounts with international organizations and worldwide projects across countries and regions.

[Composition of cooperation by region in fiscal 2023] (Unit : billion)

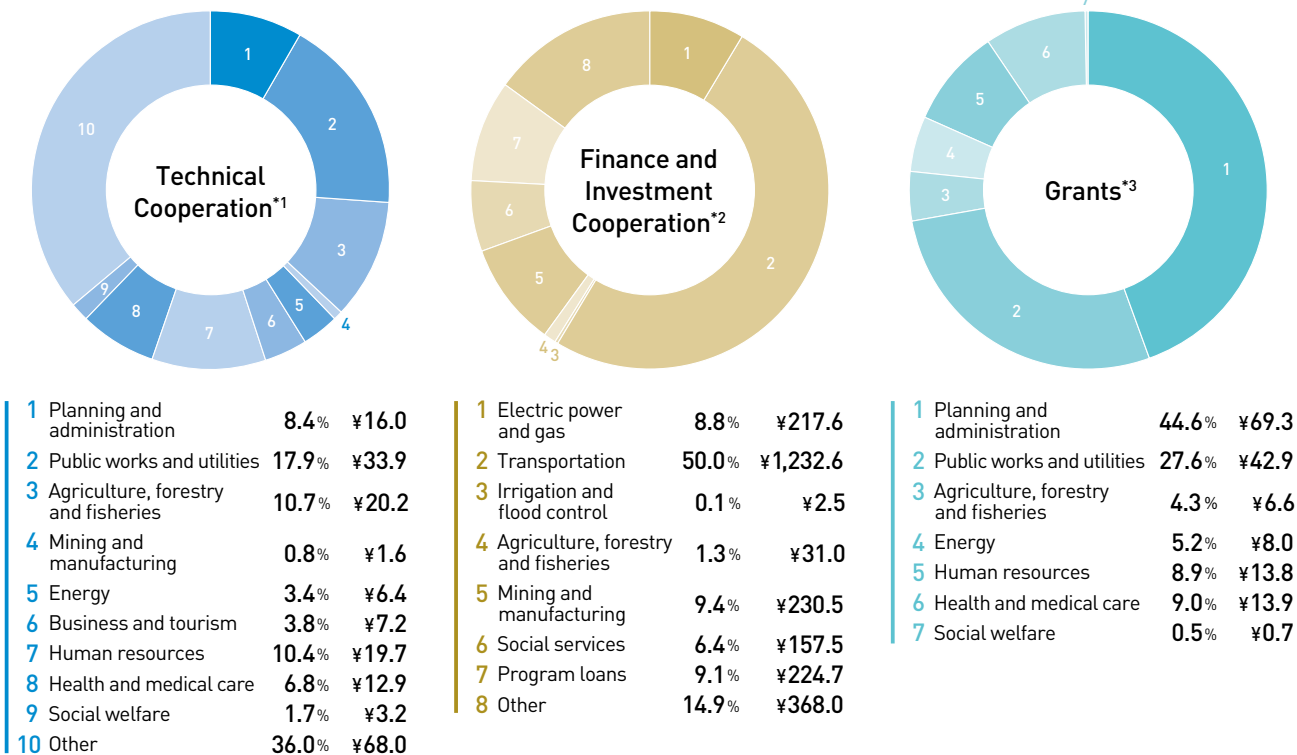


Cooperation by Sector

Disbursements of Technical Cooperation by sector were, in descending order, 17.9% for public works and utilities, 10.7% for agriculture, forestry and fisheries, and 10.4% for human resources. For Finance and Investment Cooperation, the largest portion is 50.0% for projects in the transportation sector. This was followed

by mining and manufacturing at 9.4% and program loans at 9.1%. For Grants, the largest share was made to by planning and administration at 44.6%, followed by public works and utilities at 27.6%, and 9.0% for health and medical care.

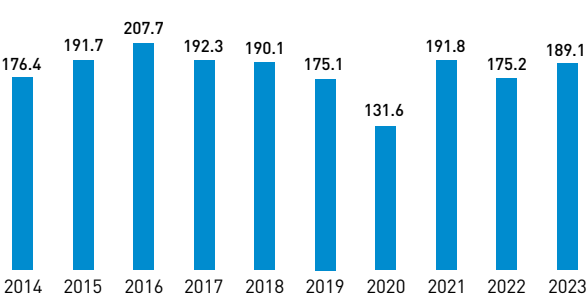
[Composition of cooperation by sector in fiscal 2023] (Unit : billion)



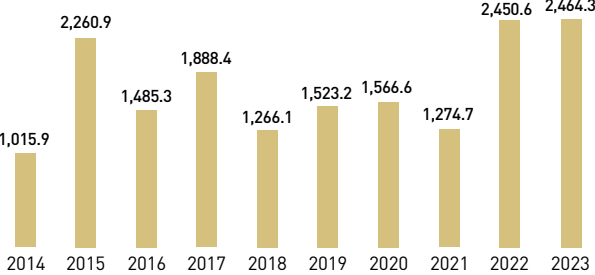
Overview of Trends for the Past Ten Years

The graph on the right shows trends in the scale of JICA's programs for Technical Cooperation, Finance and Investment Cooperation, and Grants over the past ten years. In fiscal 2023, disbursements of Technical Cooperation increased from the previous fiscal year by 7.9% to a total of ¥189.1 billion; the Finance and Investment Cooperation commitment amount remained unchanged, totaling ¥2,464.3 billion; and the scale of Grants increased significantly by 30.3% to a total amount of ¥155.3 billion.

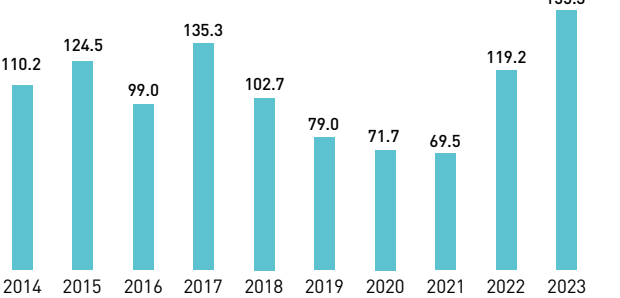
Trends in Technical Cooperation expenses*1 (Unit : billion ¥ / fiscal year)



Trends in Finance and Investment Cooperation commitment amounts*2 (Unit : billion ¥ / fiscal year)



Trends in Scale of Grants*3 (Unit : billion ¥ / fiscal year)



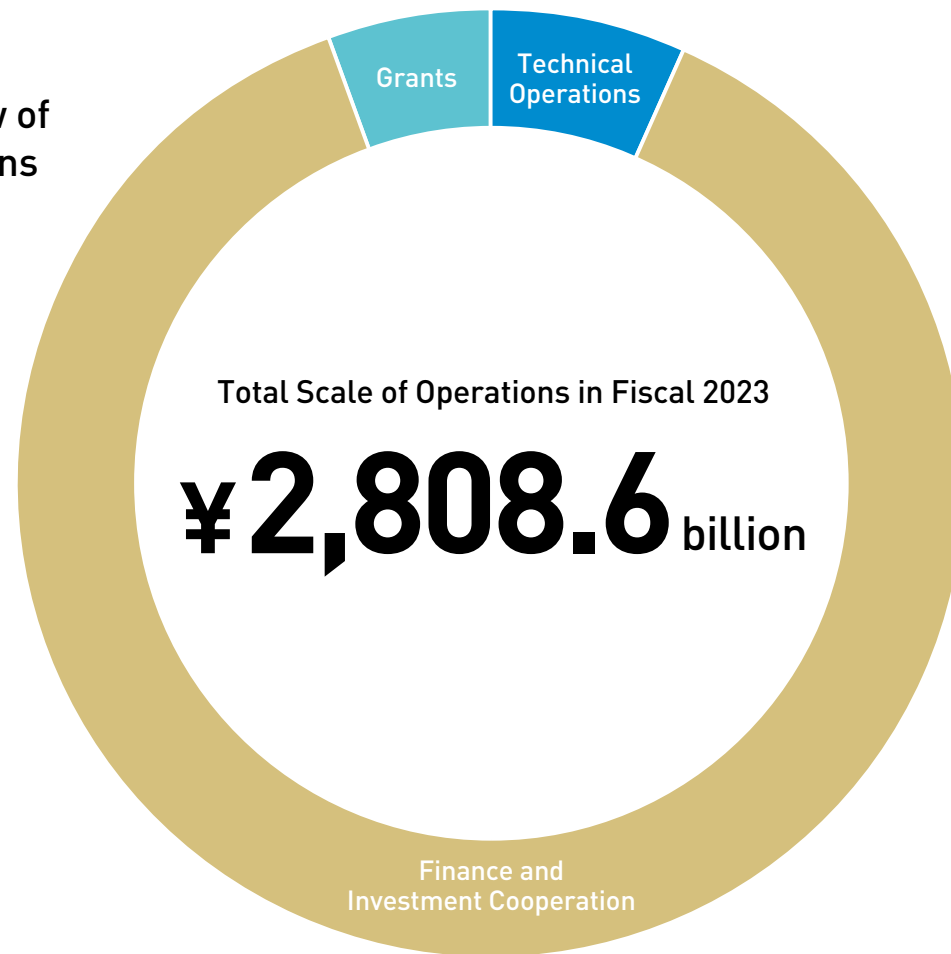
Note : Totals may not add up due to rounding.

*1 Technical Cooperation expenses include Technical Cooperation 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 Aggregated amount of Grants committed through concluding of respective Grant Agreements.

Overview of Operations



Technical Operations^{*1}

¥189.1 billion

Acceptance of training participants	¥20.7 billion
Dispatch of experts	¥60.4 billion
Dispatch of study team members	¥27.0 billion
Provision of equipment	¥3.6 billion
Dispatch of Japan Overseas Cooperation Volunteers	¥6.8 billion
Dispatch of other volunteers	¥1.1 billion
Other	¥69.5 billion

Finance and Investment Cooperation^{*2}

¥2,464.3 billion
(56 projects)

ODA Loans	¥2,125.8 billion (43 projects)
Private-Sector Investment Finance	¥338.5 billion (13 projects)

Grants^{*3}

¥155.3 billion
(76 projects)

Scale of Technical Cooperation by type (number of persons newly dispatched and cumulative total)

	Newly dispatched	Cumulative total	
Acceptance of training participants	12,195	699,211	(FYs 1954-2023)
Dispatch of experts	7,702	215,340	(FYs 1955-2023)
Dispatch of study team members	3,548	312,861	(FYs 1957-2023)
Dispatch of Japan Overseas Cooperation Volunteers	909	47,944	(FYs 1965-2022)
Dispatch of other volunteers	120	8,206	(FYs 1999-2022) ^{*4}

Note: The dispatch of emigrants ended in fiscal 1995. The cumulative total from fiscal 1952 to 1995 was 73,437.

Note : Totals may not add up due to rounding.

^{*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} Aggregated amount of Grants committed through concluding of respective Grant Agreements.

^{*4} 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.

CHAPTER

1

An Overview of Operations and Strategies

ODA and JICA 016

Types of JICA's Cooperation 018

Operational Flows 019

The 5th Medium-term Plan 020

Approaches to Achieve the SDGs 022

Directions of JICA's Development Activities 024

In Focus 026

JICA Global Agenda 030

ODA and JICA

The Significance of Japan’s International Cooperation

The international community is at a historical turning point. With increasingly unbridled global geopolitical competition, along with attempts to unilaterally change the status quo through the use of force, multilateralism and international order based on the rule of law, which have fostered the stability and prosperity of the international community, are confronted with serious challenges, thus posing a more serious risk of dividing the international community. In addition, we have recognized climate change as a more concrete problem, while the global spread of infectious diseases and sharp rises in food and energy prices around the world have compounded crises by slowing economic growth and creating economic disparity both domestically and abroad. As the Development Cooperation Charter revised in June 2023 shows, it is now, when our prospects of achieving international targets such those in the Sustainable Development Goals (SDGs) and in the Paris Agreement on climate change are threatened, when Japan must act as a nation of peace and a responsible major country to drive international cooperation based on the concept of *human security*.*

Since joining the Colombo Plan in 1954, Japan has, for the past 70 years, worked in international cooperation to address global issues and bring peace and prosperity to the international community. Japan was also a recipient of assistance from the international community, which

gave us experience resulting from our recovery and economic growth. We have applied the expertise gained in the process to effect characteristic international cooperation. These robust initiatives by Japan have deepened trust and bonds between many countries and Japan. In the wake of the Great East Japan Earthquake in 2011, Japan received relief supplies, financial aid, and donations from some 210 countries and regions as well as from international organizations and others. And after the Noto Earthquake in January 2024, we received messages of condolence from about 220 countries, regions, and international organizations.

In today's era of compounded crises, it is difficult for Japan to address the various issues on its own. Major countries also bear the responsibility to cooperate with the international community and work together to address the development issues in developing countries, as well as global issues that are increasingly complex and serious. Furthermore, in order to create an international environment that is desirable for both Japan and the world by considering how effective international cooperation has been in achieving its objectives, we must carry out international cooperation in a more strategic, effective, and sustainable manner.

* *Human security* is the concept of building a society that guarantees the right for all people to live with dignity, free from fear and want.

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 international cooperation in order to contribute to the social and economic development, reconstruction, and stability of developing countries. The financial and technical cooperation that governments or aid implementing agencies provide to developing countries as part of this cooperation is called Official Development Assistance (ODA).

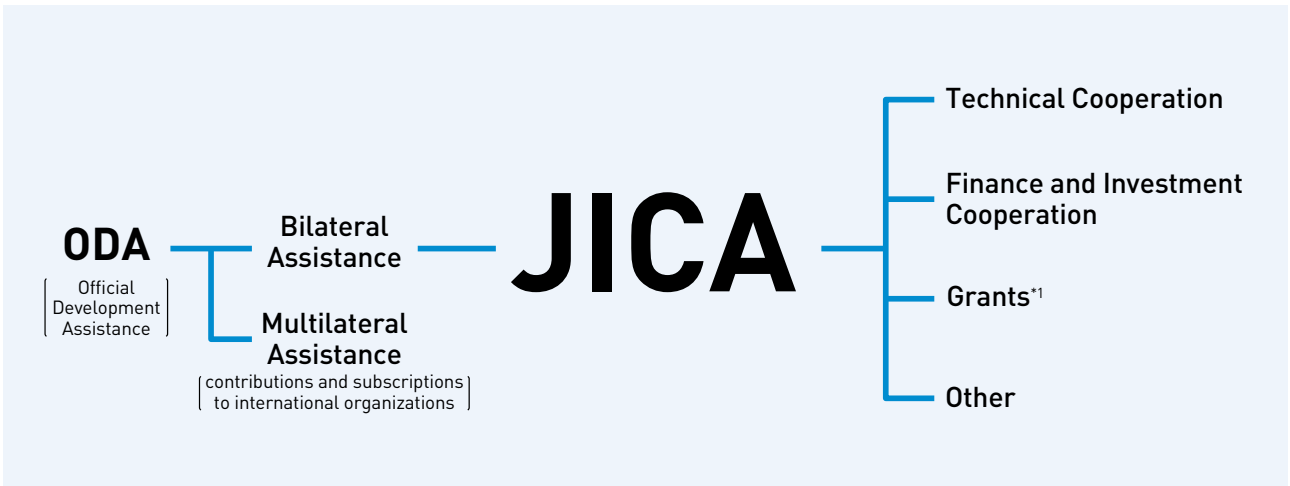
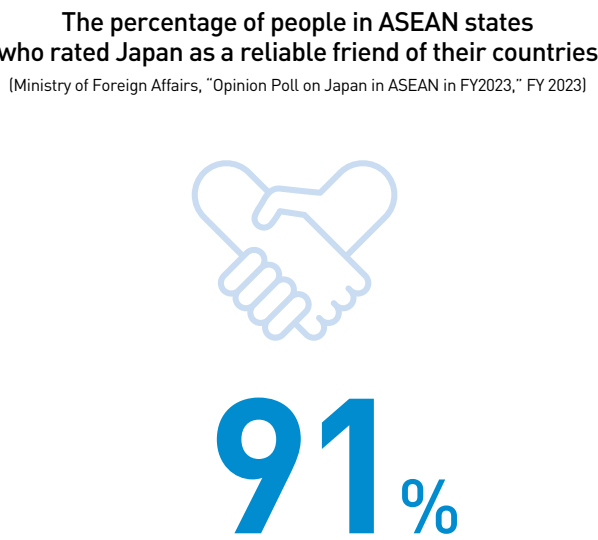
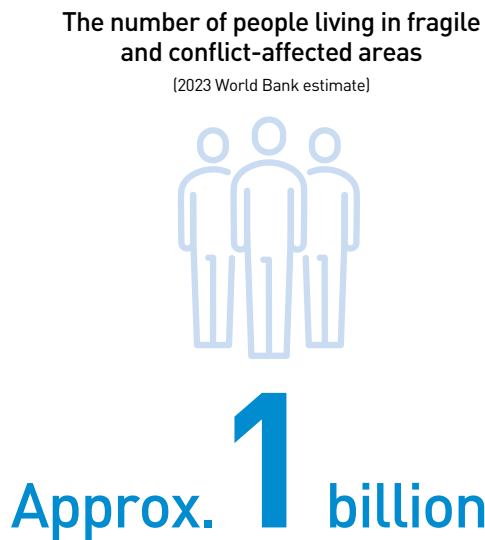
The Development Cooperation Charter provides the basic guidelines for the Japanese government’s ODA. The document, revised in June 2023, characterizes *human security* as a guiding principle that underlies all of our development cooperation. It also emphasizes the solidarity to realize co-creation while carrying on the co-creation of social values through dialogue and cooperation with developing countries. The document sees developing countries as equal partners and urges us to create new value through mutual cooperation and co-creation so that we can build cooperative relationships in which partner countries and Japan mutually circulate new solutions through co-creation.

To realize *human security*, JICA, an organization carrying out core duties in Japan’s bilateral ODA, aspires to a world where we safeguard human lives, livelihoods, and respect, mitigate disparity, and leave no one behind. We thus move projects forward to create an economic com-

munity that is inclusive, resilient, and sustainable. In order to contribute to solutions to the issues faced by developing countries, JICA utilizes the primary methods of bilateral ODA (technical cooperation, finance and investment cooperation, and grants),*¹ in addition to various types of cooperation such as citizen participation, emergency disaster relief, research, and public-private partnerships. JICA does this by rolling out projects in approximately 140 countries and territories through our overseas offices**² in 96 locations worldwide.

JICA also has 15 domestic offices**² across Japan that serve as a nexus linking developing countries with regions in Japan. These domestic offices promote international cooperation that takes advantage of the characteristics and strengths of these regions and contribute to their development leveraging the expertise and experience gained from developing countries. In addition, they further initiatives toward cultural inclusion for international residents of Japan.

In dialogue and collaboration with developing countries, we will work with actors such as the Japanese private sector, civil society, local governments, universities and research institutions and maximize the impact of development by leveraging each other's strengths. At the same time as we address issues in developing countries, we will also contribute to addressing issues and economic growth in Japan.



*1 Excluding Grants that the Ministry of Foreign Affairs provides due to diplomatic necessity.
*2 As of July 1, 2024.

Types of JICA's Cooperation

JICA has various types of cooperation, including Technical Cooperation, Finance and Investment Cooperation, and Grants.*

The organization organically utilizes these types of cooperation based on dialogue with and requests from partner country governments under the country-specific development cooperation policies formulated by the Japanese government. The aim is to deliver effective, efficient, and accommodative cooperation for partner countries.

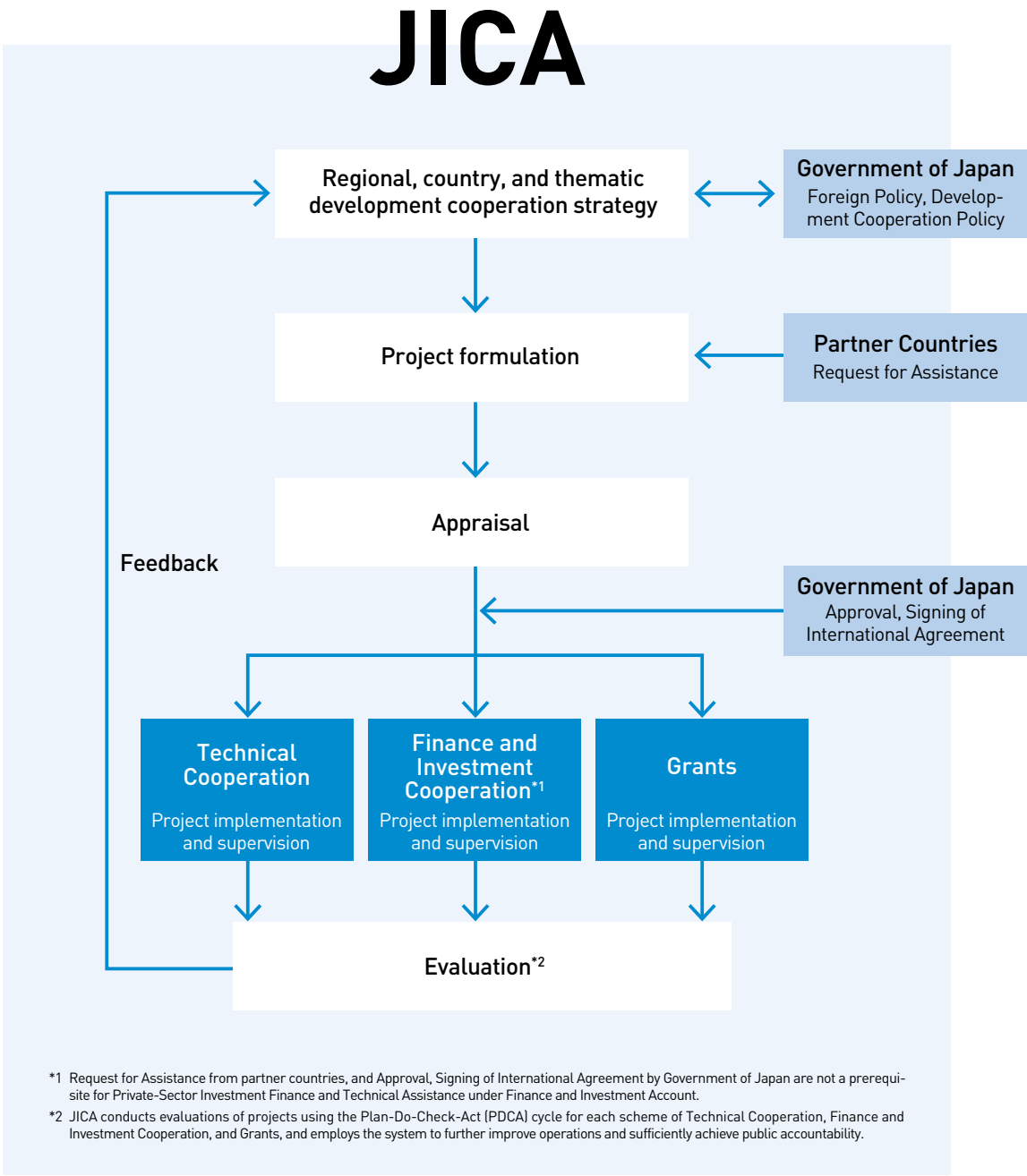
Technical Cooperation People-to-people cooperation	Technical Cooperation supports the development of human resources that will promote social and economic development in developing countries, the enhancement of organizational capabilities and the establishment of administrative systems by utilizing Japan's knowledge, experience, and technologies. By conducting training in Japan, providing equipment and dispatching Japanese experts, JICA promotes 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 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 This refers to the two types of financial support (investment and financing) provided for initiatives in developing countries, including those carried out by private companies, when funding from general financial institutions is insufficient.
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, water supply systems, and roads, and the procurement of equipment and other supplies.
Citizen Participation A broader base of international cooperation	JICA cooperates in diverse ways with, and supports development cooperation activities proposed by, 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	We work to carry out policy trend research regarding the problems faced within developing countries, strengthen Japan's intellectual presence internationally, systematize Japan's development experience and knowledge as a country providing aid, and communicate these initiatives. It also returns such research outcomes to JICA's operations as part of its efforts to contribute to the realization of <i>human security</i> .
Public-Private Partnerships Supporting social and economic 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 overseas, 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 SDGs Business Supporting Surveys (JICA Biz).

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

Operational Flows

JICA's project formulation based upon requests from the partner country's government involves conducting inquiries and investigation into the project prior to approval and adoption by the Japanese government, thereby examining the project's necessity.

In addition, we conduct project evaluations prior to each project, and also following its conclusion, in order to provide feedback toward effective project implementation and for similar future projects.



The 5th Medium-term Plan (Fiscal 2022–2026)

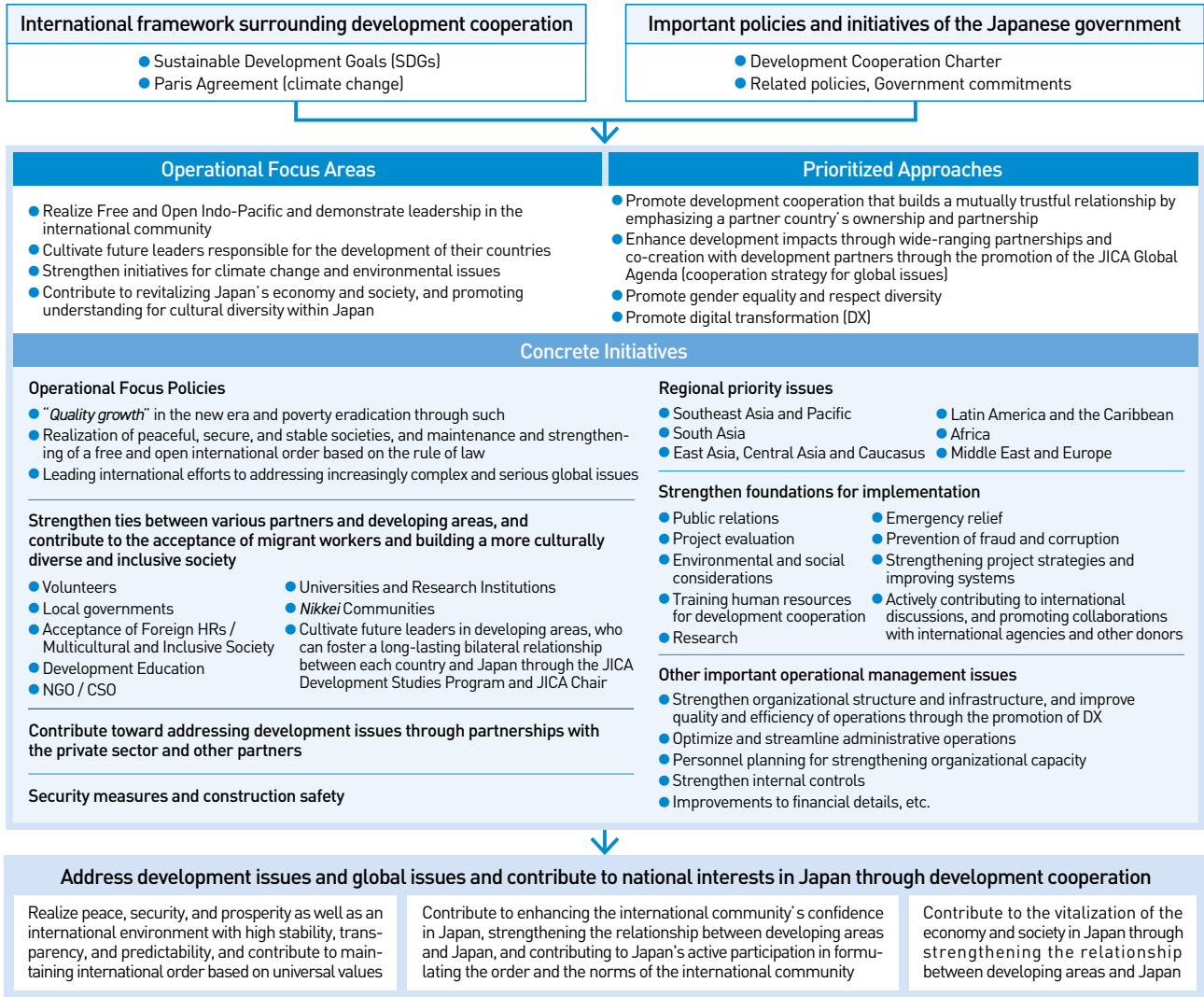
Outline of the 5th Medium-term Plan

In accordance with the law, JICA prepares a Medium-term Plan—which is subject to authorization of the competent ministers*—based on the Medium-term Objectives as directed by these ministers every five years. Based on this plan, JICA also draws up an Annual Plan under which it conducts its operations for the year.

As in the previous 4th Medium-term Plan (Fiscal 2017–2021), the 5th Medium-term Plan identifies Operational Focus Areas and Prioritized Approaches.

In the Operational Focus Areas, the Medium-term Plan calls for JICA to work on three priority issues outlined in the Development Cooperation Charter, which shares the same directions with the SDGs. These three issues are (1) “*Quality growth*” in the new era and poverty eradication through such growth; (2) Realization of peaceful, secure, and stable societies, and maintenance and strengthening of a free and open international order based on the rule of law; and (3) Leading international efforts to addressing increasingly complex and serious global issues. The Plan also calls for JICA to enhance initiatives toward the four areas shown in the figure below. The Medium-term Plan also sets out plans on a number of other issues, including priority issues for each of the six regions of the world, collaboration with various partners, stronger foundations for implementation, and more optimal and streamlined administrative operations, as well as security measures and internal controls.

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



Current Results of 5th Medium-term Plan

FY2022 was the first year of the 5th Medium-term Objective period (FY2022~26). As in FY2021, there were various limitations resulting from the coronavirus pandemic, but we took a variety of creative approaches to normalize business, and we continued activities in keeping with priority issues that the Japanese government had put forward as part of the Development Cooperation Charter, achieving results that exceeded anticipated targets.

In addition to reliably executing the original plan, amid increasing complexity and uncertainty about the future, particularly with regard to international conditions, we provided rapid and agile support in collaboration with diverse partners around the world, for example providing support to Ukraine and surrounding countries following Russia's invasion, and responding to compound global crises arising from that invasion, as well as from the effects of coronavirus. We also provided immediate emergency support following the earthquake in Türkiye.

In this way, we have undertaken activities aimed at achieving Medium-term objectives to contribute not only to international trends such as SDGs and the safety and security of all people and to international conferences such as the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP), but also to the Japanese government's National Security Strategy, the Development Cooperation Charter, the export of quality infrastructures, and the policies of Free and Open Indo-Pacific (FOIP) and other organizations.

In FY2023, the second year of the 5th Medium-term Objective period, amid an increase in complexity and uncertainty regarding international conditions and other areas, we conducted various activities in line with key government policies as laid out in the Development Cooperation Charter, which was amended in June 2023, and once again achieved results that exceeded anticipated targets.

We made notable contributions to the realization of Japanese government policies, including: Support for Ukraine and surrounding countries that have suffered damages as a result of Russia's invasion; support for Gaza, which is facing the serious humanitarian crisis as a result of the Israel-Palestine conflict; various activities that contribute to FOIP, and support in responding to issues on a global scale, particularly in relation to climate change countermeasures. Based on the philosophy of "co-creation" and "solidarity," which was reaffirmed in the amended Development Cooperation Charter, we promoted acceptance of foreign human resources, provided support for the realization of a Multicultural and Inclusive Society, and undertook many activities through co-creation with regional municipalities, NGOs, and CSOs. Furthermore, as part of efforts to "bring back home the know-how acquired in developing countries," which are unique to JICA as an organization with multiple offices throughout Japan, we have accelerated activities aimed at utilizing the results achieved in developing countries on Japanese projects as well. One example of this can be seen in support provided to regions affected by the Noto Peninsula Earthquake. In addition, we have undertaken "co-creation for common agenda initiatives," in which cooperation is offered to other countries in an attractive format even before requests are received, and encouraged overseas private-sector investment financing, which furthers the mobilization of private funds.

More information JICA's website >>> Organization (Medium-term Plan/Annual Plan)

Development Cooperation Charter	The basic policy of Japan's development cooperation
Medium-term Objectives (five years)	Established by the competent ministers and relevant instructions given to JICA
Medium-term Plan (five years)	Prepared by JICA and authorized by the competent ministers*
Annual Plan (one year)	Established by JICA and notified to the competent ministers

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

Approaches to Achieve the SDGs

To Leave No One Behind

The SDGs, adopted at the United Nations in September 2015, are a set of international goals that aim to eradicate poverty and realize a sustainable society by 2030 based on the core principle of “leaving no one behind.” The SDGs consist of 17 goals that address the social, economic, and environmental dimensions, and 169 targets to achieve them. Both developed and developing countries are required to take them on, with various stakeholders joining together.

The year 2023 marks the “halfway point” of the SDGs, which were formulated in 2015 and are to be achieved by 2030. The quadrennial SDG Summit was also held this year, and momentum has been building for the entire international community to make further strides toward achieving the SDGs. In addition to communicating and sharing with the international community its contribution to the SDGs through cooperation-related initiatives to date, JICA is also looking toward enhanced cooperation strategies as we head toward the year 2030.

JICA will contribute toward the achievement of the SDGs by aiming to realize “*Human Security*,” which is the guiding principle of the Development Cooperation Charter

adopted by the Government of Japan. In accordance with the concept of *Human Security*, we believe that the creation of sustainable, resilient economies and societies that leave no one behind, and which are also able to protect peoples’ lives, livelihoods and dignity, constitute an important social reform for the purpose of achieving the SDGs.



JICA’s Basic Approach

In 2016, JICA drew up the SDGs Position Paper for each of the 17 goals delineating the direction of the initiatives to be taken and the targets to be focused upon in order to achieve the SDGs.

As a concrete cooperation strategy, in fiscal 2021, JICA established the “JICA Global Agenda,” a set of 20 cooperation strategies for global issues including urban and regional development, health, peace-building and climate change. The agenda was created based on the four approaches of the Five Pillars of the SDGs (“Five Ps”, which is a superordinate concept of the approach to achieve the SDGs), excluding Partnership: Prosperity, People, Peace, and Planet.

The JICA Global Agenda indicates specific actions for each agenda in order to strengthen its strategy by clarify-

ing these mid- to long-term goals and initiatives. Various partnerships, including those that mobilize funds from the private sector, are also essential in achieving the SDGs, as public funding alone is insufficient in terms of scale. By communicating JICA’s approach and the relevance of its projects to a broad range of potential partners, JICA aims to strengthen its initiatives toward the achievement of the SDGs through co-creation.

Also, throughout our entire business and organizational management, JICA aims to pursue a sustainable world in which the three dimensions of economy, society and environment are in harmony. To clarify a concrete policy to do so, JICA published the JICA Sustainability Policy in October 2023. JICA will continue to improve its approach to achieving the SDGs, taking global trends into account.

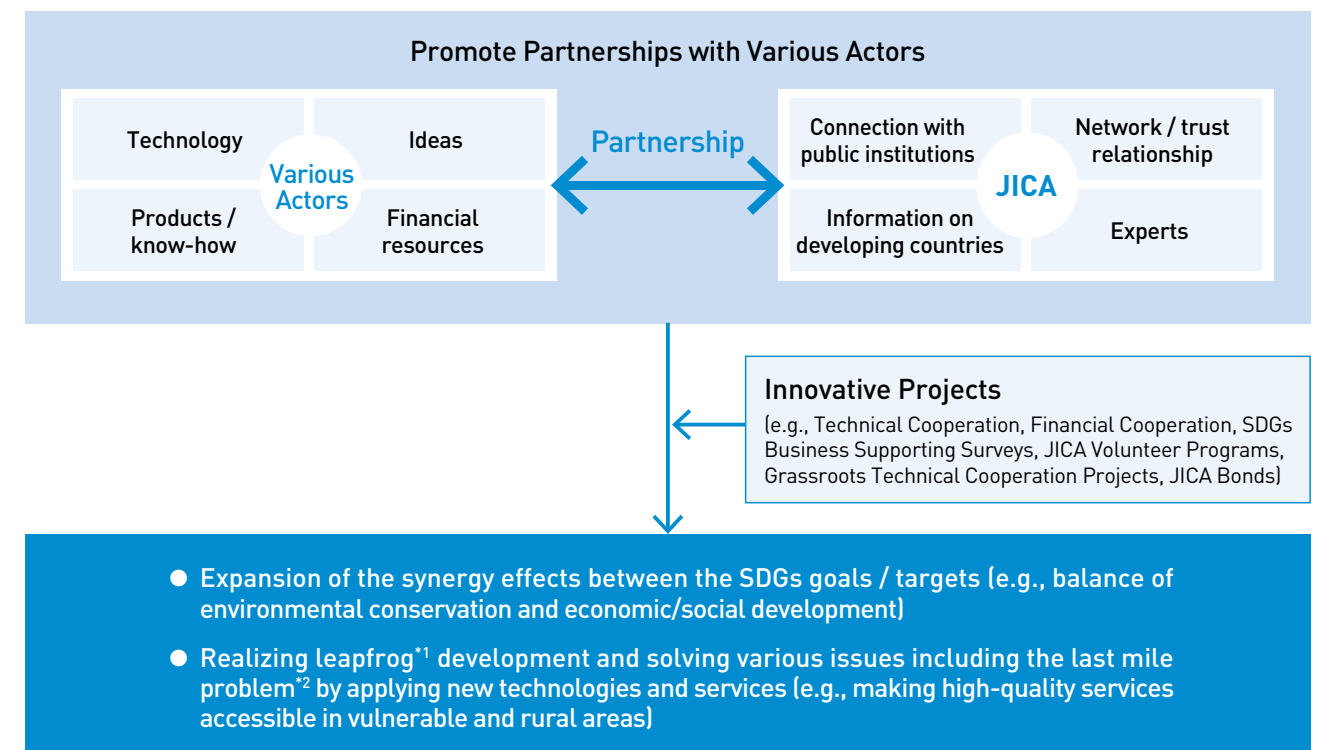
Enhance Cooperation with Domestic / International Partners

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

To widely promote the SDGs Implementation Guiding Principles and the SDGs Action Plan, JICA established the “JICA-SDGs Partner” framework in July 2020 to cer-

tify organizations that partner with JICA to achieve the SDGs (about 40 organizations were certified as of March 2024), and the scope of the efforts toward achieving the SDGs is expanding. In addition, JICA Kansai Center serves as a member of the secretariat of the “Kansai SDGs Platform,” which has over 2,300 member organizations (as of April 2024) and promotes the SDGs in the Kansai region by enhancing interaction and collaboration among its members.

JICA additionally publishes yearly performance evaluation reports outlining its achievements in line with each objective of the SDGs, and also creates, distributes and publicizes development educational materials including booklets, slides, videos and other publications that introduce JICA initiatives and the SDGs.



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

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

Directions of JICA’s Development Activities

JICA’s Endeavors

International society is exposed to compounding crises, and the social and developmental issues being faced are becoming increasingly complex. In this backdrop, JICA will strengthen its ability to prevent and respond to a variety of crises in keeping with its philosophy of *human security*, further promoting the creation of an inclusive, resilient, and sustainable economic community.

Based on the priority policies presented in the Development Cooperation Charter, JICA undertakes activities in three main areas: (1) “*Quality growth*” in the new era and the eradication of poverty through such growth; (2) Realization of peaceful, secure, and stable societies, and maintenance and strengthening of a free and open international order based on the rule of law; and (3) Leading international efforts to address increas-

ingly complex and serious global issues. In this context, it promotes the co-creation of new solutions with partners in Japan and other countries, including developing countries. It also contributes to resolving issues in Japan, by circulating the solutions to social issues and the knowledge and experience cultivated in collaboration with developing countries over the course of 70 years.

1

“Quality growth” in the new era and the resulting poverty eradication

Based on the belief that nation building begins with human resource building, Japan has fostered human resources in developing countries, put in place high quality infrastructures, and developed legal systems, as part of efforts to achieve economic growth in developing countries. Defining this as “high quality growth,” we are working to eliminate poverty in a sustainable way, and realize a prosperous society where each and every individual can live in happiness, with respect for others.

“High quality growth” means growth characterized by inclusiveness that leaves no one behind, resilience to withstand and recover from natural disasters and economic crises, and sustainability where the economy, society, and the environment are in harmony.

To achieve this high-quality growth, JICA will work to strengthen the independence of the economic community, for example by guaranteeing food and energy security, and will apply digital technologies in resolving social issues and developing high-quality infrastructures.

> See page 26 In Focus 1

2

Maintenance and strengthening of a free and open international order based on the rule of law

In developing countries, problems impeding peace and stability, such as geopolitical tensions and conflicts, are growing ever more serious, and peaceful, stable societies are being threatened by terrorism, piracy, and trends going against democracy and the protection of human rights.

In response to these threats, JICA is promoting the Humanitarian-Development-Peace Nexus (HDP Nexus) to strengthen the abilities of individuals and communities to prevent and respond to crises, while collaborating to achieve social peace and stability. In keeping with the vision of the Free and Open Indo-Pacific (FOIP), we will work to maintain and strengthen international order based on the rule of law, and contribute to the peace and prosperity of Japan and the world.

To this end, we will respect partner countries’ autonomy and build trust among stakeholders, while promoting in each country the establishment of the rule of law, good governance, the advancement and entrenchment of democracy, and human resource development that ensures respect for basic human rights.

> See page 27 In Focus 2

3

Contributing to addressing increasingly complex and serious global issues

Global issues such as climate change and infectious diseases, which people are facing regardless of nationality, have a huge impact on international society as a whole, and cause harm to many people. These issues tend to have an even more serious impact for people in vulnerable positions in particular, such as those living in poverty or in developing countries.

JICA is directing its efforts toward climate change measures and a variety of other global issues, and is collaborating with developing countries in the establishment of systems and infrastructures that will contribute to the mitigation of and adaptation to climate change, strengthening environmental management capabilities, and forming communities in harmony with the environment.

In addition, as part of efforts to achieve Sustainable Development Goals (SDGs), we will work on promoting universal health coverage (UHC), collaborations in disaster prevention that leverage knowledge cultivated through disaster prevention and mitigation Japan, and promoting high-quality education for all.

> See page 28 In Focus 3

4

Circulation of knowledge and experience between developing countries and Japan

The Development Cooperation Charter states that “Japan aims to circulate bring back home the new solutions and social values created through co-creation and solidarity between partner countries and Japan,” underlining the fact that bringing benefits to Japanese society is an important element of international cooperation.

JICA’s goal is to develop human resources that will bear responsibility for the next generation, and to create new value by leveraging a perspective that links solutions to the economic and social issues currently facing Japan and achievement of its economic growth with activities aimed at resolving issues common to Japan and the world.

In terms of circulation between partner countries and Japan, there are an increasing number of cases in which JICA Overseas Cooperation Volunteers who were active in developing countries act as liaisons between Japan and those nations after returning to home, contributing to regional development and solutions to social issues in Japan.

> See page 29 In Focus 4

In Focus

1

“Quality growth” in the new era and the resulting poverty eradication



The Nacala Port in Mozambique, where JICA has cooperated in development operations, functions as one of the gateways to the Southern African region, and contributes to economic growth and poverty reduction in Mozambique as well as in surrounding countries.
[Photo : Penta-Ocean Construction Co., Ltd, and TOA Corporation Joint Venture]

For developing countries to develop independently, they must have infrastructures that serve as a platform for people’s lifestyles and economic activities. Simply putting in place many infrastructures, however, does not necessarily enable “Quality growth.” It is also important to implement soft components with infrastructure, and tie it into resolving social issues.

JICA uses energy-efficient and environment-friendly technologies from Japan and provides human resources development through the introduction of Japanese safety standards at local construction sites, establishing

high-quality infrastructures that include ports, railways, airports, and special economic zones.

For example, increased convenience at the Nacala Port in Mozambique is expected to improve logistics conditions in the region, stimulate the Nacala Corridor, and by extension contribute to the development of the regional economy, including Zambia and Malawi. By strengthening ties among regions and stimulating economic and social activities, JICA will realize “Quality growth,” and contribute to regional stability and prosperity.

In Focus

2

Maintenance and strengthening of a free and open international order based on the rule of law



Public prosecutors from Laos and JICA experts exchange opinions on the theory of criminal law. The goal of the exchange is to develop human resources through extensive and detailed debates and a deeper understanding of the law.

The “Rule of Law” is a concept in which state power is governed by law, to protect those who are particularly vulnerable from abuse of power, and to guarantee people’s rights and freedoms. When the judiciary, government, police, and media in each country function correctly, and when laws are managed appropriately, this ties into the protection of individuals’ rights.

JICA collaborates with legal scholars, the Ministry of Justice, the Supreme Court, and the Japan Federation of Bar Associations to establish and improve the operations

of legal systems, foster judicial officers, and improve access to the judiciary in Laos, Vietnam, Cambodia, Nepal, and other countries. In Southeast Asia, Africa, and other regions, we also work to strengthen the functions of public broadcasters, which monitor the police and other powers responsible for public safety and communicate information accurately, fairly, and impartially, and the functions of election administration commissions that support free and fair elections.

In Focus 3 Contributing to addressing increasingly complex and serious global issues



Forest fires not only harm forest resources and biodiversity but can also trigger landslides and other natural disasters. Early detection and countermeasures are important. JICA is supporting the introduction of a National Forest Fire Information System in the Western Balkans.

Responding to climate change, which has a significant impact on the natural environment and people's lives worldwide, is an important global issue that requires the collaborative efforts of the international community.

Developing countries with insufficient social infrastructures face a difficult challenge of balancing economic development with the efforts to address the effects of climate change, including reducing greenhouse gases and responding to increasingly severe natural disasters.

JICA contributes to achieving international developmental goals, including the United Nations Framework Convention on Climate Change, by promoting activities aimed at both addressing climate change and development issues. We aim to build a sustainable society that is resilient to the effects of climate change. For example, in the Western Balkans, we are working to prevent natural disasters and respond to forest fires by introducing the National Forest Fire Information System (NFFIS).

In Focus 4 Circulation of knowledge and experience between developing countries and Japan



A prospective JOCV (far right in the photo) assists in the restoration of traditional cooking in the Hitoyoshi Kuma area of Kumamoto Prefecture, as part of a recovery support project following damages caused by torrential rains.

JICA utilizes the knowledge and experience that it has accumulated through development cooperation to contribute to resolving issues currently being faced in Japanese society. For instance, the "GLOCAL Program" has been conducted for persons scheduled to be dispatched as Japan Overseas Cooperation Volunteers (JOCV). Under the program, applicants who have an interest in participating in regional revitalization activities and who support the development of multicultural and inclusive societies undertaken by municipal governments and other local organizations in Japan are placed at local governments for work before they are dispatched overseas. The knowledge and practical experience that they gain through

these activities are used in their activities in developing countries, and also lead to their active participation in problem-solving in Japan after the volunteers return home. Following the Noto Peninsula Earthquake in January 2024, returned volunteers (JOCV) have been voluntarily working to provide operational support at evacuation shelters and to assist foreigners living in these areas.

We have also expanded options for donations so that more citizens can participate in international cooperation through donations, not only resolving issues in developing countries, but also supporting activities by the JOCV and creating an inclusive society for foreign residents currently living in Japan.

JICA Global Agenda

Mobilizing a Wider Range of Resources to Tackle Global Issues

The JICA Global Agenda is a set of cooperation strategies for global issues that identifies the development goals and actions undertaken from a global perspective in terms of contributing toward the SDGs. We delineate strategies for 20 issues in alignment with the SDGs of Prosperity, People, Peace, and Planet. Herein, we aim to realize *human security* while broadening our impact through collaboration and co-creation with our diverse partners.

Toward the realization of *human security*

The JICA Global Agenda are cooperation strategies that guide the analysis of development scenarios based upon each issue in order to contribute toward the realization of the SDGs, and we utilize it as a basis of co-creation with our diverse partners toward the expansion of development impact.

Each strategy specifies issues faced by developing countries that JICA collaborates with its diverse partners

to solve. In addition, we set objectives, focused approaches, and development scenarios for solving those issues, thereby responding more strategically to increasingly complicated global issues.

Such cooperation based upon the JICA Global Agenda combines protection and empowerment in alignment with the principle of *human security* in order to protect the vulnerable, while also improving their resilience to respond to crises.

Twenty cooperation strategies for global issues in four categories

Prosperity	01		02		03		04		05	
		Urban and Regional Development		Transportation		Energy and Mining		Private Sector Development		Agriculture and Rural Development (Sustainable Food Systems)
	06		07		08		09		10	
		Health		Improving Nutrition		Education		Social Security, Disability, and Development		Sport and Development
	11		12		13		14		15	
Peace		Peacebuilding		Governance		Public Finance and Financial Systems		Gender Equality and Women's Empowerment		Digital for Development
Planet	16		17		18		19		20	
		Climate Change		Natural Environment Conservation		Environmental Management		Sustainable Water Resources Management and Water Supply		Disaster Risk Reduction through Pre-disaster Investment and Build Back Better

Collaboration and co-creation with our diverse partners

JICA has responded to numerous development-related needs across various countries and regions to date and is presently carrying out more strategic and efficient initiatives based upon the cooperation scenarios analyzed through the JICA Global Agenda.

Together with our wide-ranging domestic and interna-

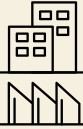
tional partners including private companies, research institutions and citizen groups, we gather our various resources including knowledge, ideas and talent by building or participating in a collaborative problem-solving platform through which we aim to realize a sustainable society. In addition, by creating an environment that enhances finance mobilization and business opportunities for the private sector, we are also expanding the “wave” of co-creation.



JICA Global Agenda

Prosperity

01





Urban and Regional Development

Creating comfortable, livable and sustainable cities

We plan appropriate land use while utilizing the latest geospatial information technology towards the creation of desirable cities. We also involve and coordinate various stakeholders and extend support to strengthen the urban administration’s ability to conceptualize, plan, develop and manage attractive and sustainable cities.


Approaches

- Creating green and inclusive cities that are resilient in the face of disasters, and where anyone can live continuously
- Promoting the appropriate use of IT and other new technologies

> See page 68

02






Transportation

Realizing safe, smart and sustainable transportation


We are working to develop transportation infrastructures, improve maintenance and management capabilities, enhance maritime security capabilities, and improve road traffic safety to protect lives. We will strive to achieve smart, sustainable transport of people and things by actively introducing digital technologies.

Approaches

- Improving connectivity by maintaining transportation infrastructures
- Enhancing maritime security capabilities
- Promoting road asset management
- Improving road traffic safety

03






Energy and Mining

Carbon neutrality and stable, low-cost energy supply


In collaboration with partners around the world, we will (1) create, upgrade, and implement energy transition initiatives and plans; (2) contribute to the development and social implementation of next-generation decarbonization technologies; (3) promote the stable supply of energy within local communities; and (4) strive for the stable supply of mineral resources to the international market.

Approaches

- Promoting energy transition
- Promoting sustainable mineral resource management through building personal networks (Kizuna Program)

04






Private Sector Development

Fostering private enterprises to support economic growth in developing countries

JICA strives to improve the competitiveness of entrepreneurs and businesses, develop industrial and investment policies and the business environment, and improve financial access to create an environment for the private sector to grow. In addition, JICA will promote collaboration and strengthen partnership between local and Japanese companies, aiming to strengthen the resilience of both economies.


Approaches

- Promoting the “Africa Kaizen Initiative”
- Support for building a startup ecosystem for creating innovation
- Promoting investment and industrial development in Asia

> See page 61

05






Agriculture and Rural Development (Sustainable Food Systems)

Eradicate poverty and hunger by achieving sustainable agriculture

JICA contributes to increasing the productivity of agriculture, livestock, and fisheries industries through developing and disseminating production technologies and effective distribution systems. JICA also contributes to the stable production and supply of food by addressing challenges of climate change and food loss and waste.

Approaches


- The Smallholder Horticulture Empowerment and Promotion (SHEP) Approach
- Promoting rice development in Africa (CARD)
- Building food value chains
- Promoting the fisheries-centered Blue Economy
- Promoting sustainable livestock development toward “One Health”

> See page 71

People

06




Health

Advancing a health-promoting society to protect people’s lives at all times

JICA advances a health-promoting society that underpins people’s lives. Through this, it 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.


Approaches

- Strengthening diagnosis and treatment capacity of core hospitals
- Strengthening the institutions for infectious disease control and testing
- Strengthening quality continuum of care for maternal, newborn and child health, including the use of Maternal and Child Health Handbooks
- Financial Protection in Health



> See page 59

07





Improving Nutrition

Proper nutrition for a healthy future for all


JICA tackles both undernutrition, a condition resulting from inadequate intake of necessary nutrients, and overnutrition, an increasingly serious problem. To this end, it is making collaborative efforts in a range of sectors, including health, agriculture and food, water, sanitation and hygiene (WASH), and education, thereby helping people all over the world to lead a healthy life.

Approaches

- Improving nutrition through the life-course
- The Initiative for Food and Nutrition Security in Africa (IFNA)

08




Education

Quality education where each individual shines with vitality

More than 610 million* children and youth worldwide do not have the minimum proficiency level in literacy and numeracy. Additionally, there are significant gaps in access and quality among countries in higher education. JICA addresses education for all people to learn and develop their abilities.

Approaches


- Learning improvement through quality textbook and material development
- Learning improvement through community-wide collaboration
- Improving education for leaving no one behind
- Strengthening leading universities in partner countries



> See page 67

* UNESCO Institute for Statistics, “SDG 4 DATA DIGEST 2018”

09






Social Security, Disability and Development

Making a world to live our lives with dignity

Through expansion of social security, improvement of the working environment, promotion of social participation of persons with disabilities and mainstreaming disability, JICA aims to realize a society where all people can live with dignity while supporting each other’s lives as members of society.


Approaches

- Establishing a social insurance system
- Promoting social welfare
- Improving the employment and working environment
- Promoting disability-specific initiatives
- Promoting disability-inclusive initiatives

> See page 63

10







Sport and Development

A peaceful world where all people can enjoy sport

JICA contributes to the realization of a peaceful society by working to create an environment where everyone can enjoy sport that is borderless, transcending language and cultural differences, and can expand people’s possibilities and lead to a step forward in building the future, and to develop human resources through sport.

Approaches

- Expansion of sport opportunities
- Development of human resources with sound minds and bodies through sport
- Promotion of social inclusion and peace through sport


032 JICA REPORT 2024

JICA REPORT 2024 033

JICA Global Agenda

Peace

11




Peacebuilding

Building peaceful and just societies without fear and violence


To mitigate conflict risks and to strengthen capacities to deal with crises, JICA promotes capacity development and institution building to create governments that are trusted by the people, as well as community reconciliation and recovery.

Approaches

- Preventing conflicts and building resilient states and societies through the *human security* approach
- Building resilient societies through capacity building of local governments and trust-building
- Promoting the Humanitarian -Development-Peace (HDP) Nexus



12




Governance

A society where all people can live with dignity

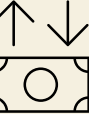
JICA aims to realize universal values such as basic human rights, freedom, and the rule of law, and to achieve a society in which human dignity is respected. It cooperates in the development and operation of legal systems, the provision of appropriate administrative services, the improvement of public broadcasting and election management functions to contribute to the strengthening of democratic and inclusive governance.

Approaches

- Realizing the rule of law
- Strengthening the capacity of public officials and public human resources
- Strengthening maritime security capabilities




13






Public Finance and Financial Systems

Strengthening fiscal and financial foundations, aiming for economic stability and growth


JICA supports strengthening the fiscal base and developing the financial systems necessary to stabilize the economy and promote sustainable growth. In addition, JICA contributes to enhancing trade facilitation by modernizing customs administration.

Approaches

- Strengthening the national fiscal foundation
- Strengthening connectivity through support for customs modernization
- Implementing appropriate monetary policies and developing financial systems

14




Gender Equality and Women’s Empowerment

Toward a society where every individual, regardless of gender, can fulfill their potential


JICA extends its cooperation to reform systems and structures in society and in organizations that discriminate based on gender, to strengthen the agency of women and girls, and to transform the awareness and behavior of society and its people. By doing so, it aims to build a society where every individual, regardless of gender, can fulfill their potential with dignity as a human being.

Approaches

- Promotion of gender mainstreaming
- Promotion of Gender Smart Business (GSB)
- Elimination of sexual and gender-based violence (SGBV)



15




Digital for Development

Digital transformation (DX) to improve well-being for all

JICA supports building a better society through utilizing digital technologies and data to solve various problems. While establishing bases of information and communication technology (ICT) with human resources development and industry creation, it will contribute to creating a free and safe cyberspace.

Approaches


- Mainstreaming digital transformation (DX) for effective development activities
- Establishing bases for digitization



> See page 97

Planet

16




Climate Change

Confronting the threat of climate change with partner countries

The global community must mitigate climate change—which has an enormous negative impact on the economy and society—by drastically reducing greenhouse gas emissions. At the same time, it must also adapt to climate change. JICA will contribute to solving global issues in cooperation with partner countries that face the task of addressing development and climate change simultaneously.


Approaches

- Promoting the implementation of the Paris Agreement
- Promoting the co-benefits approach to climate change countermeasures



> See page 56

17






Natural Environment Conservation

Inheriting the bounty of nature to the future generations


JICA is committed to conserving nature, which is important for local communities and for a sustainable global environment. Based on scientific evidence, JICA identifies natural assets that should be protected and assesses their value and current status. It also works with local communities, and utilizing traditional knowledge, aims to balance environmental conservation with human activity.

Approaches

- Protecting the natural environment -Conservation and restoration of the natural environment-
- Leveraging the benefits of the natural environment –Nature-based solutions–

18







Environmental Management : JICA Clean City Initiative

Protect the environment to create clean cities for healthy lives

In many partner countries, industrialization and urbanization are progressing, causing serious contamination of water, air, and soil. Through measures such as human resource development for proper waste management and the prevention of pollution, JICA cooperates in creating clean cities where people can live healthy lives and aims to build sustainable societies.


Approaches

- Improving waste management and promoting the transition to a sound material-cycle society
- Promoting a healthy environment through appropriate environmental regulations and pollution-control measures

> See page 57

19




Sustainable Water Resources Management and Water Supply

For a society with safe water for all people

JICA helps strengthen the organizations responsible for managing water resources and establish mechanisms for democratic consensus-building among stakeholders in order to resolve issues on water resources in the field. JICA creates “growing water utilities” capable of self-sustaining expansion and improvement of water supply services.

Approaches

- Resolving issues on water resources in the field through integrated water resources management
- Supporting the growth of water utilities



20



Disaster Risk Reduction through Pre-disaster Investment and Build Back Better

Building nations’ resilient foundation for saving lives and developing economy

Disaster risk reduction is directly linked to sustainable development and ensuring *human security*. JICA boosts investment in disaster risk reduction to reduce casualties and economic losses. Once a disaster occurs, JICA supports the reconstruction of more resilient nations and societies under the “Build Back Better” concept to prevent similar damage or loss.

Approaches

- Promoting structural measures to support the nation’s development foundation
- Strengthening overall governance for DRR, including nonstructural measures
- Promoting “Build Back Better”





> See page 74

Note : Among the various approaches, clusters of projects targeting key cross-regional themes as part of JICA’s various global agendas are positioned as “Cluster Project Strategies” [More information](#) JICA’s website > What We Do (JICA Global Agenda)

JICA Global Agenda

Impact from JICA’s Cooperation



Clean Energy
[03 Energy and Mining]

Total installed capacity of operational geothermal power-generation facilities that have been built with ODA Loans.
[FY 1978-/as of November 2023]

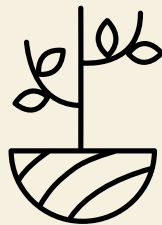
1,592 MW



Development of Industrial Human Resources
[04 Private Sector Development]

The total number of industrial human resources in Asia
[as of July 2023]

Over 18,000 people



Expanded Food Production
[05 Agriculture and Rural Development]

The amount of rice production in Sub-Saharan Africa
[From 14 million tons in the baseline year to 32.30 million tons in 2021]

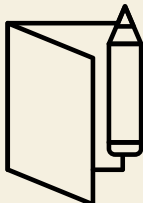
2.3 times



Maternal and Child Health (MCH) Handbook
[06 Health]

The total number of copies distributed annually in countries where support related to the MCH Handbook was provided. (FY2019)

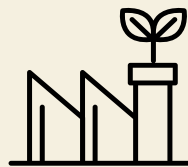
34 countries 9 million copies



Improvement of Children’s Learning
[08 Education]

The number of children provided with a quality educational environment
[FY2015–FY2017]

Over 15 million children



Realization of Clean City
[18 Environmental Management]

The number of countries and people who benefited from the “JICA Clean City Initiative.”
[FY2021-/ as of November 2023]

42 countries 170 million people



Access to Safe Water
[19 Sustainable Water Resources Management and Water Supply]

The number of people who gained access to safe water for water supply facilities
[Cumulative total for FY1999–FY2022]

84 million people

CHAPTER 2

Sustainability

JICA Sustainability Policy 038

Environment 039

- Climate-Related Information Disclosure in Accordance with TCFD Recommendations 039
- Environmental Management 043
- Biodiversity Initiatives 044

Social 046

- Human Rights 046
- Gender Equality 047
- JICA’s Sustainability Bonds 048
- Procurement 049

Governance 050

- Sustainability Management Structure 050
- Environmental and Social Considerations 051
- Engagement inside and outside the organization 052

JICA Sustainability Policy

To achieve *human security*, in addition to strengthening capacity to prevent and respond better to crises and creating an economy and society that are inclusive and resilient, it is essential that we aim to realize a sustainable world in which the three dimensions - economy, society, and environment - are in harmony and no burden is left for future generations.

JICA announced the JICA Sustainability Policy in October

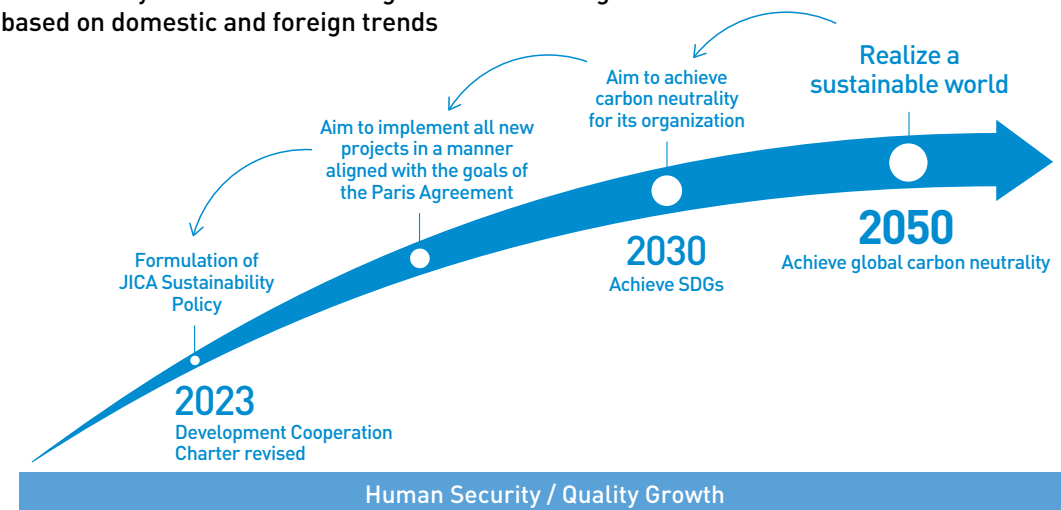
2023 as a specific guiding policy. For JICA to gain trust as an organization that will help developing countries achieve the SDGs, it is extremely important that JICA take the initiative in promoting sustainability and working to achieve the SDGs.

Under the new Development Cooperation Charter, JICA will focus on the following areas as our Sustainability Policy.

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

[More information](#) JICA's website >>> [JICA Sustainability Policy \(PDF\)](#)

Set targets and carry out initiatives through the back-casting method based on domestic and foreign trends



Environment

Climate-Related Information Disclosure in Accordance with TCFD Recommendations

Governance

JICA has established the Sustainability Committee to promote sustainability, including climate action, in our organizational and operational management. In addition, under the JICA Sustainability Policy, the Chief Sustainability Officer (CSO) and the Office for Sustainability Management in the Operations Strategy Department oversee organization-wide efforts (see page 50).

JICA works to enhance the development effectiveness of its projects—including those relevant to climate action—through monitoring and evaluation processes that utilize a consistent framework covering every stage, from ex-ante evaluation and monitoring to ex-post evaluation and feedback.

ation and feedback.

In addition, JICA adheres to its Guidelines for Environmental and Social Considerations (ESC Guidelines) to ensure that its cooperation projects have minimal impact on the natural and social environment and that sustainable development is realized. Application of those Guidelines is overseen by the Credit Risk Analysis and Environmental Review Department. As for the objection procedures, the Secretariat of the Examiner for the Guidelines handles them, and the contents of the objections are reviewed by the Examiners, who are independent of the operational departments of JICA (see page 51).

Strategy

JICA's Goals

The international community is becoming increasingly aware of the urgent need to address climate change. In particular, developing countries are experiencing the tremendous impacts of climate change, including more frequent and severe weather-related disasters, food and water shortages due to extreme weather events, and an increase in climate refugees due to sea level rise and drought.

It is recognized that there is a climate tipping point (a turning point at which irreversible effects occur all at once after a certain threshold is exceeded). To avoid exceeding this point, the global average temperature rise must be limited to 1.5°C above pre-industrial levels. This "1.5°C target" was included in the Paris Agreement adopted at the 21st Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21) in 2015. To achieve this target, an increasing number of countries and regions have announced the "net-zero target" to reduce greenhouse gas (GHG) emissions to net zero by 2050.

The Government of Japan declared in 2020 that it aims to achieve carbon neutrality by 2050. In addition, the Development Cooperation Charter, which was revised in 2023, also states that the Government aims "to align Japan's development cooperation with the goals of the Paris Agreement."

Taking the above into consideration, JICA formulated the "JICA Sustainability Policy" in October 2023, which

states that JICA aims "to implement all new projects in a manner aligned with the goals of the Paris Agreement" and "to achieve carbon neutrality for its organization by 2030". JICA is currently preparing to align all new projects with the goals of the Paris Agreement and has begun developing a transition plan to achieve carbon neutrality for its organization, which includes the goal of sourcing 100% renewable electricity for organizational use by 2030.

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

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

Climate-related Risks

The recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) categorize climate-related risks into two types. One is Physical Risk, which is the risk of more frequent and severe storms, floods, landslides, water shortages and droughts, sea level rise and other physical impacts caused by climate change. The other is Transition Risk, which is the risk of policy and regulations change related to climate and transition.

JICA examines the impact of each risk on projects and the organization, then identifies specific risks to be managed. In the future, we will continue to review specific risks requiring management in response to changes in the domestic and international environment.

Climate-related Opportunities

JICA believes we can turn the risks of climate change into opportunities for new cooperation and co-creation towards the achievement of a sustainable world.

For example, we must expand action toward climate change adaptation in developing countries and the transition to a carbon-neutral society. Meanwhile, there are increasing opportunities for cooperation in areas such as support in formulating and implementing policies to combat climate change, adaptation measures in areas

such as disaster risk reduction and agriculture, and high-quality infrastructure investments that reduce greenhouse gas emissions in areas such as energy and public transport. In addition, as global interest and action related to climate change grow, various domestic and international stakeholders are commencing initiatives to address development challenges. JICA will utilize our experience and knowledge to further promote co-creation with these stakeholders and contribute to the creation of a sustainable world.

Risk Management

With regard to climate-related risk, which is one of the key risks, JICA is integrating it into the risk management framework. The Risk Management Committee, chaired by the Senior Vice President in Charge of Internal Control, evaluates the results of risk assessments and counter-measures to risks, including those related to climate.

In addition, financial risks in the Financial and Investment Cooperation account are managed by the Risk Management Committee for Finance and Investment Account, chaired by the Senior Vice President in charge of Financial Risk Management. The committee assessed risks through a trial scenario analysis in accordance with the scenarios

announced by the Network for Greening the Financial System (NGFS) in fiscal 2023. The committee will continue to explore the proper ways to manage climate-related financial risks.

Furthermore, in individual projects, JICA ensures compliance with the ESC Guidelines so that risks related to environmental and social considerations can be identified and resolved (see page 51). In addition, we use the Climate Finance Impact Tool (JICA Climate-FIT) to identify and assess climate risks in terms of hazards, exposures, and vulnerabilities in the project formation stage.

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

Metrics and Targets

In 2021, the Government of Japan committed to 1) provide climate finance, both public and private, totaling ¥6.5 trillion, from 2021 to 2025 and 2) further enhance its assistance for adaptation to countries vulnerable to the effects of climate change. In the same year, Prime Minister Kishida announced that, in order to contribute to the achievement of the funding target of mobilizing \$100 billion per year from the public and private sectors of developed countries to support developing countries in tackling climate change, Japan was prepared “to provide up to \$10 billion in the coming five years” as well as “to double the assistance for adaptation to approximately \$14.8 billion both in public and private finance, in the five years to 2025”.

Based on these commitments of the international community, including the Government of Japan, JICA developed the JICA Global Agenda in the area of climate change as one of its cooperation strategies for global

issues in 2021. It aims to contribute to the achievement of the international goals set forth in the Paris Agreement as well as the realization of a sustainable and resilient society, by simultaneously addressing various other development issues and climate change. In addition, the support package that the Government of Japan announced at COP28 in 2023 also includes JICA’s climate initiatives.

Targets for implementing the projects

(1) to contribute about ¥1 trillion*1 annually to climate change

(2) to double its contribution to adaptation measures by 2030 (compared to 2019)

(3) to contribute to GHG emissions reduction by 4 million tons per year*2 by 2030.

*1 This includes the commitment amount for ODA loans, Private-Sector Investment and Finance and grants, as well as technical cooperation expenses.

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

Initiatives Under the JICA Global Agenda on “Climate Change”

Promoting the implementation of the Paris Agreement

Many developing countries lack the financial resources and capacity to reduce GHG emissions and strengthen their ability to adapt to climate change on their own as outlined in the Paris Agreement. Therefore, JICA supports the development of the skills and systems needed to formulate, implement, and monitor various plans to address climate change. In fiscal 2023, JICA trained approximately 2,190 personnel in six countries.

Additionally, JICA has developed a policy of cooperation on energy transitions under the JICA Global Agenda on Energy and Mining and has initiated cooperation in formulating energy transition plans in Indonesia and other countries.

Promoting the co-benefits approach to climate change countermeasures

To promote climate change measures, it is important to take a “co-benefit” approach that maximizes synergies with sustainable development while minimizing negative impacts.

In 2023, JICA’s cooperation in the area of climate change exceeded ¥2 trillion, achieving GHG emission

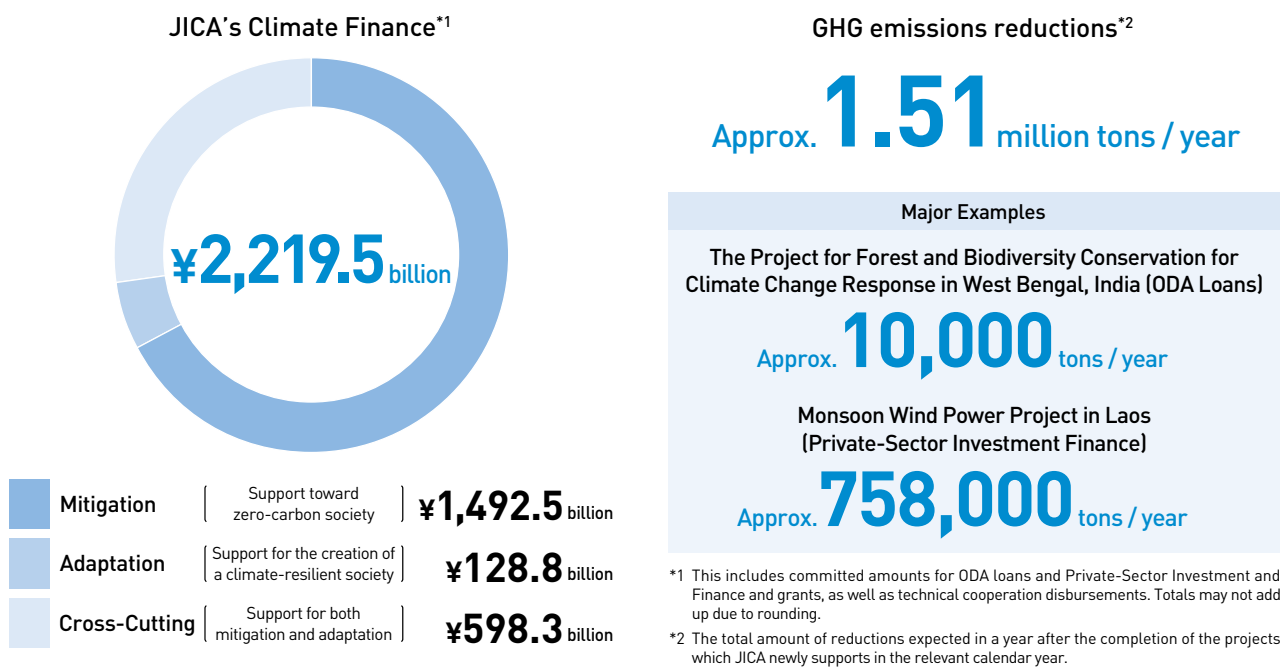
reductions of about 1.51 million tons per year. On the other hand, adaptation measures which are urgently needed in developing countries account for only about 30% of cooperation results (on a monetary basis), even when including projects for both mitigation and adaptation measures. Therefore, it is important to continue expanding support for adaptation measures. To this end, JICA will further strengthen the formulation of ODA loan projects, along with promoting the formulation of technical cooperation and grant projects in areas such as disaster risk reduction, water resources, and agriculture.

Cooperation on improving the air environment in Mongolia

In Ulaanbaatar, Mongolia, air pollution is particularly severe in winter, with vehicle exhaust fumes in traffic jams being a major contributing factor. As a countermeasure, we improved the traffic signal control system’s operational capacity by adjusting the timing of traffic lights at 10 key intersections in the city center and subsequently monitoring the impact on traffic flow.

As a result, traffic congestion has been partially alleviated. This is anticipated to synergistically enhance environmental conditions and contribute to climate change mitigation, with lower carbon dioxide emissions and aerial pollutant levels achieved through improved fuel efficiency.

Overview of Operations Related to Climate Change (2023)



Green Climate Fund

The Green Climate Fund (GCF) is a multilateral fund which supports developing countries with climate action. In July 2017, JICA became the first Japanese organization to be approved as a GCF Accredited Entity (AE). JICA is implementing cooperation projects in Timor-Leste and the Maldives with funding from the GCF.

<p>Forest Conservation and Community Resilience Enhancement in Timor-Leste</p> <p>Approval Date: March 2021</p> <p>This project uses a forest management model developed previously with JICA's cooperation to reduce deforestation and promote forest restoration in 74 villages in four basins of the country. Furthermore, the project seeks to enhance the livelihoods of approximately 48,000 residents who rely on local natural resources by proposing sustainable and climate-resilient agriculture and agroforestry that can respond to the effects of changes in rainfall due to climate change, such as soil erosion and reduced yields.</p> <p>The project created rules for land use with resident participation in 2023.</p>	
<p>Building Climate Resilient and Safer Islands in the Maldives</p> <p>Approval Date: July 2021</p> <p>JICA is supporting the Maldives government to develop a national policy on Integrated Coastal Zone Management (ICZM) for protecting the coastal environment from the effects of climate change and improving its safety and disaster resilience. On multiple islands, community-led coastal management systems are being developed, and coastal protection/conservation measures are being implemented. The project will also strengthen the capacity of stakeholders for establishing and operating the early warning system.</p> <p>In early 2024, project staff were employed, and various activities were carried out.</p>	

Environment

Environmental Management

Aiming to achieve organizational carbon neutrality

Basic Policy and Approach

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

Environmental Management Structure

JICA began full operation of the EMS in fiscal 2004, and in fiscal 2005 all of its Headquarters and domestic offices obtained ISO14001 certification*. In 2013, JICA implemented a new structure with the President as the Chief Environmental Management Officer to establish a more efficient and effective EMS.

JICA continues to strengthen its efforts to promote the reduction of negative environmental impact.

Efforts to Reduce GHG Emissions

JICA measures its GHG emissions on Scope 1 and 2 from its Headquarters and all domestic offices, and works to reduce GHG emissions by reducing electricity consumption and procuring environmentally friendly goods based on the Act on Promoting Green Procurement.

To further reduce its environmental impact, JICA states in the JICA Sustainability Policy that it aims to "achieve carbon neutrality for its organization by 2030." JICA will strengthen its efforts to reduce GHG emissions in a more strategic manner, including switching to electricity generated from renewable energy sources.

Environmental Education and Awareness-raising Activities

JICA provides various training opportunities for its employees to raise environmental awareness within the organization. Specifically, JICA conducted the inhouse training for facility management staff to promote proper compliance with a better understanding of environment-related laws and regulations, and to raise environmental awareness. JICA also conducts the Basic Environmental Management Training for newly hired employees to foster environmental awareness throughout the organization.

JICA will continue to conduct such training on a regular basis.

* From 2013 onward, JICA has not obtained ISO14001 certification.

Environmental Data*¹

Item		FY 2022	FY 2023
GHG emissions	Scope 1 (t CO ₂) * ²	2,612	2,583
	Scope 2 (t CO ₂) * ²	6,338	6,965
	Scope 3 Category 6: Business travel (t CO ₂) * ³	10,790	11,560
	Category 7: Employee commuting (t CO ₂) * ³	674	714
Water usage volume (m ³)		76,398	117,290
Paper usage volume (1,000 sheets)		8,431	9,471
Ratio of LEDs installation (%) * ⁴		47.0	47.0
Ratio of electric cars in official vehicles (%)		39.1	40.9

*1 Headquarters and domestic offices only.
*2 Calculations based on the Act on Promotion of Global Warming Countermeasures.
*3 Calculations based on emission unit values per transportation cost payment amount in the "Database on Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain," by the Ministry of the Environment, the Government of Japan, while "business travel" refers to flights used on overseas business trips.
*4 Values from past years amended due to increased accuracy of calculations.

Environment

Biodiversity Initiatives

Aiming to Achieve a Society in Harmony with Nature

Inheriting the Bounty of Nature to the Future Generations

People’s livelihoods, economies, and societies have been built on the various benefits they receive from rich nature. The benefits provided by nature to human beings are called ecosystem services, which are essential for human survival and quality of life. Today, however, the rapid increase in human activities is leading to a significant degradation of the natural environment, with multiple impacts, including climate change, desertification, and loss of biodiversity, on our lives.

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

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

Protecting nature and making use of its benefits will contribute to solving both the challenges of developing countries and global issues such as climate change and biodiversity conservation.

In order to pass on the bounty of nature to future generations, as well as to contribute to the sustainable growth of every country in the world, including Japan, JICA will strengthen initiatives to conserve nature (marine environments, forests, water resources, etc.) in the name of the JICA Sustainability Policy. We will also promote the mainstreaming of biodiversity in other fields such as urban development, agricultural development, and other sectors.

Pursuing a Society in Harmony with Nature

In the JICA Global Agenda, “nature conservation” is our goal to pursue harmony between the natural environment in terrestrial and coastal areas and human activities, and prevent ecosystem loss or degradation so that society can enjoy the blessings of nature continuously. To do this, JICA has formulated the Cluster Strategy for Nature Conservation. We have set out two pillars within the strategy that JICA will carry out.

Pillar 1: Protecting the Natural Environment

It is important to maintain biodiversity by conserving valuable, important ecosystems and restoring degraded ones. To this end, JICA will support the establishment of protected areas and take other measures to limit changes to the natural environment and resource use, mitigate the impact of such changes, and work to restore degraded ecosystems and strengthen sustainable management. A particular focus will be on strengthening environmental governance, including the establishment of consultation frameworks to mediate the opinions of diverse stakeholders, the development of a foundation for scientific information, and the encouragement of evidence-based decision-making.

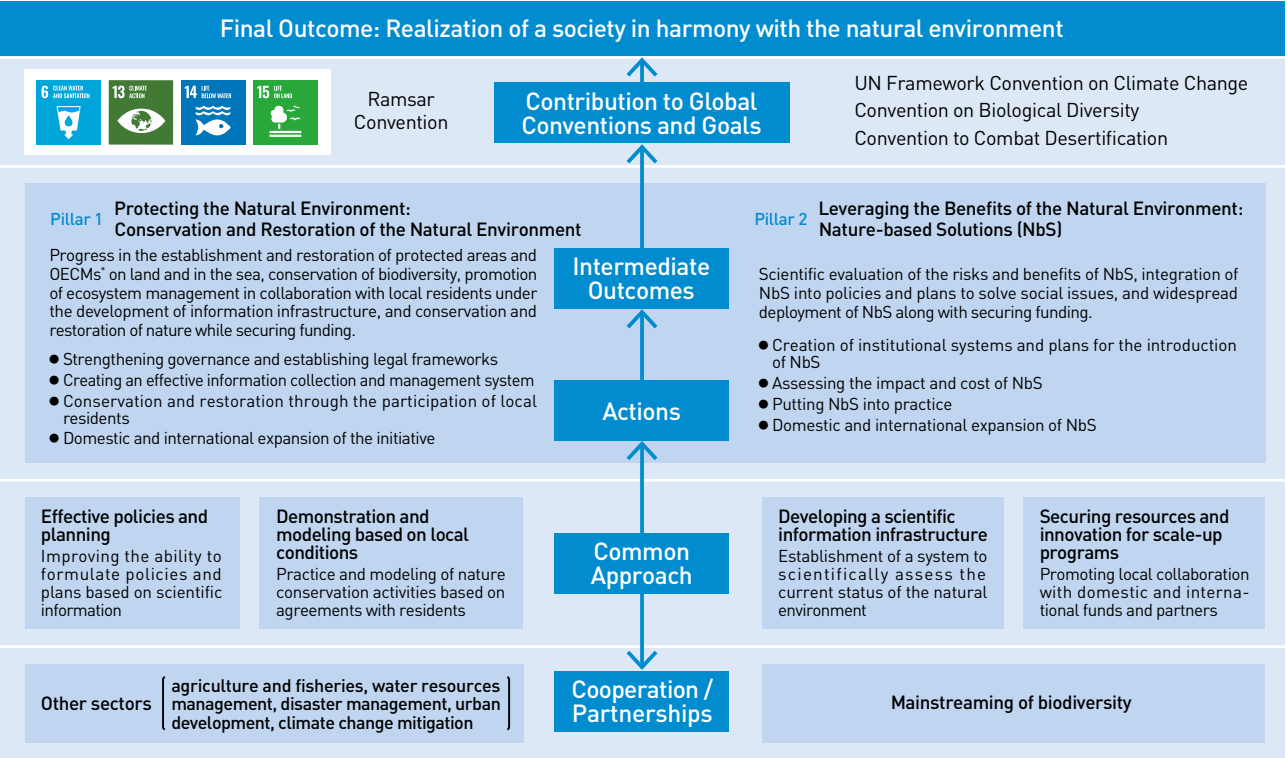
Pillar 2: Leveraging the Benefits of the Natural Environment

In recent years, there has been a renewed awareness of the importance of Nature-based Solutions (NbS), which utilize ecosystem services as solutions to various social issues including water resource conservation, disaster risk reduction, climate change countermeasures, improving community livelihoods. JICA aims to scientifically evaluate the risks and effects of NbS and integrate NbS into policies and plans for addressing social issues. Furthermore, JICA will promote action to broadly implement NbS in the economy and society, in addition to securing funding.

This Cluster Strategy sets out medium- and long-term targets and indicators as the Direct Target (2026), Indirect Target (2030), and Final Goal (2050). Environmental management (waste management, wastewater management, etc.) has also been carried out to reduce negative impacts on the natural environment. Further efforts such as fishery resource management, ecotourism, and integrated water resource management have been made in various countries and regions for realizing a society in harmony with nature.

[More information](#) JICA’s website >>> [Cluster Strategy \(PDF\)](#)

Cluster Strategy for Nature Conservation



* Other Effective area-based Conservation Measures

Goals and Targets of the Cluster Strategy for Nature Conservation (Starting year: 2022)

Final Goal (2050)	Achieve a society in harmony with the natural environment in developing countries and regions
Indirect Targets (2030)	1) Preventing the decline and degradation of the natural environment in developing countries and regions 2) Further dissemination of NbS in developing countries and regions 3) Reduction or absorption of GHG emissions in developing countries and regions through 1) and 2) above 4) Benefits to local people in developing countries and regions through 1) and 2) above 5) Capacity development of more than 12,000 government officials, engaged in nature conservation in developing countries and regions for 1) to 4) above
Direct Target (2026)	Steady progress being made in initiatives for 1) to 5) above

Disaster Risk Prevention and Reduction Using NbS

In order to incorporate NbS within projects, JICA has begun introducing pilot programs for the Ecosystem-based Disaster Risk Reduction (Eco-DRR) in addition to the prevention and mitigation of forest fires in the Western Balkans (see page 28).

JICA is leveraging Japan’s experience and technology in cooperation to conserve forests that prevent avalanches in North Macedonia, plant avalanche prevention forests in Kosovo, and to conserve and revive coastal forests in Montenegro to reduce damage from sea breezes and sand blown in from the coast.



Wooden frames installed and trees planted to prevent avalanches, one of the main natural disasters in Kosovo.

Social

Human Rights

Toward the realization of *human security*

JICA initiatives

Human security is a combined freedom-related concept that refers to the rights to live with the freedom from fear and want, as well as with human dignity. Therefore, it mutually complements the concept of human rights. By reflecting the idea of *human security* within its initiatives, JICA aims for the protection of human rights within developing countries.

As a social pillar working toward sustainability, JICA makes clear its respect for basic human rights. JICA has been implementing various cooperation-related actions aimed at respecting human rights in developing countries, including those encompassed within the International Covenant on Economic, Social and Cultural Rights (ICESCR) and the International Covenant on Civil and Political Rights (ICCPR). The Government of Japan ratified these international human rights treaties in 1979.

Specifically, in terms of the rights to food, clothing, shelter, health, and education covered by the ICESCR, JICA provides cooperation in the form of social and economic infrastructure development, agricultural development, and improvement of health care and education. With reference to the freedom of speech and expression covered by the ICCPR, JICA is also implementing cooperation aimed at the capacity development of public broadcasters. In addition, our activities encompass the development of a legal system that serves as a foundation for human rights, (see page 27), the inclusion of persons with disabilities as social rights for all people (see page 63), and support for survivors of gender-based violence (see page 65).

Development of human resources in the areas of Business and Human Rights

As corporate activities continue to transcend borders amidst globalized economies, it becomes important to respond to human rights violations with respect to those including workers, people living near production sites, and consumers.

In 2011, the United Nations Human Rights Council unanimously supported the Guiding Principles on Business and Human Rights: Implementing the United Nations 'Protect, Respect and Remedy' Framework. Herein, states must protect people against human rights abuse within their territory and/or jurisdiction by third parties, including business enterprises, while business enterprises also have a responsibility to respect human rights. In addition, it is stated that affected stakeholders



To help protect human rights in various countries, a knowledge co-creation program sharing best practices, case studies and issues relating to Businesses and Human Rights was held in January 2024.

must have easy access to effective remedies. Based upon this principle, the Government of Japan devised a National Action Plan in 2020, and subsequently drew up Guidelines on Respecting Human Rights in Responsible Supply Chains in September 2022.

Related to these developments, JICA held a knowledge co-creation program for the first time ever in January 2024 in the areas of Business and Human Rights, which was aimed at government officials and judges from Cambodia, Cote d'Ivoire, Egypt, Mexico, Mongolia, Sri Lanka and Thailand who are responsible for formulating and implementing human rights-related policies in their countries.

This program invited officials from Japan's relevant government ministries, local government and corporations, as well as lawyers and labor union representatives. In addition, information was shared regarding international initiatives and trends through cooperation with international organizations including the International Labor Organization (ILO) and Organization for Economic Cooperation and Development (OECD). Additionally, participants shared the initiatives and issues from their countries, and also exchanged opinions actively with Japanese participants, including the lecturers.

This provided a valuable opportunity for mutual learning for promotion of respecting human rights by business enterprises, and also with respect to the role of national governments in realizing sustainable business.

Social

Gender Equality

Toward a society where everyone can be themselves

JICA's initiatives within the global trend

Gender equality is a universal value that is indispensable for the realization of *human security*. Achieving gender equality and the empowerment of women and girls^{*1} is set as the fifth of the Sustainable Development Goals (SDGs), integrated and indivisible for achieving all the SDGs given its importance in realizing fair and sustainable development.

One of JICA's global agendas—that of gender equality and women's empowerment—aims to realize a society wherein people can be themselves and live with dignity regardless of gender.^{*2} JICA therefore promotes gender mainstreaming in all of its projects, for which the following three perspectives are necessary: 1) transforming policies, institutions and organizations to be gender equal and inclusive, 2) strengthening women and girls' agency, and 3) changing gender discriminatory social norms and people's mindsets, attitudes and behaviors.

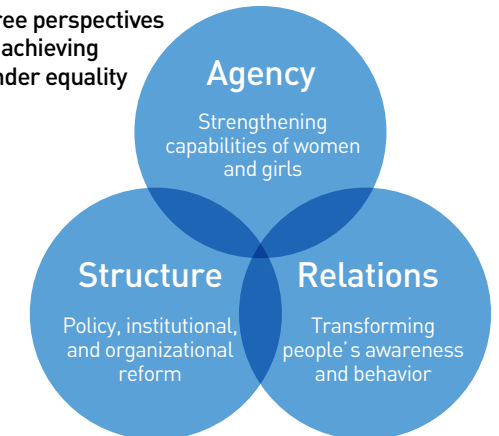
Aiming toward the goals of gender equality and women's empowerment, JICA has set and worked on two priority thematic areas: "Promotion of Gender Smart Business (GSB)"^{*3} and "Elimination of Sexual and Gender-based Violence (SGBV)."^{*4} In working to promote gender-smart business, JICA expands financial inclusion where quality financial products and services are accessible and affordable to all individuals and businesses, as well as women's entrepreneurship, leadership, and employment. In order to help eliminate sexual and gender-based violence, JICA has been working to develop and strengthen support systems for GBV survivors in protection, relief, socioeconomic rehabilitation and social reintegration, including capacity building of human resources and changing patriarchal mindsets and behaviors.

Toward the elimination of gender-based violence

Gender-based violence refers to any harmful act that is perpetuated under socially and culturally constructed gender roles and norms such as "femininity" and "masculinity" and based on unequal power relations. Globally, more than one-third of women experience physical or sexual violence in their lifetime, which includes intimate partner violence, sexual abuse or exploitation, human trafficking, child marriage, honor killings and female genital mutilation (FGM).

JICA devised an operational strategy in 2023 for the thematic area "the Elimination of Sexual and Gender-based Violence," through which we have been working on the following: 1) engaging and empowering GBV advocates at

Three perspectives
for achieving
gender equality



local communities, 2) developing capacities of experts/-service providers who practice a survivor-centered approach,^{*4} and 3) developing policies and systems while strengthening support services. In doing so, our goals are to create a society that does not tolerate violence, and where women and girls who have experienced violence can receive appropriate support services while living with dignity and safety.

Women are more likely than men to experience negative impacts due to conflicts and disasters, wherein they face increased risks of sexual and gender-based violence. In 2000, the UN Security Council adopted Resolution 1325 on Women, Peace and Security (WPS)—the first time that women were specified within the context of peace and security. The series of resolutions implemented since its adoption have emphasized women's specific needs, the protection and prevention of sexual and gender-based violence, the protection of women's rights, and the encouragement of women's meaningful participation as part of post-conflict reconstruction.

JICA engages in cooperation aimed at eliminating sexual and gender-based violence in conflict-affected countries, including South Sudan, Kenya and Pakistan. In addition, knowledge co-creation programs are held from a gender perspective that incorporates experiences from disaster risk reduction in Japan—thereby contributing to promote WPS.

^{*1} The action / process of women becoming aware of gender-based discrimination and problems, and then working toward proactively making determinations, taking actions, and exercising autonomous decision-making

^{*2} This includes sexual orientation, gender identity, gender expression, and sex characteristics (SOGIESC).

^{*3} This refers to gender-responsive initiatives carried out by a commercial corporation for business purposes, or it may refer to those corporations themselves.

^{*4} This approach requires compliance with protection of privacy and human rights by prioritizing survivors' safety and their wills when providing support for solving problems.

Social

JICA’s Sustainability Bonds

To Mobilize Private-Sector Funds to Achieve the SDGs

Issuing JICA Sustainability Bonds for the First Time

JICA made the debut issuance of Social Bonds—whose proceeds are exclusively allocated to Finance and Investment Cooperation projects that address social issues—in the Japanese domestic capital market in 2016, with the aim of promoting the development of the domestic ESG* bond market and better communicating its mission and projects to the financial market stakeholders. Since then, and until the end of fiscal 2022, JICA issued all of its bonds as Social Bonds in the Japanese market. Proceeds of JICA Bonds are used for JICA’s own Finance and Investment Cooperation projects, all of which contribute to solving social issues in developing countries. These include projects that contribute to solving environmental issues in addition to social issues, such as energy development projects using renewable energy and projects addressing the nature environment conservation as well as improving the livelihoods of local residents.

Aiming at drawing more investors’ attention to diverse impacts of JICA’s projects, JICA renewed its bond framework as “JICA Social/Sustainability Bond Framework” with an introduction of JICA Sustainability Bonds in April 2023. Based on this new framework, which obtained a second party opinion from Moody’s, JICA has issued Sustainability Bonds totaling \$1.25 billion in the overseas market and ¥65 billion in the domestic market as of the end of March 2024.

JICA Bonds have been well-received by many investors as a means to contribute to the SDGs or as an ESG Investment, and as of March 31, 2024, JICA had received investment commitments from 347 investors. As part of

our stakeholder engagements in fiscal 2023, we held a dialogue with the Sotoshu, which is a Buddhist sects and an investor in JICA bonds, on the topics of food, disaster risk reduction and disaster recovery, and peace.

Issuing Disaster Resilience Bonds

In recent years, the frequency and severity of natural disasters such as earthquakes, tsunamis, floods, rainstorms, landslides and wildfires have increased in Japan and around the world. In September 2023, which marked 100 years since the Great Kanto Earthquake, JICA issued its first Disaster Resilience Bonds (Sustainability Bonds) to further strengthen its efforts for disaster risk reduction and recovery from natural disasters. The funds raised will be allocated to JICA’s Finance and Investment Cooperation projects, which contribute to disaster risk reduction and recovery from natural disasters in developing countries.

Making JICA SDGs Bonds Familiar to Retail Investors

JICA issued its first bonds for retail investors in fiscal 2011, and in fiscal 2022 began issuing SDGs bonds with a purchase price as low as 10,000 yen. Retail investors have welcomed these bonds as a convenient way to participate in international cooperation.

JICA will continue contributing to the sustainable development of developing countries and the world by mobilizing diverse funds through ESG investment, contributions to the SDGs, and the issuance of JICA bonds as a familiar international cooperation tool.

* Abbreviation for environment, social, governance



Cumulative total amount of ESG bonds* JICA issued
(as of March 31, 2024)

Domestic market: **¥485 billion**
(yen-denominated bonds)

Overseas market: **\$1.25 billion**
(dollar-denominated bonds)

* Refers to bonds issued as social bonds or sustainability bonds.

Social

Procurement

Procurement Initiatives

Aiming for Sustainable Procurement

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

Specifically, JICA is encouraging environmentally friendly procurement and procurement from organizations that support the employment of people with disabilities. Furthermore, so as to promote diversity among the professionals actively involved in international cooperation, we evaluate corporations that promote measures such as work-life balance to encourage career advancement of women and youth. In addition, to develop international cooperation human resources, JICA has introduced the “project management group system” and the “youth development point system” to foster the next generation of project managers and promote the proactive appointment of younger employees.

Support for Project Promotion

JICA has promoted institutional reforms that enable faster, more efficient procurement of personnel, goods, and services to maximize development impact from JICA projects. This involved fundamental redesign, streamlining, and simplification of complex procurement and dispatch systems and procedures. Specifically, this included a shift to digitalization (electronic bidding, digital contracts, digitalization of documents required for dispatch-

ing staff), simplified contract management rules, and a shift to performance management through the increased use of lump-sum contracts for consulting services. As a result, surveys conducted within and outside JICA found that workloads had been reduced and that greater discretion for contractors led to a higher quality of work.

In addition, as JICA is required to play more diverse roles amid a turbulent global situation, it is also strengthening its efforts to provide urgent support, such as humanitarian support and natural disaster relief. In fiscal 2023, as the humanitarian crises in Ukraine and in Palestine’s Gaza Strip worsened, it became a question of how quickly we could deliver supplies. Therefore, by partnering with the International Committee of the Red Cross (ICRC), we could transport supplies to Ukraine, which would have been difficult for JICA to do alone. We also used the knowledge and networks built from supporting Ukraine to deliver emergency relief supplies to the Gaza Strip.

Additionally, in order to quickly procure and transport goods in the event of a major natural disaster, we have established standby contracts (for consultant dispatch and for supply procurement and transportation services) that set out the scope of potential suppliers and selection rules in advance, arranging for multiple potential contractors on standby.

Thus, while ensuring the principles of public procurement, we are preparing for unexpected disasters and conflicts, and we are strengthening logistics by building a system and framework for prompt response at any time.

Results for FY 2023

Procurement performance based on the Act on Promotion of Procurement of Eco-Friendly Goods and Services (Act on Promoting Green Procurement)	49% Percentage of the procurement that achieved 100% eco-friendly goods and services out of 115 items procured.
Procurement performance based on the Act on Promotion of Contracts with Consideration for Reduction of Emissions of Greenhouse Gases, etc. (Green Contract Act)	8 bids received 5 contracts signed
Procurement performance based on the Act for Promotion of Procurement of Goods and Services from Disability Employment Facilities	38 procurements

Governance

Sustainability Management Structure

Further strengthen both organizations and operations

The Office for Sustainability Management was established in April 2023 to accelerate sustainability in organizational and operational management. The Chief Sustainability Officer (CSO) and Director General for Sustainability Management were appointed in October 2023. Since October 2024, the Executive Senior Vice President has taken over the role of CSO. Under this structure, organization-wide activities are conducted based on three pillars.

Three pillars of sustainability management (FY 2023-2024)

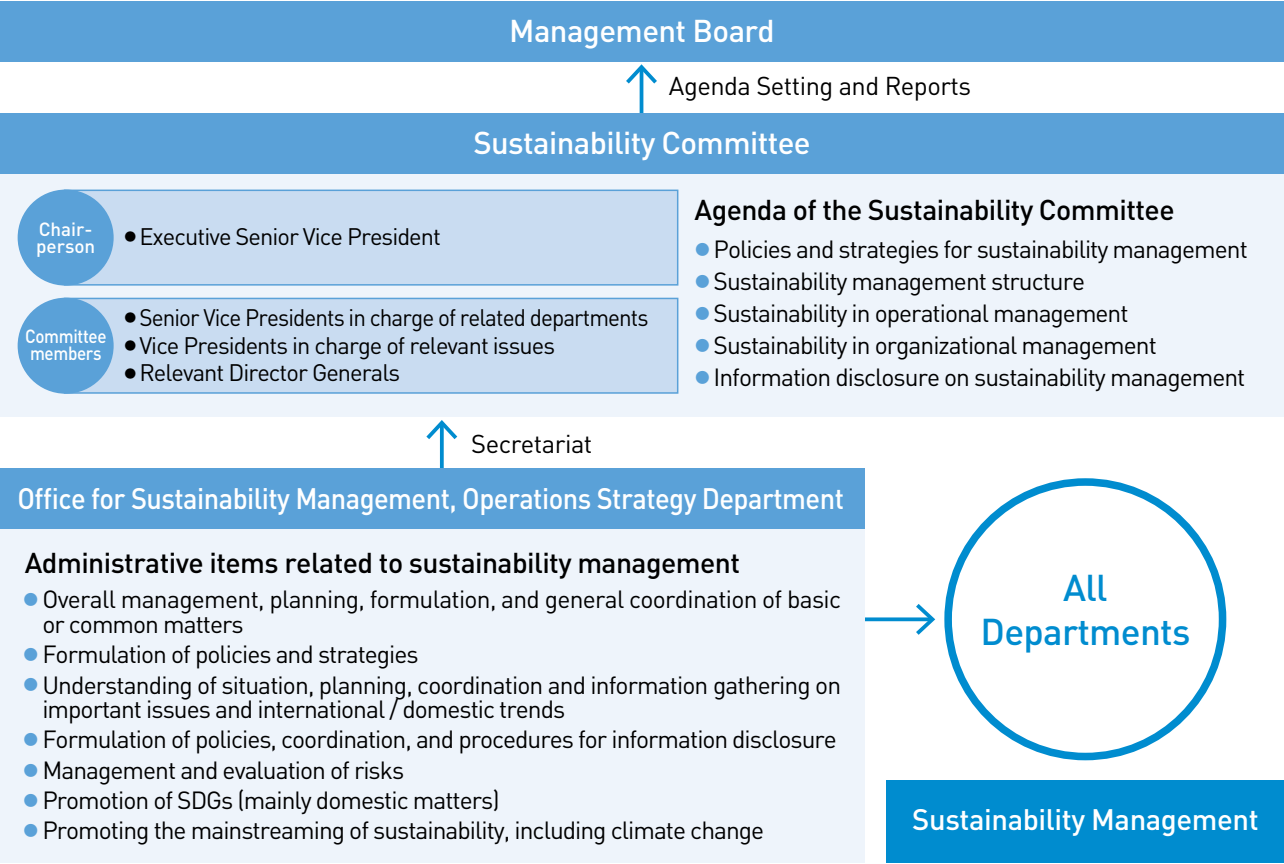
1. Create a sound organization
(Driving achievement of the SDGs for the organization)
2. Create a trusted organization
(Fulfilling responsibilities as an organization)
3. Create new shared value
(Enhancing the impact and value of operations)

Sustainability Committee

The Sustainability Committee established in November 2022 held a total of five meetings in FY2023. The committee discussed the topics on the right, and confirmed directions for future activities.

- Organizational climate change responses
- Business and human rights
- Climate risk identification and its management system
- Medium- to long-term commitment for addressing climate change in JICA projects
- JICA Sustainability Policy
- Mainstreaming of biodiversity
- Directions and plans for internal and external engagement

Sustainability Management Structure



Governance

Environmental and Social Considerations

To mitigate the negative impact on the environment and society

Key points in guidelines and the outline of objection procedures

To ensure that the impact of cooperation projects on the natural and social environment is minimized and sustainable development is achieved, JICA established the “JICA Guidelines for Environmental and Social Considerations” and the “Objection Procedures based on the JICA Guidelines for Environmental and Social Considerations”, and conduct Environmental and Social Considerations (ESC) confirmations and reviews based on these.

In the execution of projects, based on the guidelines, JICA provides support and confirmations for appropriate environmental and social considerations by partner countries and other parties, to avoid or minimize impact from projects on the environment and regional society, and to prevent any unacceptable impacts. An objection system for conducting investigations and making adjustments has also been put in place to receive objections from local residents, and to respond in cases where there is a risk of non-compliance with guidelines.

The new ESC Guidelines, which were revised in January 2022 for the first time in 12 years, cover efforts to estimate and disclose total emissions of greenhouse gas (GHG) as a response to climate change. They also involve changes to the requirements for information disclosure concerning environmental impact assessment reports to promote the dissemination of external information and dialogue in the early stages of project planning and to produce development effects more quickly. Moreover, aiming to secure the appropriate participation of local people who may be affected by the project in the process of confirming ESC, the revised ESC Guidelines have reviewed and improved the existing standards of stakeholder consultation in light of the responses made by the World Bank and other international organizations.

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

ESC Confirmation Process Ensuring Transparency

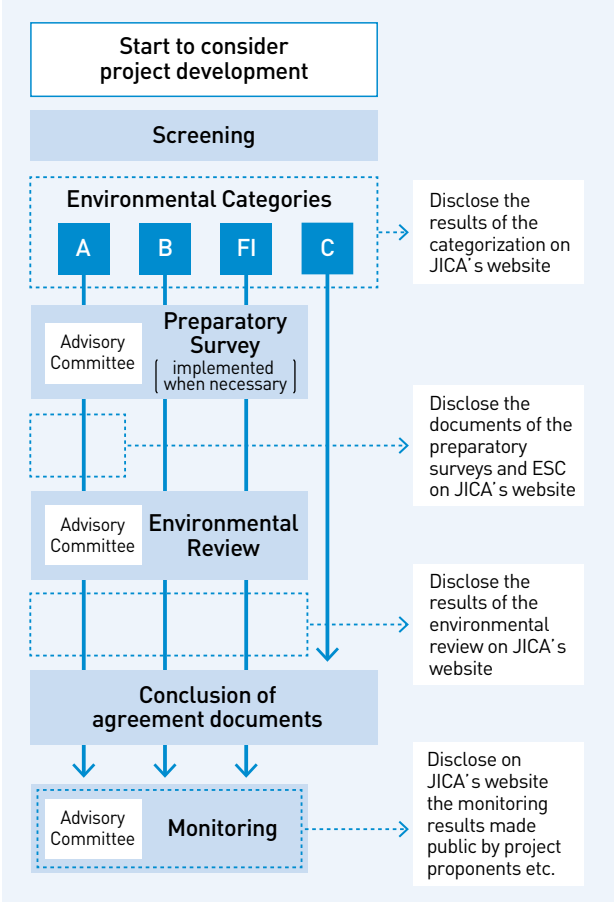
JICA’s environmental and social review process consists of three steps: (1) Screening, in which projects are classified into four categories based on the magnitude of their potential impacts; (2) Environmental Review, in

which JICA confirms the ESC during the appraisal of the project; and (3) Monitoring, in which JICA follows up on the ESC activities from the implementation to the post-completion stage.

In each process, JICA actively discloses information on ESC in collaboration with partner countries and other parties, to secure accountability and participation by diverse stakeholders.

As part of these activities, we have established a full-time Advisory Committee for Environmental and Social Considerations comprising external experts in relevant fields who were selected from among the public, to obtain advice regarding support and confirmations involving ESC in cooperation projects. We also publish the minutes of Advisory Committee meetings and documents related to ESC created by partner countries and others, to ensure transparency and accountability.

Flowchart for environmental and social consideration procedures



Governance

Engagement inside and outside the organization

Participation in external initiatives

JICA participates in a variety of initiatives to fulfill its responsibility as an organization that implements Japan’s ODA, and to actively engage in discussions both inside and outside of Japan. We also started up the JICA x ECFA (Engineering and Consulting Firms Association, Japan) Sustainability Forum in December 2023 to promote sustainability in cooperation with actors involved in development cooperation in Japan. In addition, JICA participates

in the Asia GX (Green Transformation) Consortium, which discusses “transition finance,” a financing method designed to achieve a transition toward steady decarbonization. Through these actions, we enhance organizational soundness and create opportunities for cooperation and co-creation, and also contribute to the realization of a sustainable society.

Main sustainability-related initiatives

<p>Asia Transition Finance Study Group (ATF SG)</p> <p>ATF SG is a private-led initiative consisting of financial institutions operating in Asia. ATF SG was established to help achieve a just and orderly energy transition in Asia toward a more sustainable future. JICA has been participating in ATF SG as a partner since November 2023.</p>	<p>TNFD Forum</p> <p>The Taskforce on Nature-related Financial Disclosures (TNFD) is an international initiative with the goal of building frameworks that enable companies and financial institutions to appropriately evaluate and disclose risks and opportunities related to natural capital and biodiversity. JICA has been participating in the TNFD Forum, which supports the TNFD discussions, since December 2023.</p>
<p>TCFD Consortium</p> <p>The purpose of the TCFD Consortium is to discuss effective climate-related disclosure recommended by the TCFD (Task Force on Climate-related Financial Disclosures) and ways for financial institutions to utilize the disclosed information in making appropriate investment decisions. JICA promotes information disclosure based on the recommendations of the TCFD, and has been a member of the consortium since January 2024.</p>	<p>30by30 Alliance for Biodiversity</p> <p>This is an alliance that promotes 30 by 30, an international goal intended to protect or conserve at least 30% of land and sea areas by 2030. The initiative undertakes “Nature Positive” projects which halt and reverse biodiversity loss to put nature on a path to recovery, and promotes a nature-positive approach. Since joining as a founding member, JICA has been a core member in the initiative.</p>

Engagement inside the organization

In parallel with cooperation and co-creation with outside partners, it is also important to promote engagement within the organization, through which everyone at JICA works for sustainability management. We are working to strengthen interactive communications so that everyone understands JICA’s direction and purpose, maintain an awareness of autonomously contributing to achieving those goals, and act accordingly. In FY2023, the Office for Sustainability Management, together with related departments, conducted a total of 31 events within the organization, including seminars and training, with more than 1,800 persons in attendance overall. Our goal is to gradually increase and embody awareness of sustainability management within the organization through discussions that encourage a first-person

perspective on sustainability, including approaches to sustainability policy and its relationship to day-to-day operations (See P95 for further information on engagement as part of HR strategies).

<p>Sustainability in the Fixed-Point Employee Satisfaction Survey (FY2023)</p> <p>I am aware of JICA's efforts to promote sustainability.</p>	<p>3.58</p>
<p>JICA is developing initiatives that contribute to the promotion of sustainability in both its organization and its operations.</p>	<p>3.52</p>

Note : From the Fixed-Point Employee Satisfaction Survey targeting all JICA employees, including National Staff, on a 5-point scale.

CHAPTER 3

Overview of Activities and Initiatives in Fiscal 2023

Overview by Region	054
Southeast Asia / The Pacific	054
East Asia, Central Asia, and the Caucasus	058
South Asia	060
Latin America and the Caribbean	062
Africa	064
Middle East and Europe	066
Diverse Projects and Partnerships	069
Partnerships with Universities and Research Institutions	069
Cooperation with the Private Sector	072
Volunteer Programs	075
Partnership with <i>Nikkei</i> Communities in Latin America and the Caribbean	077
Support for the Acceptance of Foreign Human Resources / Multicultural and Inclusive Society	078
Promoting Citizen Participation in International Cooperation	080
Emergency Disaster Relief	082
Partnerships with International Organizations and Other Development Partners	084
Research	085

Overview by Region

Southeast Asia / The Pacific

Southeast Asia

Co-creation partners for the future

2023 marked the 50th Year of ASEAN - Japan Friendship and Cooperation. Japan and Southeast Asia have demonstrated the stance of mutual learning and strengthening collaborations as important and equal 'co-creation' partners working together to resolve regional issues, as well as global issues such as climate change.

In recent years, Southeast Asia has achieved exceptional economic development and has increased its presence on the global stage. At the same time, development challenges are becoming increasingly diverse and complex, and issues are arising on a global scale. JICA will work together with ASEAN countries in resolving these issues, and as we head into the next 50 years, we will build new partnerships based on the trust cultivated up to the present.

Operational focus areas in Southeast Asia and cooperation

To contribute to peace, stability, and prosperity in this region, in addition to economic integration and physical connectivity through airports, ports, and roads, we will work to achieve safe ocean travel by strengthening maritime safety and security capabilities.

Furthermore, to achieve economic/social development and decarbonization, which is a social challenge on the global level, we will strive for collaborations with industry to realize a sustainable society.

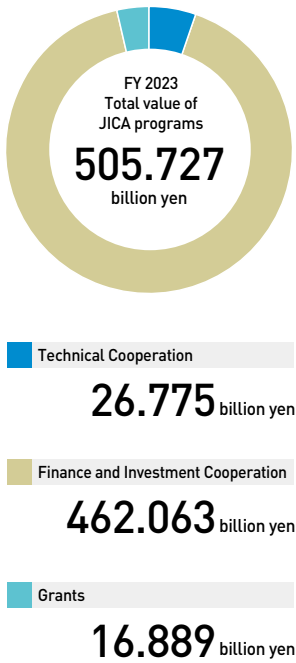
Activities that support regional development

JICA cooperates in the development of Mass Rapid Transit (MRT) systems in various countries, including Indonesia, the Philippines, and Vietnam. An MRT operation company in Indonesia builds railways using ODA loans. It also leverages the experience and skills learned from Japan to provide training in railway operation and maintenance to MRT operation companies in Vietnam and other countries.

In the Philippines, JICA strengthens maritime safety and security capabilities by providing Multi-Role Response Vessels (MRRVs), as well as training for persons involved in the monitoring of maritime activities, such as illegal fishing.

To support measures against climate change, we have started support in formulating long-term plans targeting decarbonization in Cambodia, Laos, and Indonesia. In Laos, we have developed domestic rules to enable broad area connections with electric power systems in neighboring countries.

Scale of Operations in the Region



Note :
1. The figures show the total value of JICA programs in each region, including Technical Cooperation (Training Participants, Experts, Study Teams, Provision of Equipment, Japan Overseas Cooperation Volunteers (JOCVs), Other Volunteers, and Other Costs), Finance and Investment Cooperation (commitment amount), and Grants (newly concluded G/As) in fiscal 2023.
2. Figures exclude JICA's cooperation for multiple countries or multiple regions and international organizations.
3. Totals may not add up due to rounding.



Philippine Coast Guard and multi-role response vessel conducting offshore training

JICA also emphasizes collaborations with the ASEAN Community, and has begun cooperating in the development of the food value chain and cybersecurity countermeasures. In addition, JICA shares the knowledge that it has accu-

mulated with development cooperation agencies in Southeast Asia that have begun cooperating with other developing countries, and is building platforms that will support those regions well into the future.

The Pacific

Issues unique to island countries

Japan and Pacific Island Countries (PICs) share the Pacific Ocean and have historical and long-lasting relations. PICs face common issues derived from the challenges unique to island countries: they are small and isolated, and being surrounded by ocean, they are susceptible to the effects of natural disasters, while at the same time being separated geographically from key international markets. In recent years, there has been an increasing sense of risk given that this region is the most vulnerable to the effects of climate change. Japan and the PICs have been holding a summit-level meeting called Pacific Islands Leaders Meeting (PALM) every three years since 1997, where leaders discuss various challenges faced by the region and its countries, to seek out solutions together and strengthen relationships with Japan.

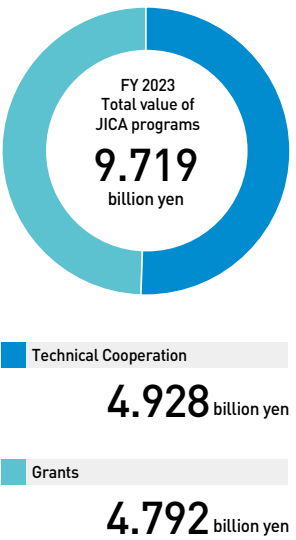
Promoting cooperation based on PALM

Based on the Ninth Pacific Islands Leaders Meeting (PALM 9) held in 2021, JICA's cooperation in the region revolves around five priority areas, including climate change / disaster resilience and strengthening the foundation for sustainable and resilient economic development.

In FY2023, JICA began cooperating to increase resilience in the face of climate change, for example by transmitting weather information to the Pacific Climate Change Centre (PCCC) in Samoa, and by providing training to administrative officers in the region.

In keeping with directions newly put forward at the Tenth Pacific Islands Leaders Meeting (PALM10), held in July 2024, we will cooperate in contributing to strengthening the bonds that developed between Japan and PICs.

Scale of Operations in the Region



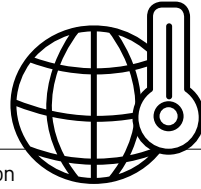
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2. Figures exclude JICA's cooperation for multiple countries or multiple regions and international organizations.
3. Totals may not add up due to rounding.



The Nadzab Tomodachi International Airport in Papua New Guinea, constructed with JICA's cooperation, opened in October 2023.

Example | **JICA Global Agenda 16** Climate Change

Vietnam : Technical Cooperation Project for the Development of Guidelines for Model IPs – Smart IPs towards Eco Orientation and Application of Information Technology in Management and Administration in Ba Ria Vung Tau Province



Building a Practical Model at an Eco Industrial Park: EIP

Balancing industrial development with climate change measures/environmental management

In Vietnam, where the economy continues to grow, policies to protect the environment alongside industrial development are being strengthened. In Ba Ria Vung Tau Province, a major destination for foreign investment, the construction of an eco industrial park is underway.

The eco industrial park is intended to reduce environmental impact and decarbonize by promoting the introduction of renewable energy and the effective use of resources. The province has thriving petrochemical and steel industries, but tourism is also a major industry because Ba Ria Vung Tau is known for its rich natural environment. By building the eco industrial park, the province aims to promote industrial symbiosis, in which multi-

ple industries work together to efficiently use resources and waste, as well as to achieve a balance between environmental management and climate change measures.

Project launched toward creating a certification system

JICA launched a project in October 2023 with the aim of creating a model eco industrial park certification system in Vietnam. Together with the Ba Ria Vung Tau Industrial Zones Authority (BIZA), JICA is working on a demonstration project to reduce pollution's impact, promote recycling-oriented production, and implement environmental measures for decarbonization. The plan within the project is to diagnose energy conservation, propose measures, formulate energy conservation introduction projects, reuse water, and recycle and reuse waste. We are also using IoT such as smart meters that automatically collect and manage data on electricity usage, and producing guidelines for eco industrial park evaluation and certification. At a seminar held in January 2024 for the industrial park operating company and tenant companies, we explained the certification system's significance and presented the Kitakyushu Eco-Town Project as an example of industrial symbiosis.

In the future, the project will involve collaboration with BIZA, the industrial park, and tenant companies, with the goal of working toward the targets of Vietnam's eco industrial park system, such as a 25% rate of recycled industrial wastewater, 20% of companies implementing resource efficiency, and the formulation of greenhouse gas (GHG) reduction plans.



The Phu My 3 Specialized Industrial Park is the project's model industrial park. Many tenant companies are Japanese.

We want to also satisfy participating companies

The Industrial Zones Authority needs to play a role in both regulation and investment promotion. We are involving tenant companies to make the industrial park more eco-friendly and smarter. We will work with our counterparts to ensure that the companies participating in the demonstration project can clearly see its impact and benefits.

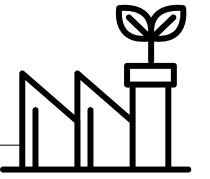
Hieda Shunsuke
JICA Expert / Nippon Koei Co., Ltd.



A seminar was held at the model industrial park in January 2024. Participants included those from public/private representatives, including BIZA, the operating company, and tenant companies.

Example | **JICA Global Agenda 18** Environmental Management

The Pacific : Japanese Technical Cooperation Project for Promotion of Regional Initiative on Solid Waste Management (J-PRISM)



Creating a Sound Material-Cycle Society in the Pacific

Addressing issues particular to island countries

Countries in the Pacific region have small land areas and are separated by the sea. This makes proper waste management difficult. In addition, due to changing lifestyles, they all face common problems arising from the generation of a wide variety of waste that does not break down naturally.

JICA has been cooperating with the countries in this region on waste management for a quarter century. In 2011, JICA began a regional project with the Secretariat of the Pacific Regional Environment Programme (SPREP) for Pacific countries. JICA worked on developing human resources, improving organizations and systems for waste management, sharing the experiences and lessons in each country, and building a cooperative regional framework.

Promoting "Returns" from effective resource usage

In addition to training more than 100 administrative officers who are leading waste management in their respective countries, JICA is working in more than 30 cities in nine countries on waste collection by developing basic waste management plans. In Tonga, routine waste collection has become established, reducing the amount of waste scattered around the islands and illegal dumping, and otherwise changing local residents' attitudes about the environment. Japan's expertise is also being put to use to improve final disposal sites, which will also help prevent plastic waste from flowing into the ocean, as well as to manage disaster waste resulting from frequent natural disasters.

In Pacific island countries, meanwhile, the major issue



A separate collection system of household waste was established in the Solomon Islands in cooperation with the public and private sectors.

is recycling the region's resources. Therefore, JICA is advancing efforts to return recyclable resources to overseas countries where they can be recycled. In the Marshall Islands, where a Container Deposit System (CDS)* has been installed, approximately 16 million containers, such as aluminum cans, were collected and exported out of the region for recycling. In addition, five countries including Samoa have established recycling associations in cooperation with the public and private sectors to start making effective use of waste plastics and other materials.

JICA will further strengthen regional cooperation and its efforts on a country-by-country basis, with the aim of creating a sound material-cycle society in the Pacific region.

* Consumers pay a small deposit for the container at the time of purchase, then receive a refund when they bring the empty containers to designated recycling stations.

Synergistic effects are being created

People who have worked with JICA for many years are now playing leading roles in waste management in their respective countries. By taking a multifaceted approach with SPREP, citizens, companies, research institutions, and others in the project, synergistic effects are being created, such as by raising awareness about environmentally friendly lifestyles.

Mimura Satoru
JICA Expert



A lesson for junior high school students on Global Recycling Day. They learned that sorting waste is the first step to protecting the ocean. (Photo: SPREP)

Overview by Region

East Asia, Central Asia, and the Caucasus

The need to reduce dependence and to foster domestic industries

JICA operates ODA in nine countries in East Asia, Central Asia, and the Caucasus: Mongolia, five Central Asian countries, and three Caucasus countries, all of which are situated in Inland Asia.

Although Azerbaijan, Kazakhstan, Mongolia, Turkmenistan and Uzbekistan are endowed with energy and mineral resources, the economies of these countries are vulnerable to fluctuations in global commodity prices, so they need to reduce their dependence on natural resources. Tajikistan and the Kyrgyz Republic, on the other hand, are not so rich in fossil fuel resources. Remittances from Kyrgyzstanis and Tajikistanis working in Russia and elsewhere account for a large part of the GDP in each country, pointing to the urgent need to foster domestic industry and create employment in order to improve economic independence.

Cooperation contributes to self-reliance and stability

This region shares national borders with China and Russia, as well as with Afghanistan and Middle Eastern countries; it is therefore under the strong political and economic influence of these neighboring countries.

Maintaining self-reliance and stability of the countries in the region is essential to

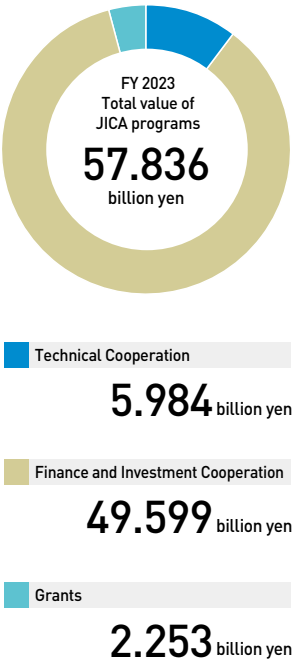
the stability of the entire Eurasian continent. With this understanding, JICA focuses on four main areas of cooperation: strengthening governance including the development of legal systems; industrial diversification, which includes stimulating private sector led economic activity and promoting small and medium enterprises; infrastructure development, including the construction of airports, roads, and power plants; and human resources development, which involves the Japan Centers for Human Resources Development and JICA's scholarship programs. At the same time, JICA works to promote cooperation among countries in the region.

In fiscal 2023, JICA provided Uzbekistan with financial cooperation loans to contribute to growth in the private sector and support vulnerable parties susceptible to the effects of economic conditions. It also conducted surveys aimed at strengthening logistics functions in the Caspian Sea Route (Middle Corridor), which does not pass through Russia, a country currently subject to economic sanctions. In FY2024, JICA will promote broad regional collaborations to strengthen connectivity both within the region and with other regions, and as part of activities aimed at the diversification of industry, JICA will cooperate in the training of engineers in Mongolia, putting in place an environment to support that training.



In Uzbekistan, ODA loan projects have been undertaken in a wide range of fields, including power plants. (Photo: Shibuya Atsushi)

Scale of Operations in the Region



Note :

1. The figures show the total value of JICA programs in each region, including Technical Cooperation (Training Participants, Experts, Study Teams, Provision of Equipment, Japan Overseas Cooperation Volunteers (JOCVs), Other Volunteers, and Other Costs), Finance and Investment Cooperation (commitment amount), and Grants (newly concluded G/As) in fiscal 2023.
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Example | JICA Global Agenda 06 Health

Kyrgyz Republic : SDGs Business Verification Survey with the Private Sector for Continuous Education and Development of the State Certification for the Pharmacists

Reliable Pharmacists Trained with a Japanese Pharmaceutical Education

A lack of basic pharmaceutical knowledge

In Japan, pharmacists are a familiar presence who protect our health, not only by preparing prescription drugs and explaining how to take them, but also by providing advice on how to use them properly.

The Kyrgyz Republic, located in Central Asia, has a high mortality rate from non-communicable diseases (NCDs) such as cardiovascular disease and diabetes, and there are many people in need of continuous supervised administration of drugs for blood pressure, glycemic control, and so on. Although there are many pharmacies and pharmacists relative to the population, there is a lack of basic knowledge about medicine, and there are problems such as patients receiving insufficient explanations, which is important for administering drugs, as well as polypharmacy and improper sales of medicines.

Expectations for progress in action against NCDs

In light of such issues, Yakuzemi Informative Education Center Co., Ltd. began supporting training for pharmacists in the Kyrgyz Republic in May 2019 through JICA's SDGs Business Verification Survey with the Private Sector. The company's track record for pharmaceutical education in Japan goes back more than 45 years. At the start of the Survey, the company confirmed issues such as the difficulty in setting educational goals due to a lack of professional standards for the skills and knowledge required of pharmacists, as well as the inconsistent quality of pharmacists due to the lack of a national pharmacist exam.

Therefore, during the demonstration period that Yakuzemi



Practicing pharmacists receive skill improvement training with e-learning. Acquiring various knowledge is essential for protecting people's health and patients' lives.

Informative Education Center Co., Ltd. ran for approximately three years beginning in May 2021, Yakuzemi produced a proposal for professional pharmacist standards and supported efforts to introduce a national exam. JICA also used the company's e-learning solution to provide training aimed at improving the pharmacists' skills and to provide learning support for pharmacy students to prepare for the expected national exam.

As a result, JICA contributed to the creation of a legal framework with the professional pharmacist standards, and the test results after the training and learning demonstrated the effectiveness of the pharmaceutical education the company provided.

These efforts should help accelerate training for local pharmacists and improving action against NCDs.

Professional standards approved by the government

Members of various organizations, including the Ministry of Health, the Ministry of Education and Science, universities, the pharmaceutical association, major local pharmacies, doctors, and nurses, collaborated to complete the "Professional Standards for Pharmacists to Protect Patient Lives." Approval by the government of the Kyrgyz Republic was something that exceeded expectations.

Nakajima Daisuke
Yakuzemi Informative Education Center Co., Ltd.



The team that considered and produced the professional pharmacist standards

Overview by Region

South Asia

Development issues underlying growth potential

South Asia is a geopolitically important region that connects Southeast Asia with the Middle East and Africa. This region has a population of approximately 2 billion, with nearly half under the age of 25^{*1}. While the economic growth rate for the region as a whole slightly decelerated to 5.7% in 2023^{*2} compared to the previous year, the region has potential with its abundant youth population for growth driven by the significantly expanding consumption and labor markets.

On the other hand, the number of people in absolute poverty in South Asia is 190 million^{*3} and the gender gap is particularly large compared to other parts of the world. Also, the region is vulnerable to natural disasters caused by climate change, such as floods.

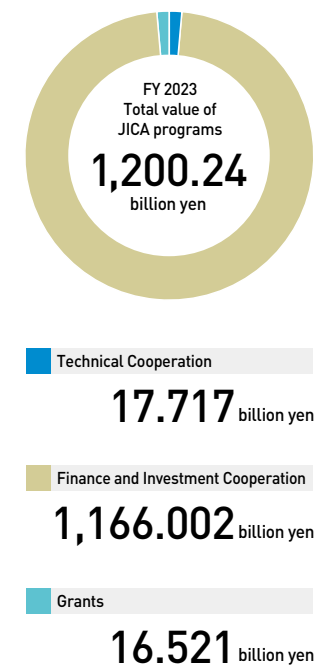
Expanding broad cooperation

In response to the development issues in South Asia and to build resilient social systems, JICA implements projects in a broad range of fields such as infrastructure development, trade and investment environment improvement, healthcare and education improvement, securing regional peace and stability, strengthening intra- and interregional connectivity, accepting international students in Japan, and human resource develop-

ment. Furthermore, JICA will continue to actively work on climate change measures, gender mainstreaming, and enabling digital transformation (DX) through cooperation in general.

In India and Bangladesh, JICA contributes to the reduction of greenhouse gas emissions through improvement of transportation and a modal shift to public transportation by supporting the construction of urban railways and intercity railways. In fiscal 2023, the southern section of Dhaka Mass Rapid Transit (MRT) Line-6 was opened in Bangladesh. In Pakistan, JICA has initiated collaboration between Japanese companies and local ICT talent with the aim of improving industrial competitiveness. Furthermore, in response to the economic crisis in Sri Lanka, JICA supported the country's efforts for debt restructuring through cooperation in strengthening public investment management, supporting power sector reform, and improving capacity through training programs for making better policies systems. In Afghanistan, after the Taliban took control of Kabul in August 2021, JICA continued its support and considered other possibilities for cooperation to meet a wide range of humanitarian needs through collaboration with international organizations and in line with Japanese government policies.

Scale of Operations in the Region



Note :

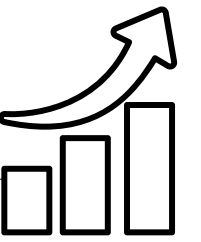
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Dhaka Mass Rapid Transit (MRT) Line-6 in Bangladesh. The red and green cars color the city.

Example | JICA Global Agenda 04 Private Sector Development

India : Project for Promoting Startups and Innovation in Telangana



Solving Social Issues by Supporting Startups

Remaining Issues for the Government of Telangana's support for startups and innovation

With India's population growing, the labor force is also increasing. That means creating jobs is one of the country's most important issues. Telangana, a southern state in India, has achieved rapid economic growth due to the large number of major IT companies concentrated in the state capital of Hyderabad, and the number of startups is increasing with the support of the state government. However, there are social issues such as high unemployment rates among young people and women, as well as among highly educated people, along with economic disparities within the state.

To address these issues, the state government is taking various measures, with a focus on supporting startups and promoting SMEs. For example, the state government has established T-Hub (Technology Hub), one of India's largest incubation centers, and the Telangana State Innovation Cell (TSIC), an organization that promotes innovation policies. This has led to the creation of many startups. However, issues remain, such as a lack of support facilities and funding for startups, which means that support does not reach rural areas or women.

ODA loans for cooperation in sustainable industrial development

In order to solve these issues, JICA and the Government of India agreed in February 2024 to implement an ODA loan project to promote startups and innovation in Telangana. Through state government agencies, the project will provide support for business activities and



An event held by the Telangana State government on local innovation to solve local issues [Photo: Telangana State Innovation Cell]

operational facilities for incubating businesses. In addition, it will conduct awareness-raising and educational programs targeting a wide range of people, including young people, women, and local residents, to encourage the creation of innovation talent. Furthermore, the project will provide various types of support, including business advice and partner matching, to businesses seeking to solve social issues, as well as programs specifically designed to support Japanese companies.

This is the first time that JICA is providing support for startups through ODA loans. The expectation is that this project will not only help to promote sustainable industrial development in Telangana, but also serve as a bridge between Japan and Telangana.

JICA's cooperation provides a powerful boost

While there is great momentum in Telangana to start new businesses, there is a lack of basic infrastructure, advisory services, and support for market entry. The project has only just begun, but I feel that JICA's cooperation will provide a powerful boost to the state government's innovation support.

Prannay Kumar
Telangana State Innovation Cell



A program to support startups among local residents, including young people and women, will be implemented. [Photo: a similar past program] [Photo: WE Hub]

Overview by Region

Latin America and the Caribbean

Diverse collaboration needs and manpower with knowledge of Japan

Latin America and the Caribbean region comprises 33 countries with a total population of 650 million^{*1}, and has a diverse natural environment ranging from jungles to glaciers. At the same time, many of these countries share a common language and culture; for example, with Spanish.

Although the income level of the whole region is generally high, more than 30% of the population still lives in poverty^{*2}. Many countries in the region have diverse needs for support, being prone to frequent natural disasters such as earthquakes and hurricanes, and are faced with public security issues and irregular migration, while others have serious problems with aging populations and non-communicable diseases including heart disease.

JICA provides cooperation to promote economic development through trade and investment, as well as the development of stable and robust societies and economies, with a view toward equal partnerships with countries in the Latin American and Caribbean regions, which share with Japan universal values such as freedom and democracy. Being home to more than 3 million Japanese emigrants and their descendants (*Nikkei*) in total^{*3}, a focus is placed on cultivating leaders with knowledge of Japan and strengthening relations with *Nikkei* communities in the region, as

an important partner for Japan carrying out more than 6 trillion yen in trade each year.

Cooperation based on partnership

In FY2023, JICA entered into broad-ranging cooperation in this region, approving Private-Sector Investment Finance (PSIF) for Brazil and Peru to achieve climate change measures and Universal Health Coverage (UHC). Collaborations with Paraguay in the aerospace field were also initiated. There are plans to use satellite data in the agricultural and disaster prevention fields with the cooperation of the Kyushu Institute of Technology and the Japan Aerospace Exploration Agency (JAXA). In Guatemala, international seminars are held to improve public safety in the region, sharing expertise from the Japanese police.

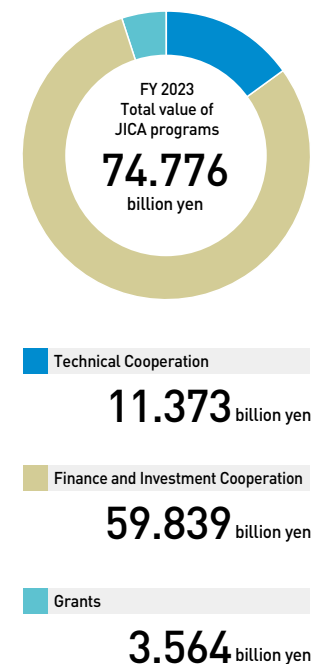
A new Memorandum of Understanding has been completed regarding expansion of co-financing schemes with the Inter-American Development Bank (IDB). Validation programs initiated by companies participating in the TSUBASA Program, which supports innovative Japanese start-up businesses in doing business in the region based on collaborations between the IDB and JICA, are also moving ahead smoothly.

^{*1} The World Bank Open Data

^{*2} Economic Commission for Latin America and the Caribbean (2022)

^{*3} Ministry of Foreign Affairs; "Estimated number of Japanese Descendants (*Nikkei*) living overseas"; as of October 1, 2023.

Scale of Operations in the Region



Note :

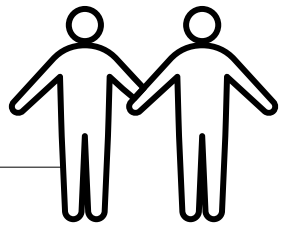
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Staff analyzing satellite data at the Agencia Espacial del Paraguay (AEP), the Government of Paraguay's Space Agency, with the cooperation of JICA and JAXA [Photo: AEP]

Example | JICA Global Agenda 09 Social Security, Disability, and Development

Ecuador : Capability Development for Inclusive Risk Management focused on Persons with Disabilities in Communities



Aiming for Disaster Risk Reduction that Leaves No One Behind

Normal and emergency responses that were separated

The fatality rate for persons with disabilities was approximately twice that of the general population in the 2011 Great East Japan Earthquake. At the 2015 United Nations World Conference on Disaster Risk Reduction held in Sendai, disabilities were a focus of attention. This led to greater awareness of the concept of Disability-Inclusive Disaster Risk Reduction that leaves no one behind.

In many countries, JICA is expanding cooperation in disaster risk reduction that incorporates the perspectives of persons with disabilities. One such effort is in Ecuador, where different government offices are in charge of welfare services and disaster risk reduction. This has led to a split in the support provided during normal times and that when a disaster occurs. Other issues include a lack of disability perspectives in evacuation and shelter management planning.

Aiming for institutionalization and for building a legal framework for inclusive risk management at both local and national government levels

In 2021, JICA began a three-year training program for administrative officers in the disability welfare and disaster risk reduction bureaus of Ecuador's ministries and local governments, with the purpose of strengthening their capacity to implement inclusive disaster risk management.

In the first year, after learning the basics of inclusive disaster risk management online, the officers ascertained their legal frameworks and the implementation status in their own countries, and they identified issues. As a short-term action plan, they identified persons with disabilities who live in hazard-prone areas and need sup-



Ecuadorian administrative officers visited the Beppu Developmental Medical Center in Oita Prefecture as part of a training program in Japan. They learned how difficult it is to move around during a disaster by operating welfare equipment that moves a person from a wheelchair to a bed.

port in the event of a disaster. In the second year, experts were dispatched from Japan to local areas to check on action plan progress and provide feedback. In addition, workshops were held to learn how to link disaster risk reduction to disabilities and work seamlessly on necessary support. The officers also drafted long-term action plans toward institutionalization and legal frameworks for inclusive disaster risk management. In the third year, administrative officers from Ecuador came to Japan. They learned implementation methods such as how welfare offices provide support to prepare evacuation plans for persons with disabilities and their families and how to conduct and check disaster risk reduction drills.

Based on the results of the three-year training program, efforts are continuing toward institutionalization and building a legal framework for inclusive risk management.

Disaster risk reduction ordinances formulated

Through the three-year training program, disaster risk reduction ordinances were formulated in all four target cities. The challenge now is to implement the ordinances. In the cities, JICA is seeing a gradual increase in disaster risk reduction literacy, including efforts to conduct evacuation drills that include persons with disabilities.

Tatsuki Shigeo
JICA Expert / Professor, Doshisha University



In May 2022, Dr. Tatsuki visited outlying cities in Ecuador to check and provide feedback on mapping persons with disabilities on hazard maps and planning individualized evacuation plans.

Overview by Region

Africa

Investing in the people of Africa

Approximately 1.4 billion people are living on the African continent, rivaling the populations of China and India. Their average age is just 18.6 years (2021), and the population is expected to nearly double to approximately 2.6 billion people in 30 years, by 2054.

Africa is facing significant challenges such as: investing in the huge potential of its bulging youth population; rapidly increasing demand for food; and preparations for natural disaster risks and potential impacts on agricultural production resulting from climate change.

Contributing to the growth of Africa and Japan

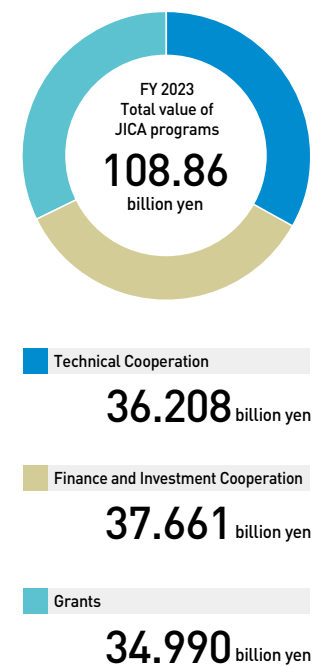
At the Eighth Tokyo International Conference on African Development (TICAD 8) in August 2022, Prime Minister Kishida Fumio announced that Japan would tackle these challenges so that Africa and Japan can grow together. JICA contributes to achieving this by steadily implementing the initiatives that Japan announced at TICAD8.

Specifically, in fiscal 2023, following

the reclassification of COVID-19 to Class 5 under the Infectious Diseases Control Law of Japan, JICA invited 135 participants in the African Business Education Initiative for Youth (ABE Initiative) to Japan and resumed in-person networking events with the Japanese business sector. In response to the food crisis triggered by Russia's invasion of Ukraine, JICA has delivered ODA loans of 10 billion yen to the Tanzania Agricultural Inputs Support Project (TAISP), while also promoting the Coalition for African Rice Development (CARD) initiative to increase rice production in Africa. In addition, JICA has supported kaizen (the Japanese approach to quality and productivity management) initiatives and infrastructure development as part of efforts to promote economic growth in Africa.

In fiscal 2024, JICA will continue to discuss, in partnership with the African Union Development Agency (AUDA-NEPAD), how to create Africa's future by looking back at the track record of 30 years of cooperation since TICAD 1 in 1993 and by preparing for TICAD 9 to be held in August 2025.

Scale of Operations in the Region

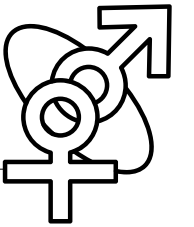


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Experts of the Project of Rice Productivity Improvement in Central Highland (PAPRIZ) providing guidance regarding rice production in Madagascar



Example | JICA Global Agenda 14 Gender Equality and Women's Empowerment

South Sudan : Advisory work to promote economic empowerment and social reintegration of Sexual and Gender-Based Violence (SGBV) Survivors

Supporting Women and Girls Suffering from Trauma

A majority of women in South Sudan experience violence

An estimated one in three women worldwide has experienced physical or sexual violence. At 47.5 percent, the rate is even higher in South Sudan, which has experienced years of armed conflict. Child marriage also persists, fueled by dowry, a custom in which a groom gives money or property to a woman's family for marriage.

South Sudan has policies to eliminate sexual and gender-based violence (SGBV) and many NGOs working on the issue. However, there is insufficient continuous and medium- to long-term support for survivors.

Changing attitudes of survivors and men surrounding the survivors

To develop efforts to address SGBV in South Sudan and encourage the independence and social reintegration of SGBV survivors, JICA dispatched experts for about two years from September 2021.

The JICA experts conducted training for government officials and support personnel to raise their awareness about SGBV, including familiarization with the factors behind and impact of SGBV, the responsibilities and roles of ministries and agencies, legal frameworks, and standard operating procedures (SOPs) for women's protection services. The experts also conducted pilot activities in collaboration with local NGOs. Through the pilot activities, JICA verified which activities were effective and compiled a Guidance Note on good practices and lessons learned.



Young South Sudanese used theater to advocate the importance of eliminating SGBV during the 16 Days of Activism Against Gender-Based Violence, an international campaign to eliminate SGBV.

One of the pilot activities was to provide vocational training programs that included not only sewing, traditionally considered a woman's job, but also driving. Women rarely drive cars in the country, and one of the SGBV survivors said, "I have learned skills and gained respect from the people around me."

The pilot activities also included training to sensitize male community leaders on SGBV issues. One of the participants in the training reported that his attitude had changed and said, "I raise the issues of child marriage with other men who cling to old values".

Much learned from a JICA expert

The JICA expert taught me the importance of being there for SGBV survivors. In the long run, I will continue to work to create a society where women and girls can realize their dreams by providing survivors with opportunities to acquire knowledge and skills. I hope that JICA will continue to support our work.

Blantine Loice (Lavrick)
Initiative for Peace Communication Association

Published Guidance Note

After the publication of the Guidance Note compiling the activities, I was happy to receive feedback from many people who were involved in its creation, such as, "This is exactly what we feel is important now". I hope this Guidance Note will help in the efforts to address SGBV in South Sudan.

Ikeuchi Chigusa
JICA Expert / World Vision Japan

Overview by Region

Middle East and Europe

Two civil wars and chaotic regional conditions

The Middle East is still beset by turmoil after the Arab Spring and is experiencing compounded crises such as: protracted civil wars in Yemen and Syria; the chronic refugee situation in countries adjacent to Syria; and the increasingly serious water shortage brought about by climate change. Furthermore, the armed conflict that erupted in the Gaza Strip in October 2023 has caused immense damages in the region, and there are concerns that the effects will spread to the surrounding countries as well.

In Europe, Russia's aggression against Ukraine has had a huge impact on Ukraine and the surrounding countries, and an earthquake that struck Türkiye and Syria in February 2023 has dramatically affected the residents of both countries, as well as refugees from surrounding countries, making a rapid recovery essential.

Aiming for rapid, medium- to long-term cooperation

In this backdrop, in fiscal 2023, JICA undertook cooperation from a rapid, medium- to long-term perspective, focusing on two main pillars: Executing strategic support in response to compounded crises, and sharing Japan's development experience and good practices unique to Japan.

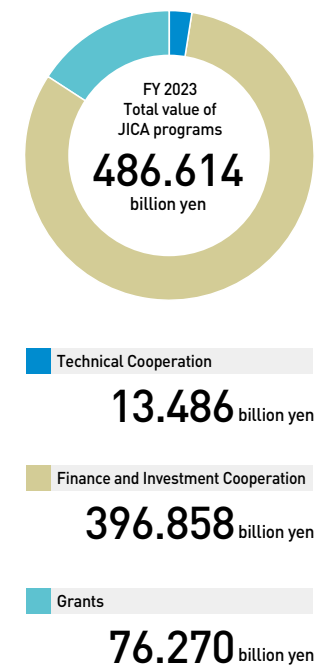
In the Middle East, in response to the

armed conflict in the Gaza Strip, JICA provided variety of materials to Gaza, including tents, blankets, medical consumables, and food kits. In addition to the continued support for the oil refinery project in Iraq, JICA is cooperating in the water sector in Tunisia, and the extension of Cairo Metro in Egypt as key infrastructure to support the day-to-day lives of the citizens. JICA also cooperated in promoting tourism as a key source of income in numerous countries.

In Europe, JICA has been involved in clearing landmines and unexploded ordnance in Ukraine, and has cooperated in emergency recovery and economic reconstruction, for example by promoting private sector investments. In Türkiye, JICA has cooperated in creating earthquake recovery plans and rebuilding infrastructure and have provided support to SMEs. In the West Balkans, JICA cooperated in putting in place an environment for entrepreneurs to achieve high-quality growth.

Other activities during this period included rolling out the JICA Chair program in seven countries in the region, and contributions to the cultivation of future leaders who can foster a long-lasting bilateral relationship between each country and Japan. JICA also put related parties in the Tohoku region in contact with Ukraine and Türkiye, and provided opportunities to learn from experiences in recovery from the East Japan earthquake.

Scale of Operations in the Region



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A family living in the Gaza Strip receives distribution of a food kit

Example | JICA Global Agenda 08 Education

Egypt : E-JUST (Egypt-Japan University of Science and Technology) Project

Cultivating Science and Technology Human Resources with a Japanese-style Engineering Education

A university built from zero in the desert

In order to develop scientific and technological human resources in Egypt, JICA began a project in 2008, under an official request from the government of Egypt, to establish a university that implements a Japanese-style engineering education, including the introduction of "Laboratory Based Education" systems, seminars for small group of students, and practical experiment classes. Twelve universities, including the Tokyo Institute of Technology (currently the Institute of Science Tokyo), Kyushu University, Waseda University, and Kyoto University, formed the Japanese Cooperation Universities (JCU) which support the dispatch of professors and curriculum development. The Egypt-Japan University of Science and Technology (E-JUST) opened in February 2010.

While overcoming the social upheavals of the Arab Spring, E-JUST has accepted students from Africa, opened undergraduate program, and built a new campus. Currently, E-JUST has grown into a university, which accommodates approximately 3,700 students (undergraduate and postgraduate).

Highly acclaimed in global university rankings

E-JUST has been ranked first in Egypt regarding the number of papers published per faculty member since 2014. Also, E-JUST has been ranked first in Egypt and seventh in Africa by The Times Higher Education World University Rankings (2024), which comprehensively evaluates universities on criteria such as research content, educational environment, and international outlook.

Meanwhile, new challenges have arisen as the university has expanded, which include how to maintain the



There are 3,665 students from 14 countries at the campus near Alexandria, which is the second largest city in Egypt (as of March 2024).

quality of education and research and how to promote international diversity. In response, E-JUST, with support of JICA project, is promoting student exchange programs with external funds, as well as joint research and joint seminars with Japanese universities. E-JUST is also promoting alumni activities and establishing academic networks on the national and international levels.

JICA is facilitating the formulation of Japan-Africa University Network to connect Japan and Africa through E-JUST, as well as Jomo Kenyatta University of Agriculture and Technology (JKUAT) in Kenya, which JICA has been cooperating with for many years. JICA aims to build academic networks through these two universities to co-create knowledge, as well as to strengthen ties with Japanese industry, government, and academia.

Graduates and alumni at work in many countries

E-JUST has grown to boast the highest level of university research in Egypt. Students, who have received a Japanese-style education, are making great achievements, such as working as teachers and researchers in African countries. JICA is working on promoting further international diversity to turn it into an academic hub for Japan and Africa.

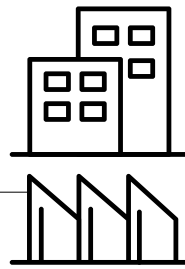
Okano Takasei
JICA Expert



Dr. Asano Tanemasa, a professor from Kyushu University, instructing students

Example | JICA Global Agenda 01 Urban and Regional Development

Ukraine : Project for Emergency Recovery and Reconstruction



Experience and Knowledge from the Great East Japan Earthquake for Ukraine

Equipment provided to support disrupted lives

Russia's aggression against Ukraine has become a prolonged conflict with no end in sight. However, to support the lives of the people living through the aggression, it is important to rebuild severely damaged infrastructure and to remove and dispose of the debris.

JICA initiated the Project for Emergency Recovery and Reconstruction in March 2023, and has been providing equipment such as that for energy, debris disposal, and water supply. JICA also organizes programs to invite Ukrainian officials to Japan to join onsite visits and exchange ideas. As part of this program, in May 2023, JICA invited urban planning officials from ministries, public enterprises, and local governments in Ukraine to visit Japan. Japan's experience in reconstruction after World War II and the Great Hanshin-Awaji Earthquake was shared with them. In February 2024, JICA invited high officials from ministries such as the Ministry for Communities, Territories and Infrastructure Development of Ukraine, as well as deputy governors, a mayor and deputy mayors.

Visit by Ukrainian officials to Tohoku

During the February 2024 invitation program, the Ukrainian delegation visited Higashi-matsushima City, Onagawa Town, and Ishinomaki City in Miyagi Prefecture. The municipalities' officials shared their knowledge on rebuilding communities, disposing of debris, and reconstructing industry. The Ukrainian delegation also visited Okuma Town and Futaba Town in Fukushima Prefecture, where residents needed to evacuate for a lengthy time due to the nuclear power plant accident. There, they



In February 2024, Ukrainian government officials who came to Japan under an invitation program visited Futaba Town in Fukushima Prefecture to exchange ideas about residents returning and the town's reconstruction.

exchanged ideas on topics such as policies for reconstruction of towns and the voluntary return of residents.

For the Ukrainian delegation, the visit was an opportunity to learn about knowledge and efforts involved in the recovery and reconstruction in the Tohoku region, including town planning through collaboration between national and local government, private companies, and residents, as well as the development of basic infrastructure, the formation of industrial infrastructure, and the formulation of reconstruction plans that consider the opinions of local residents. One participant said, "Ukraine also faces challenges concerning residents returning to home, so the Tohoku region's initiatives will be our reference." Another said, "We want to move forward quickly with recovery and reconstruction plans based on what we learned on this onsite visit."

Invaluable advice from Futaba Town for reconstruction

During the onsite visit to the Tohoku region, we gained many insights about policies to return evacuees from Kherson and rebuilding cities. The Mayor of Futaba Town shared knowledge: "It is important to formulate a speedy and flexible recovery and reconstruction plan." I want to apply that advice to Kherson's reconstruction.

Vitalii Bielobrov
Deputy Kherson City Mayor for Council Executive Bodies, Kherson City Council

Felt a passion for reconstruction

By exchanging ideas with the Ukrainian delegation, I learned of some similarities with the situation in Ukraine in terms of returning residents from evacuation sites and rebooting town development. They asked questions with such enthusiasm that we spent more time together than originally scheduled. I keenly felt their passion to rebuild no matter what.

Izawa Shiro
Mayor of Futaba Town

Diverse Projects and Partnerships

Partnerships with Universities and Research Institutions

JICA Development Studies Program (JICA-DSP)

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

The JICA Development Studies Program invites future leaders from partner countries to Japan and offers them 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 has provided cooperation toward the progress of developing countries after World War II. JICA scholars* are expected to use this knowledge to contribute to the development of their own countries and play a significant role as leaders, fostering a long-lasting bilateral relationship between their home countries and Japan. As of the end of fiscal 2023, there are over 2,000 JICA scholars from 104 countries studying in Japan in master's and doctoral degree programs.

In addition to specialized education and research at Japanese graduate schools, the JICA Development Studies Program offers the Common Program and Individual Programs to provide development studies with Japan's modernization and development experiences, from which the participants can gain knowledge and insight for the sustainable development of their countries.

The Common Program on "Understanding the Japanese Development Experience" is open to all JICA scholars and jointly offered by JICA and partner universities. It covers not only Japan's experience of modernization, such as the

Total numbers of JICA scholars and their countries of origin in fiscal 2010–2023

More than **9,500** participants
from over **100** countries



industrial revolution and infrastructure development, but also development issues specific to developed countries, such as a declining birthrate, an aging population, and regional revitalization, based on Japan's development experience. Through lectures, visits to relevant facilities, and exchanges with government, business, and educational institutions, participants are expected to gain an understanding of the collaborative frameworks between diverse actors, explore the connections between their own research and Japan's development experience, and apply their learnings to development in their home countries. Meanwhile, under the Individual Programs, which provide the Development Studies Programs Offered by Various Universities, partner universities offer coursework that includes Japanese development experience. Not only JICA scholars, but also other international and Japanese students can take this course. University officials involved in the programs have commented on the significant benefits for Japanese students, such as the fact that learning through international students about the issues they face in their countries can give Japanese students insights into issues in Japan.

In fiscal 2023, two partner universities and 13 domestic centers offered a total of 49 programs in the Common Program, with over 1,000 participants. In addition, the Individual Programs were offered in 53 graduate schools at 26 partner universities, with a total of 34 programs for over 2,000 people.

* "JICA scholars" here refers to participants from developing countries who are enrolled in degree programs at Japanese universities involved in technical cooperation, the Project for Human Resource Development Scholarship (JDS) ODA grant, and ODA Loans.



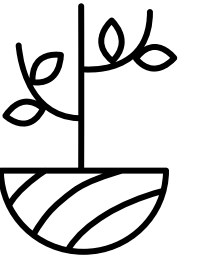
JICA scholars from different countries visiting Hiroshima. JICA provides participants with opportunities to network with local governments, private companies, and national government officials.

JICA Program for Japanese Studies (JICA Chair)

Expanding JICA-DSP abroad

In response to requests to expand the JICA Development Studies Program (JICA-DSP) offerings overseas, the JICA

Program for Japanese Studies (JICA Chair) is run in developing countries. The JICA Chair supports leading universities in each country to establish courses or programs on



Example | JICA Global Agenda 05 Agriculture and Rural Development [Sustainable Food Systems]

Subregional Africa : Project for Development of Climate Change Resilient Innovative Technologies for Sustainable Wheat Production in the Dry and Heat Prone Agro-ecologies of Sudan and Sub-Saharan Africa

Producing Wheat Resilient against Heat and Dryness

Japanese studies that explore Japan's experience in development by delving into the Japanese history and culture that underlie these experiences.

The JICA Chair's activities include Short Intensive Lectures, which involve, among other things, dispatching lecturers from Japan and offering related video teaching materials; and the JICA Chair of Japanese Studies, which entails establishing a series of lectures, as well as conducting joint research activities and providing research and educational opportunities in Japan for young researchers. By the end of fiscal 2023, JICA had offered the JICA Chair to 78 countries,

up from a cumulative total of 71 by the previous year.

In fiscal 2023, lecturers were dispatched from Japanese universities and other institutions, and more face-to-face lectures were held, allowing for smoother, more interactive and livelier discussions. In order to promote the JICA Chair, video teaching materials are used to learn about Japan's development experience in different fields in line with the JICA Global Agenda, in addition to the material which JICA co-produced with the Open University of Japan: the "Seven Chapters on Japanese Modernization" and their sequel, the "Japanese Modernization Lecture Series."

Science and Technology Research Partnership for Sustainable Development (SATREPS)

Contributions to the SDGs with innovations in science and technology

SATREPS is an endeavor to draw on the latest science and technology to come up with solutions to increasingly serious global challenges, such as environmental and energy issues, damage from disasters, food crises, and epidemic outbreaks.

This scheme, which JICA implements jointly with the Japan Science and Technology Agency (JST) and Japan Agency for Medical Research and Development (AMED), has the purpose of making broad contributions to the international community, such as the achievement of the SDGs, by spurring innovation through the application of research results to society, and creating new knowledge and technology based on local needs by having researchers from developing countries and Japan work together on issues.



A survey conducted as part of a multidisciplinary research project in an area of Kenya where malaria is prevalent. Participants are engaged in rapid diagnosis and advanced technical analysis.

SATREPS projects adopted in fiscal 2008–2023

202 projects for **58** countries



SATREPS covers a wide range of research topics and is rich in interdisciplinary research. For example, in the field of infectious diseases, the Project for Interdisciplinary Research for an Integrated Community-Directed Strategy for Sustainable Freedom from Malaria has been conducted in Kenya since 2020. By conducting interdisciplinary research that incorporates approaches from molecular epidemiology, genetics, serology, vector entomology, behavioral economics, and socioeconomics, the project aims to break the vicious cycle of poverty as well as infection. In the field of disaster risk reduction, the project for numerical weather prediction and warning communication system for densely populated and vulnerable cities was launched in Argentina in 2022. In addition to forecasting atmospheric changes using the Japanese supercomputer Fugaku, JICA is working on disaster risk reduction for residents and fostering expert talent, along with developing disaster risk reduction information systems.

In fiscal 2023, 12 projects for 11 partner countries were adopted under SATREPS, and discussions proceeded with the universities and research institutions in these countries toward project implementation.

Raising wheat self-sufficiency is an urgent issue

In the northeastern Africa country of Sudan, wheat consumption has increased rapidly due to population growth and urbanization. While wheat production doubled between the 1970s and 2010s, it has not kept pace with greater consumption, and imports have increased tenfold. In terms of food security, as well as to prevent annual foreign currency outflows of about US\$400 million spent on wheat imports, boosting domestic production has become an important issue.

Since the 1990s, Tottori University and the Agricultural Research Corporation (ARC) in Sudan have been conducting joint research on wheat that is resistant to heat and dryness. Based on this research, they and JICA launched a project in 2019, as part of the Science and Technology Research Partnership for Sustainable Development (SATREPS), to use molecular breeding technology in developing varieties of wheat that are resistant to heat and dryness.

Overcoming numerous difficulties

From the very beginning, the project was beset by many difficulties, including armed conflict in Sudan, the accompanying deterioration in public safety, and the spread of COVID-19.

While project team members were prohibited from traveling to Sudan for safety reasons, they continued the joint research online. Significant results were achieved, including increased production due to improved wheat varieties and better cultivation techniques at the experi-



A weather monitoring station installed near the experimental farmland checks the impact of air temperature on wheat cultivation.

mental farmland in Sudan, as well as the establishment of a public-private partnership for seed production. In addition, the project has created a potential scenario for future wheat production that takes into account the effects of climate change, which are feared to become more serious. In addition, the project is advancing the cultivation of talent and strengthening of capabilities for sustainable wheat production.

Through this project, we want to spread Sudanese wheat, which is of high quality and resistant to heat and dryness, and the cultivation thereof, in Sub-Saharan Africa.

Farmers are the driving force behind results

Even in difficult circumstances, such as deteriorating public safety, the farmers keep developing wheat breed varieties at the experimental farmland. Thanks to them, we can cultivate wheat that is resistant to heat and dryness. We are working hard to keep the project going while praying for the return of peaceful everyday life to Sudan as soon as possible.

Izzat Tahir
Professor, Agricultural Research Corporation (ARC), Sudan

I want to connect innovative production techniques to reconstruction

The difficulties continue, such as stoppages to the movement of people, goods, and funds, but we have made progress despite these challenges. When I unexpectedly received a plaque of appreciation from the farmers, it made me very happy to feel the local community's recognition and hope. I want to use innovative wheat production techniques to contribute to Sudan's reconstruction.

Tsujimoto Hisashi
JICA Expert / Professor Emeritus, Tottori University

Diverse Projects and Partnerships

Cooperation with the Private Sector

Private-Sector Investment Finance

Support for economic and social development by private enterprises

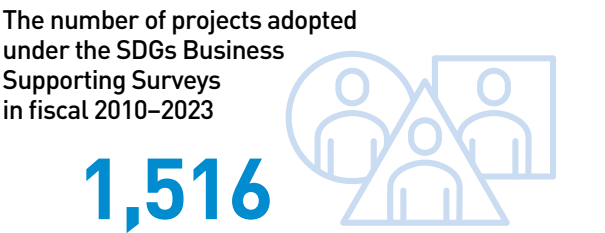
Of the Finance and Investment Cooperation provided by JICA, Private-Sector Investment Finance (PSIF) is a scheme to support, through the provision of loans and equity, private enterprises around the world, including Japanese companies that conduct business with high development outcomes in such sectors as infrastructure development, poverty reduction, and measures against climate change. In implementing PSIF projects, JICA collaborates with private and international financial institutions and coordinates with JICA's other ODA programs, projects, and schemes. In this way, JICA aims to further improve development outcomes while reducing project risks. In particular, JICA is strengthening cooperation with development finance institutions and international organizations in order to promote co-financing by signing memoranda of cooperation (MOC). In addition, in May 2023, JICA created three facilities to advance efforts in this field: the Facility for Accelerating Climate Change Resilient and Sustainable Society (ACCESS), the Facility for Supporting Agricultural supply chain and Food security Enhancement (SAFE), and the Facility for Accelerating Financial Inclusion (FAFI). In fiscal 2023, 13 projects received approval. They

included projects contributing to climate change measures such as the Climate Change Measures Support Project in Nigeria, the Introduction of E-Buses to Bangkok Public Transport in Thailand, and the Dissemination Project for Green Financing in Peru, as well as projects related to financial inclusion in support of MSMEs operated by women, including the Project for Rural Financial Access Improvement in India and the Micro-, Small and Medium-sized Enterprises (MSMEs) Support Project in Kazakhstan. In addition, there is project implementation based on the Government of Japan's diplomatic policy, as exemplified by the signing of an agreement to establish the Leading Asia's Private Infrastructure Fund 2 (LEAP 2) with the Asian Development Bank (ADB) ahead of the ASEAN-Japan Commemorative Summit Meeting, the Medical Access Improvement Project in Brazil being taken up at the G7 Health Follow-up Side Event, as well as the signing of the Ukraine and Moldova Export-Oriented Industry Promotion Project in conjunction with the Japan-Ukraine Conference for Promotion of Economic Growth and Reconstruction. Furthermore, JICA launched PSIF projects in Kazakhstan, Ukraine, Moldova, Panama, and Nigeria for the first time, where it is diversifying investment and loan recipients.

management. An increasing number of financial institutions are focusing on ESG investing and impact investing. The affinity between business and efforts to solve development issues is stronger than ever. The JICA SDGs Business Supporting Surveys support Japanese private enterprises that see developing country issues as business opportunities and work to develop new markets by applying their technologies, products, and knowledge. Private companies propose businesses with the aim of achieving development impact through the development of those businesses.

Partnerships and co-creation with private enterprises

This program offers three support schemes according to the stage of business. In the SDGs Business Needs Confirmation Survey and SDGs Business Validation Survey conducted on a trial basis in fiscal 2022 and 2023, business consultants assigned by JICA provided support to selected companies to verify their business models and formulate business plans, with the goals of increasing successful business creation and maximizing development impact. New schemes will be introduced in fiscal 2024 based on the results of that trial run. In addition, JICA established the Enterprise Co-creation Platform to support businesses that can contribute to solving developing countries' issues by partnering and co-creating with various actors, including private enterprises, financial institutions, and local governments.



Adoption of 68 proposals full of business ideas

Of the proposals submitted in response to open calls made from fiscal 2010 through fiscal 2023, JICA has adopted and supported an aggregated total of 1,516 proposals under this program. In fiscal 2023, 68 proposals were adopted, including 11 from startups. They included 32 proposals involving the SDGs Business Needs Confirmation Survey, which supports the collection of basic information, such as that on local regulations, needed to implement a business, verifies the compatibility between the proposed product or service and the partner country's needs, and prepares initial business plans. There were 23 involving the SDGs Business Validation Survey, which formulates more detailed business plans by verifying profitability and establishing local service and product provision systems for services and products that have already been verified as suitable. There were 13 involving the SDGs Business Verification Survey with the Private Sector, which verifies and publicizes products and business models.

Preparatory Survey for Private-Sector Investment Finance

Supporting the formation of promising PSIF projects

The Preparatory Survey for Private-Sector Investment Finance is designed to identify and formulate projects that capitalize on the expertise of Japan's private sector in developing countries. Under the scheme, JICA entrusts the necessary surveys to Japanese private companies that have submitted promising proposals so as to develop project plans to be implemented utilizing PSIF. In fiscal 2023, JICA adopted two proposals under the scheme. Private-sector businesses in developing countries face numerous challenges, including an inadequate invest-

ment environment, in both physical and nonphysical aspects, for the Preparatory Survey for Private-Sector Investment Finance, as well as difficulties in securing financial viability, insufficient recognition of proper public-private role-sharing and risk allocation, and insufficient support from developing country governments. In addition to supporting the formation of individual businesses by private enterprises, JICA is promoting comprehensive efforts for the formulation of business projects by cooperating in the establishment of associated policies and institutions and strengthening implementation capacities.

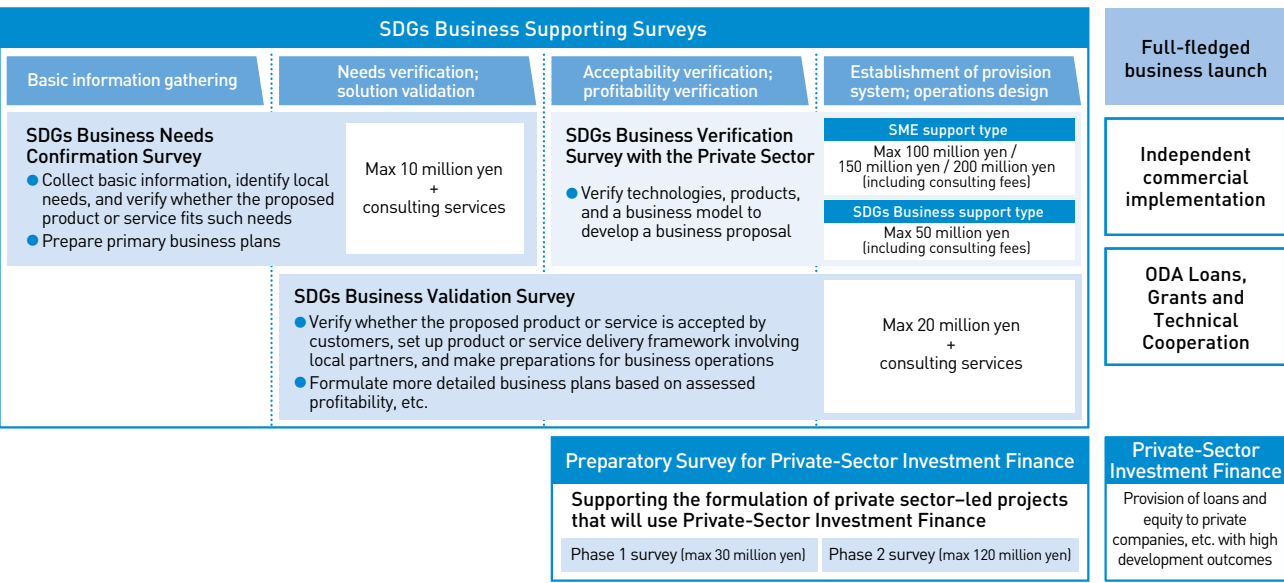
SDGs Business Supporting Surveys

Expanded roles for business

While private-sector funds flowing into developing countries far exceed ODA, expectations are rising even

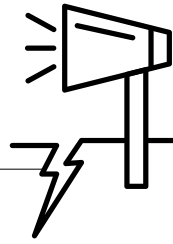
higher for the utilization of business strengths in solving development issues. In recent years, more businesses are proactively incorporating the SDGs in their corporate

Available schemes and the flow of commercial implementation



Example | JICA Global Agenda 20 Disaster Risk Reduction through Pre-disaster Investment and Build Back Better

Thailand : SDGs Business Verification Survey with the Private Sector for Plastic Rainwater Storage Structure to Prevent Inundation Damage in Thailand



Japanese Companies' Technology Reduces Flood Damage

Effective use of underground space

In Thailand, urbanization and climate change associated with economic development have led to an increase in flooding in recent years. The 2011 floods that killed over 600 people also struck industrial parks, causing extensive damage to Japanese companies operating there.

In Japan, the method of creating underground rainwater storage structures as a measure against flooding is widespread. In particular, connecting plastic blocks and creating a water storage tank is a low-cost, simple construction method that also enables easy adjustments to water storage capacity.

Chichibu Chemical Co., Ltd., which has a 15% share of

the Japanese market for this product, speculated that it would work in Thailand. Using JICA's SDGs Business Supporting Surveys, the company trialed and worked on commercializing plastic rainwater storage structures (PRSS) for approximately three years beginning in 2019.

Lightweight and easy to transport and assemble

In the verification survey, the company conducted a ground survey at Lad Krabang Industrial Estate on the outskirts of Bangkok and drew up detailed design plans. It installed Thailand's first PRSS and provided guidance on maintenance and management methods. After construction, it performed monitoring to confirm the system's safety and usefulness, then produced technical guidelines specifying construction and maintenance methods.

These results led to an order from the Bangkok Metropolitan Administration, and PRSS were installed in parks as part of the Water Bank Project. The city is promoting this project, whose purpose is urban development that makes the city more resilient to disasters by installing underground rainwater storage tanks in locations throughout the city.

Chichibu Chemical's action was hailed as a model for companies seeking to expand overseas, and in 2023, it received the Japan Construction International Award from the Ministry of Land, Infrastructure, Transport and Tourism. JICA will continue supporting Japanese companies that aim to use business as a means of addressing issues faced by developing countries.



To encourage greater use of the technology, a local construction company was commissioned to carry out the work. The product's plastic material and light weight make it easy to transport and assemble, which was a big selling point.

We want to use this technology in surrounding countries, too

JICA's support was a huge help for our small company's overseas expansion. Our products have gained more widespread recognition, and we have received requests for designs from Thai government agencies, educational institutions, and private companies for fiscal 2024. Looking ahead, we want to expand into Vietnam and other countries in the Indochina Peninsula.

Yoshida Hisahito
President, Chichibu Chemical Co., Ltd.



A completion ceremony at Lad Krabang Industrial Estate

Diverse Projects and Partnerships

Volunteer Programs

Citizen-led international cooperation

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 programs with a long-standing history, and which primarily dispatch Japan Overseas Cooperation Volunteers (JOCVs), were founded in 1965. They are widely recognized as a good example of grassroots-level international cooperation extended by the Japanese government and JICA and are highly praised by partner countries.

A cumulative total of 56,402 JICA volunteers have engaged in face-to-face international contributions. As of the end of March 2024, 1,324 JICA volunteers are active in 74 countries.

Contributions to diversifying development issues

In response to developing countries' increasingly diverse issues related to development, JICA is partnering with other JICA projects, universities, local governments, and companies, as well as international volunteer cooperation organizations based overseas.

For example, since 2002, JICA has been partnering with Hiroshima University's Zambia Special Education Program (ZAMPRO). Hiroshima University graduate students join ZAMPRO as JICA volunteers to spend two years engaging in activities related to the improvement of math and science, in particular in school education, then complete the program by writing a master's thesis upon returning to Japan. So far, 47 people have joined this program. They have continued applying the results of their work in their research, such as by organizing joint seminars between the University of Zambia and Hiroshima University for dissemination of findings from their research, thus giving back to Zambia's education. In addition, ZAMPRO volunteers sent to Zambia have

Number of JICA volunteers dispatched from fiscal 1965 to fiscal 2023

56,402

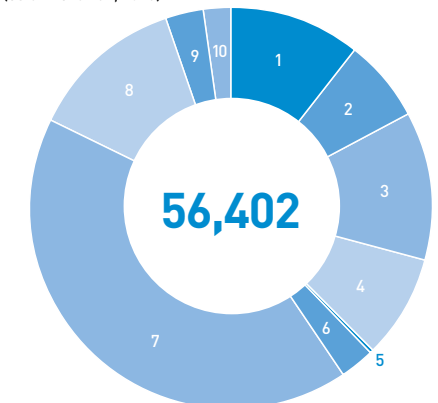


become role models for the JOCV Partnership Program, as they have grown into professionals, such as by becoming lecturers for the Knowledge Co-Creation Program (KCCP) conducted in Japan for experts in technical cooperation projects organized by JICA and for administrative officers from developing countries.

In 2023, a total of 100 people participated in joint research dissemination seminars, including the four volunteers assigned to Uganda and Zambia, as well as officials from Zambian educational and government institutions.

Cumulative number of JICA volunteers dispatched by field of work

(as of March 31, 2023)



1. Planning / Government	6,025	10.7%
2. Public Works / Utilities	3,718	6.6%
3. Agriculture / Forestry / Fishery	6,863	12.2%
4. Mining and Manufacturing	4,668	8.3%
5. Energy	102	0.2%
6. Business / Tourism	1,496	2.7%
7. Human Resources	23,570	41.8%
8. Health / Healthcare	7,113	12.6%
9. Social Welfare Services	1,681	3.0%
10. Other	1,166	2.1%



Children at David Kaunda National STEM Secondary School learn with teaching materials handmade by JICA volunteers sent by ZAMPRO. [Photo: Ono Wataru]



Asano Kenshi (front row, far left) and non-Japanese children participating in a Japanese language education project [Photo: Makinoha Labo]

Returning JICA volunteers revitalize Japan

Experience obtained from working on cooperation in developing countries is useful not only overseas, but also for tackling social issues in Japan.

To encourage JICA volunteers to make better use of their experience for the benefit of society after they come back to Japan, the Commendation for Giving Back to Society was established in fiscal 2022 to recognize those JICA volunteers who have returned to Japan within the past 10 years and are working to address social issues,

whether in Japan or overseas, or in the public or private sector. The second Commendation for Giving Back to Society went to six people. Among them, Kenshi Asano (fiscal 2015 1st Batch / Science Education) is working to improve the educational environment and revitalize the local community by making use of a closed elementary school in Shizuoka Prefecture. Mayu Koyanagi (fiscal 2014 1st Batch / Youth Activities) is working to improve early childhood education in Cambodia by distributing digital teaching materials.

As part of pre-dispatch training, successful JICA volunteer applicants who express a willingness to do so can join the GLOCAL Program, a 75-day community-based training program where they learn from practical experience with domestic local community revitalization and multicultural coexistence. After the program concludes, participants are expected to continue interacting online from the country to which they have been dispatched, and to become professionals who promote community revitalization and multicultural coexistence after returning to Japan.

JICA will continue to expand support so that returning JICA volunteers can play an even greater role in their workplace, whether in Japan or abroad.

[More information](#) JICA's website >>> Volunteers

JICA volunteers return to Bangladesh

The volunteer program in Bangladesh was suspended following the July 2016 terrorist attack in Dhaka, which killed several foreigners, including seven JICA personnel. However, the Bangladesh government has a great need for JICA volunteers, and after carefully assessing the security situation, the program restarted in September 2023, some seven years after its suspension.

Japan and Bangladesh plan to continue cooperation in various fields. JICA expects the work of the JICA volunteers to serve as a bridge linking the two countries.



A JICA volunteer teaches food processing at the Bangladesh Agricultural Research Institute (BARI). [Photo: Nayan Chaklader]

Launch of JICA Social Entrepreneur Project BLUE

JICA Social Entrepreneur Project BLUE (Break the Line, Unleash your Entrepreneurship), a program to support JICA volunteers in starting up businesses after returning to Japan, was launched in September 2023.

Applying their experience as JICA Volunteers to business back in Japan, they are setting the stage for contributions to achieving the SDGs by addressing local issues to revitalize communities and by taking action to solve social issues overseas in a sustainable manner.



An entrepreneur and former JICA volunteer keep wells operating on a continual basis through a business in Uganda.

Diverse Projects and Partnerships

Partnership with *Nikkei* Communities in Latin America and the Caribbean

Toward the building of a sustainable co-creation society

As part of Japan's post-war immigration policy, JICA has provided support to people who have moved to Latin America and other regions. More than 3 million *Nikkei* (Japanese emigrants and their descendants) live in Latin America and the Caribbean. As leaders who can foster a long-lasting bilateral relationship between each country and Japan, their presence represents strong bonds between Japan and the region. Meanwhile, generational change in these areas is proceeding, and an increasing number of non-*Nikkei* people are playing important roles in *Nikkei* communities. Various other changes include the development of new activities and networking.

JICA is carrying out partnership programs for *Nikkei* communities while taking into account the changes in today's *Nikkei* community, and will work to build a sustainable co-creative society through new links between Japan and *Nikkei* communities.

Promoting *Nikkei* community businesses with Japanese companies

To promote business partnerships between Latin American *Nikkei* communities and Japan, JICA dispatches Missions for *Nikkei* Partnership Promotion in Latin America and the Caribbean. In fiscal 2023, JICA tapped the worldwide network of Okinawan descendants to dispatch representatives from eight Okinawa Prefecture SMEs to Peru, Bolivia, and Brazil.

The action in these three countries, which have close ties with Okinawa Prefecture, attracted widespread coverage by local newspapers across Japan, including in Okinawa. This also resulted in concrete action toward business development and collaborations.

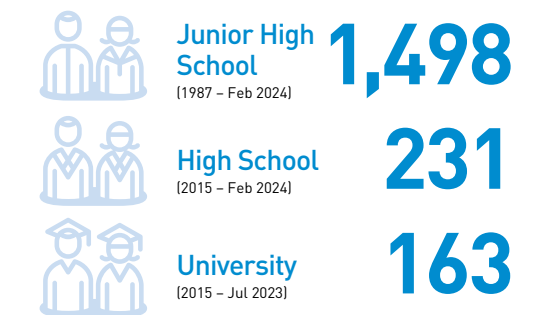
Creating settings for *Nikkei* schoolmates to learn from each other

In collaboration with the Peruvian government, which places great trust in Japan and its people, JICA has started



Nikkei junior high and high school students who came to Japan for the Education Program for *Nikkei* Next Generation discuss their dreams for the future.

Total Participants in the Education Program for *Nikkei* Next Generation



a third-country training program called the International Seminar on Strengthening Partnerships between *Nikkei* Communities and *Nikkei* Schools for Socio-Economic Development. This program's purpose is to form networks of *Nikkei* communities in Latin America and to develop young leaders who can foster a long-lasting bilateral relationship between each country and Japan by raising the standard of Japanese language education.

In October 2023, 13 people from 10 countries who are engaged in Japanese language education at *Nikkei* schools and organizations gathered in Peru for the first training. After returning to their home countries, the participants formed a network enabling them to share information, including that on the unique social issues that *Nikkei* communities face, while working to improve their Japanese language education skills. This training will be held regularly over the next five years.

Training in Japan for *Nikkei* students resumes after 4-year hiatus

After a four-year pause following the pandemic, the Education Program for *Nikkei* Next Generation has resumed. The program helps participants learn about their roots and develop talent that can serve as bridges between *Nikkei* communities and Japan.

In fiscal 2023, a total of 117 *Nikkei* people joined the program, including 57 junior high school students, 40 high school students, and 20 university students from 11 countries in Latin America and the Caribbean. During their three-week stay in Japan, they deepened their understanding of Japanese culture and history through activities such as attending Japanese schools and visiting Kamakura and Kyoto. They were also provided with the opportunity to learn about the history of immigration and emigration experienced by their grandparents and parents, as well as to reflect on their own identity.

Diverse Projects and Partnerships

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

Realizing a Japan and world that leaves no one behind

The number of migrant workers in Japan hit a record high of over 2 million in 2023. With Japan's population aging and the birthrate declining, a labor shortage is a growing concern, and to maintain economic growth, Japan will have to accept more and more migrant workers. A survey and research report published in 2024 by the JICA Ogata Sadako Research Institute for Peace and Development (abbreviated as JICA Ogata Research Institute) likewise estimates a shortage of 770,000 workers in 2030, when there will be demand for approximately 4.19 million workers, highlighting the need for foreign human resources (HRs) as new players in socioeconomic development and regional revitalization in Japan.

Labor migration has also become an important development issue for the home countries of migrant workers, as it can lead to their own economic and social development through increased foreign remittances and the acquisition of skills from overseas. On the other hand, these "migrant workers" are often placed in a vulnerable position and face the risk of various human rights violations.

By working to promote proper and effective acceptance of migrant workers in Japan, JICA aims to contribute to respect for their human rights and to the socioeconomic development of both developing countries and Japan.

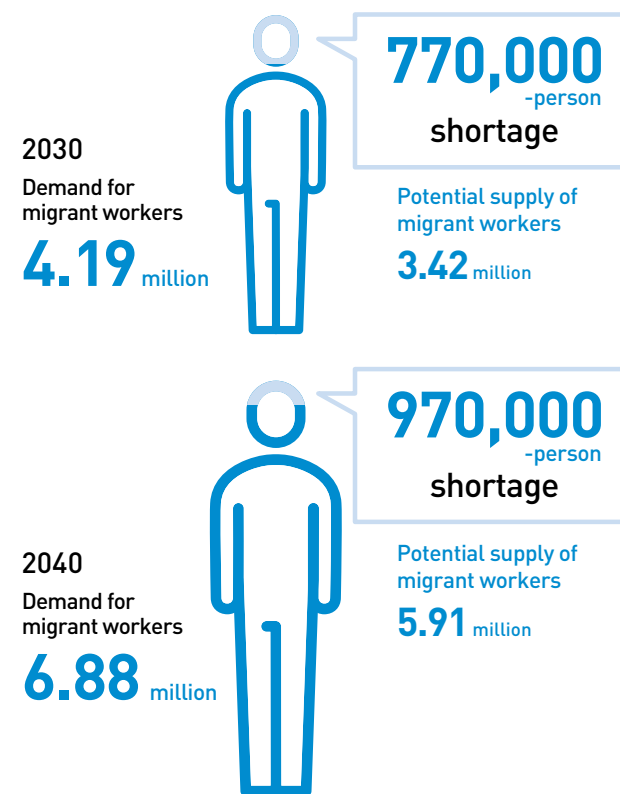
The three pillars of JICA's initiatives

1. Respect for human rights of migrant workers

Migrant workers are often placed in a vulnerable position, having to take out large loans to pay fees to brokers before they come to Japan, or being sent off without an accurate understanding about work and life in the country they are heading to. It is extremely important in the context of *human security* to address such issues by supporting the development of relevant policies and institutions in migrant workers' countries of origin, as well as by improving their implementation.

In a technical cooperation project JICA initiated in Vietnam in 2023, JICA is working with local government agencies to build a system in which Vietnamese organizations sending migrant workers provide correct job opening information and which allows Vietnamese job seekers to apply for positions themselves. By connecting job seekers directly to employers without the involvement of unscrupulous brokers, JICA is working to promote transparent overseas employment and respect for human rights. JICA is also working with the International

Estimated demand for migrant workers



Labor Organization (ILO) and the JP-MIRAI: Japan Platform for Migrant Workers towards Responsible and Inclusive Society to support the promotion of VJ-FERI (Vietnam-Japan Fair and Ethical Recruitment Initiative), a voluntary framework designed to eliminate recruitment and placement fees and related costs for Vietnamese technical intern trainees.

2. Capacity development to enhance migration's contribution to economic development

By cooperating with developing countries to build systems for promoting employment in Japan and to train their talent to acquire the skills and Japanese language competency such jobs require, JICA seeks to help more workers from developing countries contribute effectively to *quality growth* in their countries of origin through their employment in Japan.

These initiatives will help to address Japan's labor shortage, attract excellent talent that industries need, and build networks between Japanese and overseas companies, thus contributing to Japan's socioeconomic development.

In 2023, at the request of the Indonesian government, JICA began sending an advisor to promote the acceptance and sending of foreign human resources. This is to strengthen collaboration with relevant organizations in Japan and abroad, as well as to coordinate Japanese language education, skills training, and technical cooperation in multiple fields.

In November 2023, Indonesia-Japan Human Resources Forum 2023 was held to build a system for government and private sector organizations from both countries to exchange ideas across sectors on promoting employment in Japan. Ministries, agencies, government bodies, private companies, and international organizations gathered to exchange practical ideas.

3. Creation of an inclusive society with foreign human resources

JICA seeks to ensure that all people with connections to foreign countries are included as members of Japanese society and can lead safe and secure lives. JICA's domestic offices and Coordinators for International Cooperation play a central role through citizen participatory cooperation activities, public-private partnership programs, development education support programs, trainee and exchange student programs, technical cooperation, and social contribution by JICA volunteers to promote and support initiatives by national and local governments and NGOs to build an inclusive society.

Through such initiatives, JICA is working to deepen Japanese people's understanding of cultural diversity and inclusion, as well as to encourage foreign residents to participate in society. As one example, JICA has col-

laborated with companies that employ migrant workers to provide training for foreign disaster risk reduction leaders. Due to its location, topography, geology, and weather, Japan is a country that experiences many natural disasters, including earthquakes and typhoons. Therefore, the training provided information on how to respond to disasters in Japan and the importance of community cooperation from normal times.

This training was held with the cooperation of employers, local governments and relevant organizations, and local disaster prevention specialists in targeted areas, with the aim of training foreign disaster risk reduction leaders through lectures and disaster drills. The ultimate goal of these initiatives is to build a framework for cooperation in local communities, including their foreign residents, in the event of a disaster.



Foreign employees of Tsurumi Manufacturing Co., Ltd. (Yawata City, Kyoto Prefecture) attend a lecture on disaster response at a training course for foreign disaster risk reduction leaders.

JP-MIRAI: Japan Platform for Migrant Workers towards Responsible and Inclusive Society

Promoting proper acceptance of migrant workers

[More information](#) [JP-MIRAI Website](#)

JP-MIRAI is a platform established in November 2020 in collaboration with various stakeholders, including private companies, local governments, NPOs, academics, lawyers, and JICA to address challenges migrant workers face in Japan. In June 2023, it transitioned to a new governance structure with General Incorporated Association JP-MIRAI as the secretariat. As of May 2024, the current membership stands at more than 700 organizations and individuals.

The portal site and app, available in nine languages, provide migrant workers with correct, useful information for living and working in Japan. As of May 2024, the site had over 3,000 registrants. In addition, JP-MIRAI started a consultation desk for migrant workers and their supporters called JP-MIRAI Assist. The service takes inquiries about labor matters, residence status, and everyday issues. By December 2023, JP-MIRAI Assist had handled more than 2,400 consultations.

Diverse Projects and Partnerships

Promoting Citizen Participation in International Cooperation

Citizen Participatory Cooperation

Contributions to developing countries and Japan

JICA is working on Citizen Participatory Cooperation activities with Japanese NGOs, local governments, universities, and private companies as primary partners to promote international cooperation activities.

Through dialogue and collaboration with these partners, JICA seeks to improve the appeal of and help solve issues of each domestic region by leveraging JICA's experience in international cooperation in addition to addressing development issues for developing countries, and to contribute to the internationalization and revitalization of local communities in Japan.

Dialogue with NGOs

JICA discusses timely topics with partners to deepen mutual understanding. Twice a year, JICA holds the nationwide NGO-JICA Dialogue Meeting, where it has discussed topics such as gender mainstreaming and donation projects, as well as post-earthquake reconstruction support for the Noto Peninsula. JICA also holds NGO-JICA Study Sessions aimed at mutually learning about specific issues and at exploring more opportunities for cooperation, where discussion includes issues such as an inclusive society for foreign residents living in Japan and collaboration between NGOs and private companies. In addition to explaining the purpose and policies behind JICA's work, the organization strives to improve the quality of international cooperation through dialogue.

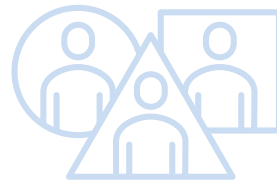
JICA also operates the NGO-JICA Japan Desk in 25 developing countries to provide NGOs and other organizations based in Japan with information and seminars on their counterparts in these countries.



NGO works on crime prevention and social rehabilitation for children and young adults in Kenya through the JICA Partnership Program. [Photo: Non Profit Organization Mirai Future of Kenya]

JPP projects implemented
in fiscal 2002–2023

1,405



Collaboration projects

To encourage citizen participation in international cooperation, JICA works with NGOs, local governments, universities, and private companies on collaboration projects aimed at, among other objectives, improving the livelihoods of local communities in developing countries, which face a growing range of issues and needs.

To carry out collaborative projects, organizations with little experience in international cooperation activities utilize the JICA Donation Fund for the People of the World, which is chiefly funded by donations to JICA, while those organizations with a certain amount of experience utilize the JICA Partnership Program (JPP). In a project under JPP in Kenya, a system involving local residents was introduced to select Community Probation Volunteers for delinquent children and youth. Kenya has deemed this system effective in preventing crime and promoting social rehabilitation by deepening understanding among local residents. Efforts are now underway to expand this system to other communities.

JICA also provides NGOs and other organizations with training in project management and institutional capacity-building to enable them to successfully carry out such collaboration projects.

An expanded range of donation options

JICA accepts donations from individuals, groups, and companies that are unable to directly join in international cooperation activities. To provide more opportunities, JICA expanded the range of donation options in fiscal 2023, and began accepting donations for action on specific development issues, support for JICA volunteers, for acceptance of foreign human resources, and for multi-cultural coexistence. In addition, to facilitate donations, JICA has concluded agreements with financial institutions to introduce testamentary trust operations.

Supporting internationalization and community revitalization in Japan

In collaborative projects with local governments, their knowledge and experience with water supply, disaster risk reduction, and community development are put to good use. Through activities in developing countries and by accepting trainees, local governments have also been able to rediscover their own strengths and use them to revitalize their communities, creating a two-way learning process.

JICA is conducting international cooperation activities through “the coordinators for international cooperation” that JICA assigns to local international associations and other organizations across the country. In addition, JICA

staff are assigned to local governments to work in areas such as regional revitalization, disaster risk reduction, and post-disaster reconstruction. After the 2024 Noto Peninsula Earthquake, they helped at the Ishikawa Prefectural Government office to support foreign people affected by the disaster. Recently, JICA's knowledge and networks have been utilized to create an inclusive society for foreign residents living in Japan and promote the SDGs.

JICA collaborates with local governments to co-create new value in developing countries, bring it back to Japan, and contribute to internationalization and the creation of a society of coexistence in Japan, as well as to the revitalization of local communities.

Development Education

JICA Global Plaza

JICA Global Plaza, which has multiple locations in Japan, including Ichigaya in Shinjuku, Tokyo, holds interactive exhibitions based on the concept of “seeing, listening, and touching.” Visitors can listen to Global Concierges, who have abundant experience in international cooperation. The Global Plaza offers opportunities to learn about the realities in developing countries and the challenges facing the global community, while encouraging visitors to think about what they learned and even translate it into action. Other JICA domestic offices also provide a wide range of information on international cooperation for the public.

JICA Global Plaza hosted special exhibitions about refugees from November 2023, with the cooperation of the United Nations High Commissioner for Refugees (UNHCR) Representation in Japan and Japan for UNHCR. A total of 11,469 people visited the exhibitions while they were open.

Promotion of development education at schools

JICA conducts activities aimed at promoting development education in schools. The idea is to foster the abilities

Number of visitors to the JICA Global Plaza
in Ichigaya, Tokyo in fiscal 2006–2023

2,499,622 people



The JICA Global Plaza hosted the refugee exhibition, “Today, I Lost My Home.” Visitors could simulate a refugee's journey.

of students and pupils to understand how development challenges facing the world relate to Japan; regard them as their own problems; proactively study them; and take action to overcome them. Specific activities include working with such actors as boards of education, teachers, and school administrators to organize training sessions and seminars for teachers; produce and provide teaching materials; hold an essay contest on international cooperation; and deliver lectures on international cooperation upon request.

In October 2023, JICA started up an online lecture delivery service that connects classrooms and developing countries online, bringing the reality of local communities into schools.

The instructors are JICA volunteers and JICA personnel who are presently working in developing countries. They give Japanese students a realistic impression of what it is like to live and work in those countries, interactions with local people, and the differences and similarities between Japan and those countries.

Diverse Projects and Partnerships

Emergency Disaster Relief

Support for overseas disasters

Global climate change and increased seismic and volcanic activity have increased the frequency of natural disasters in recent years, while natural disasters are taking on a wider variety of forms, including extreme heat, heavy snowfall, and volcanic eruptions. Furthermore, the damage is more severe by the year, due to factors such as more intense disasters and spreading urbanization.

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 organizations.

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 Japan Self-Defense Force Unit.

The JDR Rescue Team is dispatched mainly in cases of major earthquake disasters. It has been dispatched 21 times to date.* Team members include selected rescue squad members from the police, fire authorities, and Japan Coast Guard; medical team members; structural engineers, who ensure the safety of rescue activities in damaged properties; and logisticians and coordinators.

In ordinary times they work at their places of affiliation. They are a standby force after undergoing training for JDR dispatch. When a disaster strikes, they are called in via relevant government agencies and dispatched to affected areas. Each country's Rescue Team is advised to receive international accreditation from the International Search and Rescue Advisory Group (INSARAG), an expert organization of the U.N. Since 2010, the JDR Rescue Team has been classified as being "heavy," the highest of three levels.

The JDR Medical Team performs medical activities in affected areas. It has been dispatched 62 times to date.* Registered members of the JDR Medical Team prepare for deployment through training and drills. Most of these registered members work at their place of employment, such as a medical institution. They are called up immediately when a dispatch order is issued. The World Health Organization (WHO) classifies Medical Teams from various countries as Emergency Medical Teams (EMT). Since 2016, the JDR Medical Team has been classified as a Type 1 and Type 2 EMT capable of providing an emergency field hospital for disaster response and to provide specialist cells for hemodialysis and surgery.

The JDR Infectious Diseases Response Team is dispatched when there is a risk that an infectious disease of international concern may spread. The team has been dispatched six times* to date. Experts in infectious dis-

eases affiliated with research institutions, medical institutions, and other organizations registered with the team in advance. They prepare for deployment through training and drills.

The JDR Expert Team provides support and advice for emergency response to disasters and recovery and reconstruction. It has been dispatched 55 times to date.* Each Expert Team is organized by experts from the public and private sectors according to the needs of affected countries.

The Japan Self-Defense Force (JSDF) Unit is dispatched to transport personnel, equipment, materials, and supplies or to otherwise support JDR activities. The dispatch is made based on a request from the Minister of Foreign Affairs to the Minister of Defense. It has been dispatched 24 times to date.*

Provision of emergency relief goods

JICA is also responsible for promptly providing necessary humanitarian relief goods to disaster-affected areas abroad. JICA stores tents, blankets, plastic sheets, and other basic items that will be needed in disaster areas in warehouses at three locations around the world to respond to immediate needs. JICA conducts emergency procurement in cases such as forest fires, oil spills, and epidemic outbreaks when there is a need for other specific items. JICA has provided emergency relief supplies 593 times to date.*

In fiscal 2023, JICA provided supplies three times, in Libya, Afghanistan, and Mongolia.

Preparations in normal times for emergency response

There is a Secretariat of the Japan Disaster Relief Team in JICA. JICA always considers its functions and how the JDR should operate. This includes making or updating guidelines and manuals, procurement and maintenance of equipment and materials, training and exercise for deployment and transportation, planning and managing training and drills, and complying with international standards and maintaining classification status. In addition, there is very active international coordination in the field of emergency relief, where JICA is contributing to coordination and collaboration with international organizations and teams from other countries. Furthermore, to provide seamless cooperation from emergency relief to recovery and reconstruction, JICA utilizes the information obtained through emergency



A comprehensive nighttime rescue drill. Rescue Team members secure a route to save victims.

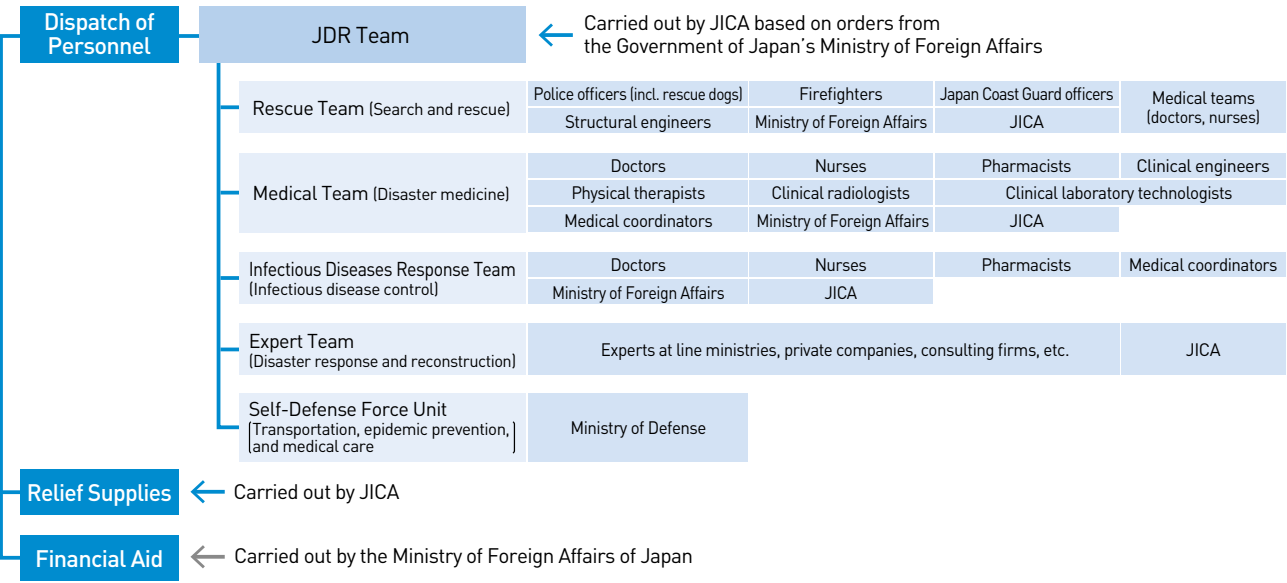
relief for planning and implementation of financial and technical cooperation.

Applying the experiences of international emergency relief to disasters in Japan

A major earthquake struck off the coast of the Noto Peninsula on January 1, 2024. By law, JDR only responds to disasters overseas. However, many JDR personnel responded to the disaster. The JDR's experience and knowledge, as well as their equipment, were utilized in the response to the Noto Peninsula earthquake. Some police officers, firefighters, and Japan Coast Guard personnel, who had been dispatched in the JDR Rescue Team in the past, reunited and worked together to provide support after the Noto Peninsula earthquake. There were also medical professionals who had been dispatched in medical teams who worked in the Disaster Medical Assistance Team (DMAT). In addition, J-SPEED, a system developed based on knowledge obtained through JDR dispatch, was used to collect and accumulate medical information from the disaster area so as to understand the full picture concerning medical needs and the transition of medical phases. Furthermore, the JDR's recycling shower system was quickly provided for temporary use by disaster victims.

This is how JDR activities play an important role in terms of cycling professionals and knowledge gained through international emergency relief back into Japan (such as the knowledge and equipment for emergencies being put to use in the case of a disaster in Japan), as well as applying international issues and action to Japan's challenges.

Japan's Emergency Disaster Relief System



* As of end of March 2024

Diverse Activities and Partnerships

Partnerships with International Organizations and Other Development Partners

Maximizing Development Impact through International Cooperation

Due to compound crises such as geopolitical conflicts, climate change, and COVID-19, the issues facing developing countries are becoming increasingly complex and more difficult for individual countries and organizations to solve on their own. It is therefore more important than ever before for development partners to cooperate each other, making use of each other's strengths, as well as their respective knowledge and networks, to tackle these challenges. Japan's Development Cooperation Charter, revised in June 2023, also emphasizes the importance of co-creation and solidarity.

To address these complex and protracted global challenges, JICA partners with various partners including the United Nations, international financial institutions such as the World Bank and the Asian Development Bank (ADB), development cooperation agencies in developed and emerging countries, private foundations, and NGOs. JICA is strengthening collaboration with these partners through policy dialogue and project implementation.

One example of such collaboration is in the Philippines, where JICA is contributing to ease traffic congestion in Manila by improving the railway system through co-financing with ADB. In support of Ukraine and its neighboring countries, JICA made a joint statement on the establishment of the Ukraine Investment Platform with the European Bank for Reconstruction and Development (EBRD) and G7 Development Finance Institutions to strengthen partnerships with development finance institutions to encourage private sector investment.

JICA is also promoting South-South cooperation and triangular cooperation, which involves providing support to third countries in cooperation with countries that have received JICA's development cooperation for many years. For example, to remove landmines in Ukraine, JICA is working with the Cambodian Mine Action Center (CMAC) to

transfer expertise to Ukraine to remove landmines and unexploded ordnance. In conflict-affected countries and regions, JICA is implementing programs with international organizations. In Kenya, with the cooperation of the United Nations High Commissioner for Refugees (UNHCR), JICA conducted a survey on water supply and distribution systems in the region, including the Kakuma Refugee Camp, and has dispatched an expert to the Department of Refugee Services in the Kenyan Government. JICA will continue to further promote coordination through Humanitarian, Development and Peace (HDP) Nexus approaches, to support capacity development of local authorities, harmonization, and implementation of inclusive development policies, as well as support at the project implementation level.

Contributions to International Trends in Development Cooperation

JICA actively engages in international forums for the establishment of norms and rules, sharing its knowledge and perspectives to contribute to global discussions. In order to address situations of forced displacement, including protracted refugee and internally displaced people (IDP) situations, and work towards peaceful coexistence, JICA has been contributing to shape the trends in the HDP Nexus. At the 2nd Global Refugee Forum in Geneva, Switzerland in December 2023, JICA highlighted the importance of stakeholders engaged in development cooperation and peacebuilding to leverage their respective strengths and collaborate in a complementary manner towards sustainable solutions for forcibly displaced populations and host communities.

Furthermore, JICA continues to contribute to enhancing the quality of development cooperation through international dialogue, as well as the sharing of knowledge from JICA's initiatives and expertise, to address increasingly complex global development challenges.



At the 2nd Global Refugee Forum in Geneva, Switzerland in December 2023, JICA's president emphasized the importance of promoting the HDP Nexus.

Diverse Projects and Partnerships

Research

Co-creating Practical Knowledge for Peace and Development

The JICA Ogata Sadako Research Institute for Peace and Development (abbreviated as the JICA Ogata Research Institute) carries on and enhances the philosophy of the late Ogata Sadako, who spearheaded the establishment of the institute in October 2008. The institute conducts policy-oriented research on the challenges faced by developing countries in the field and strengthens Japan's intellectual presence in the international community.

While synthesizing and sharing Japan's development experience and its accumulated knowledge and expertise as a donor country, the institute is also working to further enhance its research and dissemination activities, giving due consideration to today's challenges and threats such as the changing international order, the transition to an information-based society, and climate change. Through these efforts, the institute aims to become a world-leading research hub for development and international cooperation.

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*.

Research Clusters The institute has six Research Clusters.

1		Politics and Governance	Recent years have witnessed cases where wars, coups d'état, and authoritarian administrations destroy people's peaceful lives and deprive people not only of the opportunities to pursue great possibilities in life but sometimes their very lives. This cluster considers what kind of conditions in both domestic and international politics, as well as social mechanisms, allow every person to enjoy <i>human security</i> regardless of the country in which they reside.
2		Economic Growth and Poverty Reduction	There are still many impoverished people in the world. In order to clarify how policies and initiatives in developing countries contribute to economic growth and poverty reduction, this cluster conducts research on the socioeconomic effects of infrastructure, finances, and more with the help of comparative analysis of these issues with and without intervention.
3		Human Development	Evidence-based policy and collaboration are needed to achieve quality education for all, ensure access to quality health services, and empower people. This cluster considers effective policies and practices for human development by conducting research on issues such as the impact of studying abroad for developing countries and the impact the COVID-19 pandemic had on developing countries.
4		Peacebuilding and Humanitarian Support	This research cluster is built on two pillars: <i>human security</i> and peacebuilding. It analyzes the enabling as well as the inhibiting factors in sustaining peace and studies the relationship between protection and empowerment in <i>human security</i> . In this way, this cluster explores the effective approaches taken by diverse actors engaged in humanitarian support, sustainable development, and sustaining peace.
5		Global Environment	This research cluster focuses on actions toward achieving the SDGs as well as climate actions. Research subjects include quantitative evaluation methods for climate change adaptation measures and strategies for sustainable development with the indicators for assessing the sustainability of societies.
6		Development Cooperation Strategies	This research cluster focuses on historical research on Japanese development cooperation; research on development approaches such as agriculture, industrial development, and other sectors; and research on contemporary issues such as how to realize multicultural coexistence. Through these kinds of research, the cluster examines how international cooperation should function and what approach should be taken to make it more effective in today's world.

Contributions to the Realization of Human Security

The JICA Ogata Research Institute published the second issue of its flagship report, Human Security Today, in 2024. Reflecting the growing uncertainty, the report covers “Human Security, Politics and Society under Compounded Crises,” highlighting the effectiveness of the concept of *human security*, which is a people-centered approach that encourages comprehensive responses by focusing on the interconnectedness of different threats.

In addition, as a strategy for achieving *human security*, the institute has compiled the results of research on empowerment and published an English-language academic book. This book analyzes the factors that impede or promote empowerment through cases from Southeast Asia and Japan during the COVID-19 pandemic and presents practical lessons for policy recommendations.

The institute has also published an English translation of “SDGs and Local Communities: How to Create Human Security Indicators in Your Town!” This book addresses the core objective of creating an inclusive society in which no one is left behind, by using *human security*-related indicators to visualize issues at the municipal level in Miyagi Prefecture, which was struck by the Great East Japan Earthquake.

Furthermore, for the sake of mainstreaming *human security*, the institute has been collaborating with international organizations and other partners to promote the significance of *human security* for today by presenting research findings and practices at seminars and international conferences.

More information

JICA’s website > JICA Ogata Research Institute >> Highlights (Human Security)



The high-level political forum at UN headquarters in July 2023 was an opportunity to convey the present-day significance of *human security*.



From fiscal 2023 publications

Major Research Findings in Fiscal 2023

In fiscal 2023, The JICA Ogata Research Institute conducted 32 research projects and published a total of 72 academic papers, books, and reports (see page 88).

Specifically, the JICA Ogata Research Institute website published 22 academic papers (including Research Papers and Discussion Papers) and Knowledge Reports summarizing findings of practitioners. In addition, 34 peer-reviewed papers were accepted by academic journals.

The institute has also published English books on “Translative Adaptation” of foreign models to fit local realities and on Cambodian dollarization, and an English report on the financial behavior of Cambodian rural households, along with a Japanese report on trust and development cooperation.

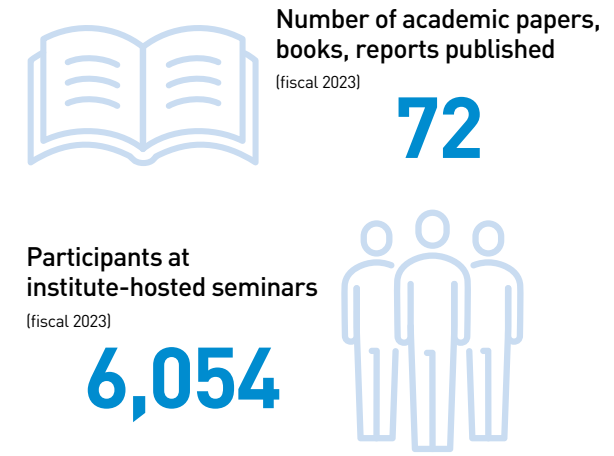
Furthermore, for the “JICA Project History” series of books, which take a long-term perspective in analyzing the results of Japan’s development cooperation, the institute has published Japanese books on a JICA volunteer’s effort in promoting athletics in Peru, rice cultivation projects in Tanzania, and grassroots technical cooperation for physical education in Cambodia. There are also English-language books on the contribution of Japanese immigrants to the Paraguayan economy and on support for South Sudanese refugees in Uganda.

More information

JICA’s website > JICA Ogata Research Institute > Publications

Publicity of Research Findings and Knowledge

The JICA Ogata Research Institute held a total of 38 events, including book launch and academic journal publication events to brief audiences on research findings, as well as seminars on topics such as the history of migration, intercultural understanding, international labor migration, and violent extremism. Over 6,000 people joined these events. In addition, the institute organized 14 presentations at academic conferences and international conferences that shared research findings with a wide audience of academics and practitioners. Topics included the impact of studying abroad in developing countries, “adaptive peacebuilding” that emphasizes local agencies and contexts to sustain the peace process, and research related to COVID-19.



At the Knowledge Forum on “Energy Crisis and Climate Change: Turning the Crisis into an Opportunity for Energy Transformation” held in June 2023, there were discussions on the challenges of achieving both energy security and carbon neutrality. In September 2023, the institute held a Knowledge Forum titled “How Can Japan Contribute to Quality Infrastructure Investment in Developing Countries? Learning from Cases of ODA in Urban Transportation,” where cases of building mass transit and urban planning were presented, as well as impact evaluation. At the December 2023 Knowledge Forum on “Making Japan the Chosen Country: International Labor Migration Dynamics in Indonesia,” there were discussions on the current state of mechanisms for international labor migration in Japan and action to be taken in the future.



Visual media was used to release information on research findings on translative adaptation in industrial development.

Furthermore, in March 2024, the institute organized a lecture, “The Future of Employment in a Changing Global Economy,” by Nobel Prize laureate in economics Professor Joseph Stiglitz, where there were discussions on the findings of joint research by JICA and Columbia University that covered employment issues and changing industrial structures in the context of the global economy and development.

Additionally, a March 2024 international symposium, “Exploring the New Dynamics of the Global South: How Are Developing Countries Proactively Interacting with China?,” was held based on twelve research papers on the Free and Open Indo-Pacific (FOIP) and relations with China. Discussions covered how the Philippines, Laos, Bangladesh, and Serbia are exercising their own agency in building relations with China and securing their own political and economic interests.

More information

JICA’s website > JICA Ogata Research Institute >> News & Topics
JICA’s website > JICA Ogata Research Institute >> Videos

Proving Development Impact and Suggestions for Cooperation Approaches

These research findings have led to the illustration of development impact and recommendations and suggestions for future approaches to cooperation.

In the field of agricultural development, there was a presentation at the general meeting of the Coalition for African Rice Development (CARD) in Côte d’Ivoire in July 2023 announcing that more than 10 years of empirical research in Africa had confirmed the important and sustainable impact of rice farming training on productivity, as well as its spillover effects on surrounding farmers. In

addition, at an international workshop on the Smallholder Horticulture Empowerment & Promotion (SHEP) approach held in Kenya in February 2024, it was reported that the results of a randomized control trial (RCT) on adopting the SHEP approach showed increases in horticultural income and benefits for vulnerable farmers.

In the field of educational development, the JICA Ogata Research Institute published a peer-reviewed paper and two discussion papers based on the findings of a study that verified the effectiveness of School for All projects, a community-wide school management initiative which JICA ran in Niger and Madagascar. The papers show that the School for All approach both improved children’s math and literacy skills and affected the behavior of parents and community members.

In addition, the institute conducted research on two cases (Japanese ODA projects and railway projects in the Philippines) to analyze the success factors of sustainable infrastructure development, then published a policy note



A study of the Coalition for African Rice Development (CARD) suggested that farmer training was key to improving rice production.

summarizing a portion of the results as policy recommendations. This work shows the importance of public-private partnerships and financing by international development finance institutions, while providing recommendations for future actions.

English Books Published in Fiscal 2023

Academic books	<ul style="list-style-type: none">● Cambodian Dollarization: Its Policy Implications for LDCs’ Financial Development (Routledge)● Human Security and Empowerment in Asia: Beyond the Pandemic (Routledge)● Introducing Foreign Models for Development: Japanese Experience and Cooperation in the Age of New Technology (Springer Singapore Pte. Limited)● SDGs and Local Communities: How to Create Human Security Indicators in Your Town! (Translated by the JICA Ogata Sadako Research Institute for Peace and Development)
Project Histories	<ul style="list-style-type: none">● Japanese Immigrants Who Supported the Development of Paraguay— The Achievements That Made Paraguay the World’s Fourth Largest Soybean Exporter and an Implementer of New Initiatives for Industrial Diversification● A New Way of Working to Support Refugees: Putting the Humanitarian-Development Nexus into Action in Africa

Note : Other publications are listed and published on the JICA Ogata Research Institute website.

[More information](#) [JICA’s website](#) > [JICA Ogata Research Institute](#) >> [Publications](#)

CHAPTER 4

Efforts to Support Quality Operations

Transparency of Operations	090
Human Resources Strategy	092
Digital Transformation (DX)	096
Security Measures	098
Corporate Governance	099

Transparency of Operations

Project Evaluation

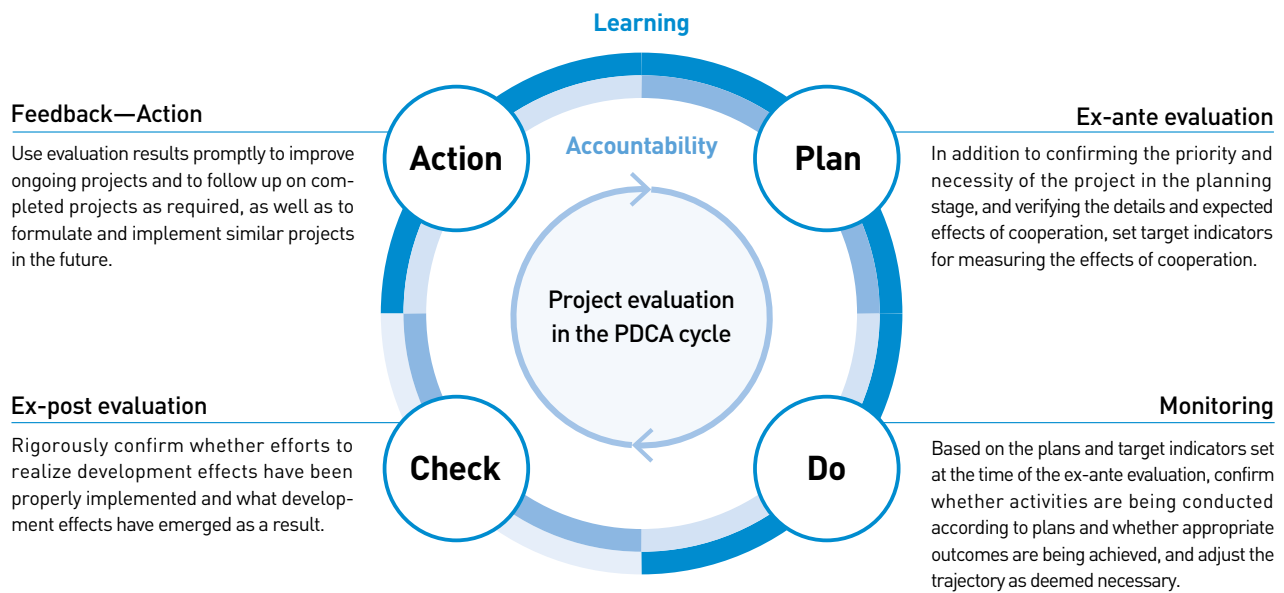
To improve projects and ensure accountability

JICA implements its projects under the continuous PDCA cycle: plan, do, check, and action.

JICA's project evaluation involves assessment of individual projects as well as comprehensive and cross-sectoral evaluation and analysis of multiple projects according to the PDCA cycle, to improve its projects and ensure accountability to stakeholders.

In principle, JICA conducts ex-post evaluations on all technical cooperation projects, finance and investment projects, and grant aid projects with costs of 200 million yen or more. The ex-post evaluations, which confirm project

outcomes, are conducted through either an internal evaluation led by JICA's overseas offices or an external evaluation by external evaluators. By sharing the same basic framework, regardless of differences in cooperation schemes and evaluators, JICA aims to conduct evaluations based on a consistent approach and utilize evaluation results. Specifically, 1) evaluations are conducted in accordance with the DAC Evaluation Criteria, an international perspective on ODA evaluation by the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD), and 2) unified evaluations are conducted using JICA's own rating system.



JICA's new evaluation criteria and their main perspectives

Relevance	<ul style="list-style-type: none"> Consistency with the development plans of the partner country Consistency with the development needs of the partner country Appropriateness of project plan and approach
Coherence	<ul style="list-style-type: none"> Consistency with the cooperation policy of the Government of Japan and JICA Synergies achieved through coordination and collaboration with other JICA projects and support Coordination and collaboration with other institutions and international frameworks
Effectiveness	<ul style="list-style-type: none"> The degree of achievement of the target level of expected project outcomes in the target year (noting any differences among beneficiaries)
Impact	<ul style="list-style-type: none"> Realization of positive/negative, indirect, and long-term effects (including environmental and social considerations), social systems and norms, human well-being, human rights, gender equality, and presence of potential environmental impacts
Sustainability	<ul style="list-style-type: none"> Policy aspects, institutional and organizational aspects, technical aspects, financial aspects, environmental and social aspects, response to risks, status of operation and maintenance
Efficiency	<ul style="list-style-type: none"> Comparison of project input plans versus planned/actual project period and project costs

Ensuring objectivity and transparency in evaluation

In principle, JICA conducts ex-post evaluations on projects costing 1 billion yen or more, which require objective measurement of project outcomes by external evaluators (external evaluation), and publishes evaluation results on the JICA website to ensure transparency. Furthermore, the Advisory Committee on Evaluation, consisting of external experts who are knowledgeable about international cooperation or have expertise in evaluation, meets on a regular basis to provide advice on evaluation methods, division of roles, and the evaluation system in general.

Emphasis on the utilization of evaluation results

Evaluation results are reflected in the planning and implementation of similar projects and in basic policies on cooperation to effectively utilize these improvements. JICA also feeds evaluation results back to partner countries in an effort to have the results reflected in their projects and development policies.

More information JICA's website >>> Annual Evaluation Reports

Performance Evaluation

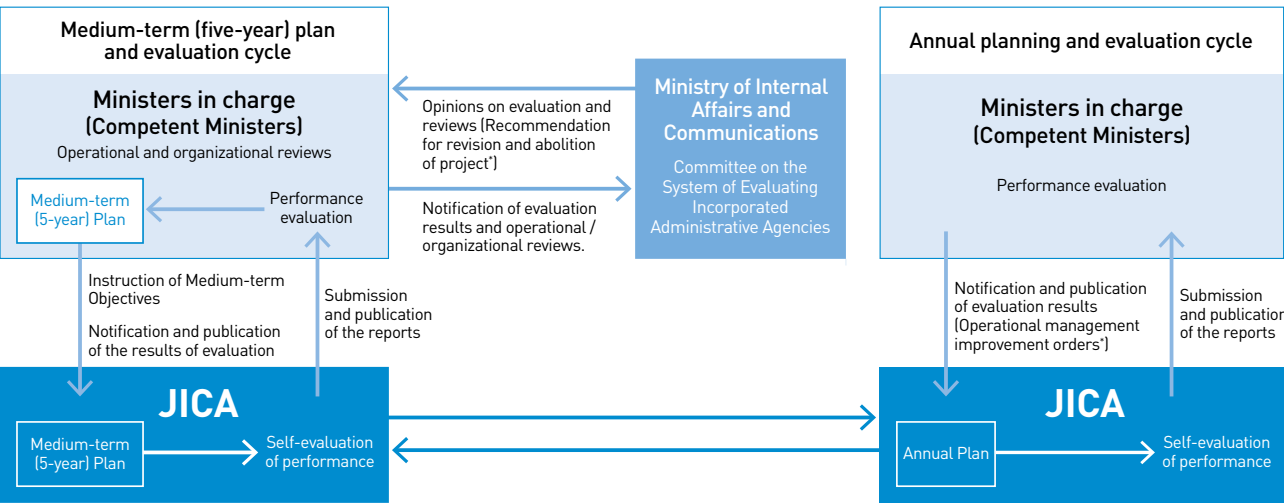
Framework for formulation of objectives and plans, and performance evaluation

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. JICA then prepares self-evaluations on the level of achievement for each plan and submits them to the competent ministers (principally the Minister for Foreign Affairs), who in turn evaluate JICA's annual operational performance and publish the evaluation results.

Operational performance during the 4th Medium-term Objective period (fiscal 2017-2021) and in fiscal 2022, which is the first year of the 5th Medium-term Plan (fiscal 2022-2026), was evaluated by the competent ministers as having exceeded the intended objectives as defined in the Medium-term Plan, and was graded A overall.

More information JICA's website >>> Organization (Medium-term Plan/Annual Plan)

Framework for performance evaluation and operational management review



* As a result of the competent ministers' evaluation, a recommendation to revise or abolish projects or an order for JICA to improve its operations may be issued.

Human Resources Strategy

To Lead the World with Trust

To practice JICA’s vision of “Leading the world with trust,” JICA focuses on nurturing human resources that share and embody the five actions of “Co-Creation, Innovation, Commitment, Gemba (field skills), Strategy” and has placed them at the center of the human resources strategy. Accordingly, JICA is implementing various initiatives based on the following three aspects:

(1) “Human resources that embody diversity” – JICA, which operates projects in various fields and schemes in countries and regions around the world, is committed to being an organization that is diverse and respects that rich diversity. It is working to create an environment where every-

one can thrive and continue to work with enthusiasm.

(2) “Supporting growth through learning and taking on challenges” – in order to face a rapidly changing world where challenges are becoming more complex, JICA recognizes the need for everyone working for the organization to share a common mission and vision, acquire basic skills, and independently build their capacities and develop their careers.

(3) “Health management and sound workplace environment” – JICA is working on various measures to create a safe and sound workplace environment where employees can perform at their best.

Human Resources that Embody Diversity

Creating an environment where work and life can be balanced

JICA has established systems for leave and reduced working hours to support work-life balance for individuals managing childcare/family care responsibilities. JICA also promotes opportunities for those who have experienced and are navigating childcare/family care to connect with and support each other and share their experiences. The ratio of male employees taking childcare leave is steadily increasing and exceeded 50% in fiscal 2023. JICA monitors the status of these efforts annually at the Raising Next-Generation and Women’s Participation and Advancement Action Plan Committee, chaired by the Senior Vice President in charge of Human Resources, aiming to further enhance the initiatives.

While JICA’s employees work in various environments in Japan and abroad, to accommodate those with individual circumstances, JICA also has a system that allows employees who have difficulty relocating to distant locations to work only in Tokyo and a temporary leave system for employees whose spouses are transferred overseas. In addition, JICA supports flexible working styles through staggered working hours and work-from-home (remote work) systems.

		FY2022	FY2023
Ratio of employees taking child care leave*	Female	61.5 %	61.0 %
	Male	19.0 %	57.9 %
Number of employees certified to limit work location to Tokyo		67	66
Number of employees taking leave to accompany their spouse on overseas transfers		10	11
Work-from-home ratio (in Japan; based on working days)		24 %	19 %
Voluntary resignation rate (permanent employees)		3.1 %	3.5 %

* When limited to permanent employees, Female 84.4%, Male 63.6% in FY 2023.

A diverse workforce (including women and people with disabilities)

As part of the organization’s commitment to promoting women’s active engagement, the ratio of female managers at JICA reached 26.9% as of the end of fiscal 2023. JICA is working to further increase this figure, in line with the “Action Plan for Supporting Raising Next-Generation and Women’s Participation and Advancement,” which sets a target of at least 27% by the end of fiscal 2026. In addition, JICA fosters an environment that makes it easier for employees to make their own career choices by raising awareness through leadership communication, training, and individual support. JICA does not have gender-based differences in its wage structure, and the gender wage gap is expected to narrow as the proportion of female managers increases.

With regard to promoting the elimination of discrimination against persons with disabilities, as part of its efforts to promote diversity, equity, and inclusion, JICA has established response guidelines and has designated contact persons at each Headquarters department, domestic offices, and overseas offices. JICA has also appointed staff in charge of promoting the elimination of discrimination against persons with disabilities in each department and office, while disseminating knowledge and conducting trainings on reasonable accommodation. Furthermore, JICA is working on barrier-free access not only at Headquarters and domestic offices but also at overseas offices. By creating a comfortable working environment, JICA is promoting the provision of employment opportunities where persons with disabilities can actively work.

JICA has offices in about 100 countries and regions around

the world, and the local staff members (National Staff) working in each office are vital members of the organization. In July 2023, JICA launched the National Staff Capacity Development portal site with training information and other resources for National Staff. JICA is promoting initiatives to make the organization a place where everyone can feel fulfilled and continue to thrive.

In addition, in the face of increasing life expectancy, declining birth rates, and an aging population in Japan, JICA is working to be an organization where all generations, including seniors, can contribute as key players. JICA is re-designing its system so that senior staff can continue to work energetically while leveraging their rich knowledge and diverse experience

Target : 27% or more by the end of FY2026

		FY2021	FY2022	FY2023
Ratio of females	Executives	7.7 %	30.8 %	30.8 %
	Management posts	22.2 %	23.2 %	26.9 %
	Entire staff (all job types)	45.8 %	46.2 %	47.5 %
	Overseas staff (all job types)	33.1 %	36.3 %	41.0 %

		FY2022	FY2023
Gender wage gap*		80.3 %	81.8 %
Ratio of employees with disabilities		2.5 %	2.5 %
Age composition (all job types)	20s	8.4 %	8.6 %
	30s	26.5 %	25.1 %
	40s	31.4 %	30.6 %
	50s	24.9 %	26.2 %
	60s and older	8.8 %	9.5 %

* Wage level for female employees when wage level for male employees is 100%.

for the capacity development of younger staff and the expansion and deepening of co-creation with external actors.

Responding to increased human resource mobility

To address diverse and complex development challenges, it is essential to create an environment where individuals with diverse backgrounds can thrive within the organization. As job mobility increases across Japanese society, the importance of diversity in the workplace is increasing. JICA launched the Onboarding Enhancement Project in fiscal 2022 to provide cross-organizational support for new recruits so that mid-career and fixed-term employees can quickly adjust to the workplace and integrate into their roles. The initiative includes expanding support programs such as orientation sessions, mentoring schemes, and networking events.

To continue being a workplace that attracts diverse talent, JICA extensively revised the fixed-term employment system to a so-called job-based system in fiscal 2022, and established various systems and compensation packages based on job levels. JICA also provides career support for fixed-term employees. Moreover, JICA has an internal promotion system from fixed-term to permanent employment status, and many employees who have taken advantage of this system have immediately become contributors within the organization.

	FY2022	FY2023
Ratio of mid-career recruits	42.0 %	43.4 %
Number of participants in career design workshops for fixed-term employees	42	40
Number of participants in orientation for new employees	218	313
Number of internal recruits	44	24

Supporting Staff Growth through Learning and Challenges

Creating an organizational culture

JICA is working to create an organizational culture that nurtures talent capable of leading the creation of new values. For example, to strengthen support for the growth of young employees, JICA is expanding its training programs and strengthening its mentoring system based on the standard human resource profile to be realized around the age of 30. Since fiscal 2023, JICA has also incorporated leadership elements rooted in the five actions of “Co-Creation, Innovation, Commitment, Gemba, and Strategy” into its evaluation criteria to ensure that they serve as guiding principles for the daily actions of each staff member.

Acquiring skills as professionals in international cooperation

In order to facilitate the acquisition of the basic competencies and skills necessary for working in JICA, the organization has established training programs such as the JICA Academy where participants can learn basic knowledge of projects at all times, as well as job-level-specific training and core skills training. Moreover, recognizing data science as an important theme in organizational management, JICA has established a program in fiscal 2022 to foster advanced talent in that field. Furthermore, in order to foster “a sense of *gemba*,” JICA provides on-the-job train-

		FY2022	FY2023
Number of attendees in specific job-level training		503	450
Number of core skills training attendees	International Macroeconomic and Financial Analysis	90	75
	Project Management	114	170
Ratio of overseas assignments within 5 years of joining the organization as a permanent employee*	Graduate recruitment	67.6 %	89.7 %
	Mid-career recruitment	76.7 %	65.2 %

* Denominator includes employees on childcare and other leave.

ing (OJT) to new employees in which they are dispatched approximately three months overseas and two weeks in domestic offices to gain in-the-field experience. A total of 117 new employees were dispatched in fiscal 2022 and fiscal 2023. Opportunities for assignment to overseas offices are also provided from early on in their JICA careers.

Support for independent capacity building and career development

JICA encourages independent career development and capacity building of each staff member through daily mentoring, career plan surveys, evaluation interviews, and career consultation opportunities. To support this initiative, JICA has established an internal internship program and a 10% sharing rule that allows employees to engage in work outside their assigned departments. Also, JICA is expanding the number of open posts within the organization subject to internal recruitment to enhance opportuni-

ties for autonomous career advancement. JICA also believes in the importance of staff gaining experiences working in organizations outside of the agency. In order to achieve this, JICA:

- (1) Sends secondees to ministries, private companies, universities, local governments, and international organizations.
- (2) Offers a work experience-based training program in which employees themselves select a preferred training institution.
- (3) Allows its employees to hold concurrent jobs.
- (4) Supports independent capacity building through a long-term training program that allows employees to take leave to pursue a master’s or doctoral degree, as well as a self-study support program for foreign language acquisition and official qualification attainment.

JICA plans to significantly expand and strengthen these initiatives.

	FY2022	FY2023
10% sharing rule utilization rate	19.2 %	19.2 %
Number of open posts in the organization	61	107
Number of seconded employees (outgoing)*	97	86
Number of participants in the “work experience-based training program”	2	2
Number of employees holding dual jobs	73	109
Number of trainees dispatched for long-term overseas training*	29	27

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

Health Management and Sound Work Environment

Labor-management relations and work and health management

To maintain sound labor-management relations, in addition to collective negotiations and administrative discussions, JICA conducts direct dialogue between labor union representatives and JICA executives, including the President. In terms of preventing overwork and maintaining and improving operational efficiency, JICA is working to encourage employees to take vacations, properly monitor their work status, and suppress excessive overtime. As specific measures, the log-in and log-out times of computers are recorded, and the status of overtime by department is disclosed within JICA on a monthly basis. Health management is particularly important to JICA employees, as they often work in and travel to developing countries where medical systems may not be well estab-

lished. In addition to conducting medical checkups and stress assessments in accordance with the laws and regulations of Japan, providing advice and guidance from occupational physicians, and raising awareness about infectious disease prevention, JICA has established systems for sick leave and leave of absence, and is also working to support a smooth return to work after such leave. For overseas assignments, the International Mutual

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

Aid Association of JICA provides global support such as subsidizing medical expenses for illness or injury, and emergency medical evacuation, etc., and all overseas assignees receive guidance on health management while abroad during pre-departure briefing.

Harassment prevention and responses

JICA prohibits harassment behaviors in its employment regulations, is communicating messages from the President regarding this issue, and has also established guidelines for preventing and responding to harassment. At the same time, JICA has established consultation points both within and outside the organization for swift fact-finding when incidents occur. Based on the findings, JICA takes necessary actions to resolve the problem, including warning, guiding, and disciplining the perpetrator. Furthermore, JICA includes aware-

	FY2022	FY2023
Average value of responses regarding harassment*	4.29	4.43

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

ness-raising programs in various job-level training sessions and pre-departure training for overseas assignments to create a workplace where harassment is not tolerated.

Engagement

JICA conducts an annual fixed-point awareness survey targeting all JICA employees, including National Staff, to gather their opinions, which then lead to improvements. Also, an annual campaign is conducted to encourage the creation of opportunities for two-way communication between younger employees and executives. JICA will continue to improve and strengthen various measures related to human capital to further enhance employees’ engagement.

	FY2022	FY2023
I share JICA’s vision*.	4.22	4.23
JICA is a rewarding organization to work for*.	3.96	3.99
The human resources system is a system that leads to the realization of JICA’s mission and vision*.	3.38	3.38

* From the Fixed-Point Employee Awareness Survey, on a 5-point scale. A higher average value indicates higher level of agreement by the respondents.

Training and Recruiting Human Resources for Development Cooperation

JICA provides a wide range of opportunities to develop human resources in international cooperation, including domestic and international internship programs that provide practical experience for students and graduates and capacity-building training programs for acquiring knowledge on current trends and emerging issues in international cooperation. In addition, the comprehensive international cooperation career information website PARTNER serves as a human resource platform in the field of development cooperation by being a unified source of information on job offers, internship,

training and events from more than 2,600 organizations, including not only JICA but also international organizations, development consultants, NGOs/NPOs, local governments, universities, and private companies. JICA actively utilizes PRTNER to recruit experts who engage in JICA’s on-site project operations, project formulation advisors responsible for project formulation, implementation, and management at overseas offices, as well as JICA senior advisors and special advisors who contribute to improving the quality of JICA projects by leveraging their high-level expertise in specific fields.

Overview of programs in fiscal 2023

Recruitment	JICA Senior Advisors	Special Advisors	Openly recruited or recommended and screened experts, excluding project formulation advisors	
	110	51	529 *	
Training human resources	Internship Program	Associate Expert Program	Capacity Enhancement Training	Pre-dispatch Training for JICA Experts
	155 participants	35 participants	516 participants	213 participants
The comprehensive international cooperation career information website “PARTNER”	Number of individuals registered on PARTNER (accumulated total)	Number of companies and organizations registered on PARTNER (accumulated total)	Number of information offerings on job openings (outside JICA), training, and seminars	Number of career consultations
	83,062	2,106	4,909	214

* Total number of expert dispatches during fiscal 2023 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.

Digital Transformation (DX)

Organizational DX

In an era where digital technologies are rapidly evolving, there is a need for effective and efficient organizational management and project promotion that leverages new technologies and data. JICA has appointed a Chief Digital Officer and has established the JICA DX Vision to serve as a compass for the organization. JICA is promoting DX in terms of both organizational operations and project implementation as it strives for a society that achieves diverse well-being for each individual through digital technologies.

To promote DX from an organizational perspective, JICA is focusing on streamlining operational processes, effec-

tively using data in organizational management, and putting in place a digital platform. In FY2023, JICA introduced electronic bidding and electronic contracts, and have adopted smooth and efficient operational procedures. To encourage co-creation with companies, NGOs, research agencies, and other partners, including those overseas, JICA leverages cloud services to jointly edit materials, share information, and conduct online meetings, working to maintain environments that facilitate collaborations.

JICA will continue to use data and AI and foster digital talent as part of efforts to ensure efficient and effective organizational operations.

Project DX

Current status of development issues in the digital field

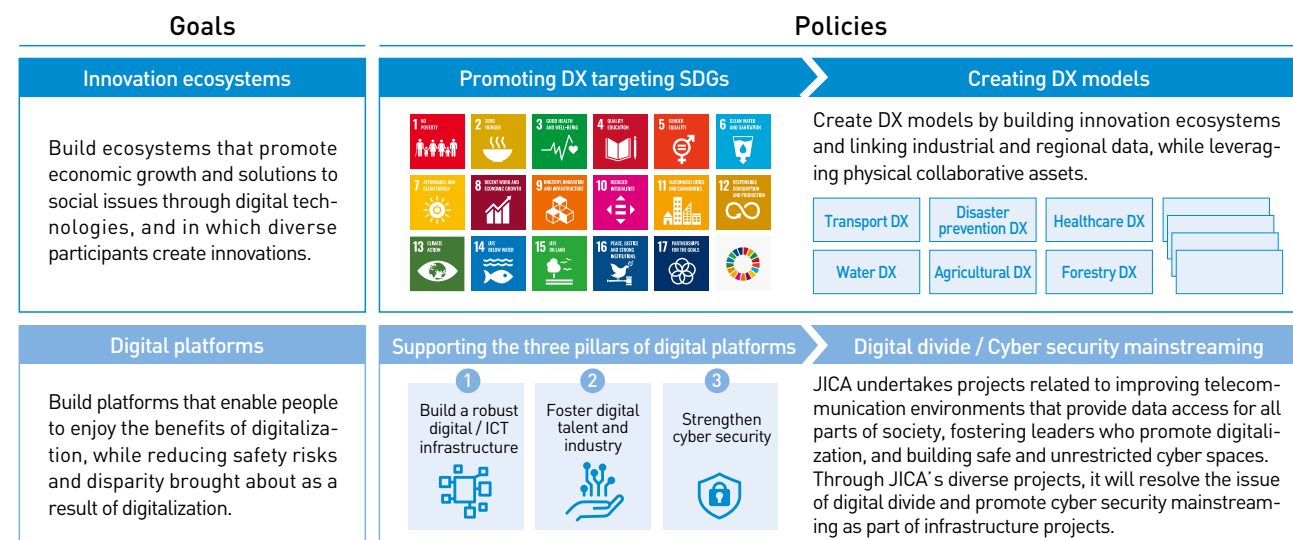
Digital technologies are being adopted at a rapid pace in economic and social spheres throughout the world, including developing countries. The use of digital technologies and data is essential to economic and social activities, and is expected to increase the impact and cost-effectiveness of activities aimed at achieving SDGs.

In developing countries, however, there are challenges surrounding the adoption of digital technologies in various fields, as well as in the development of digital industry and talent and the telecommunication infrastructures that form the foundations supporting those activities. As

a result of rapid digitalization, cyber security risks have also arisen, and these risks require responses.

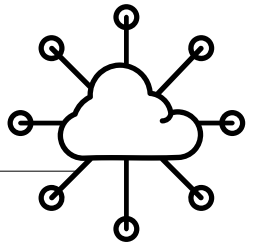
JICA's cooperation in digital fields

JICA undertakes cooperation in two main areas: (1) Increasing development effectiveness and solving development challenges by promoting digitalization and digital transformation among development sectors and areas (Cross-sectoral DX mainstreaming) and (2) Developing foundations for digitalization (infrastructure, institution, and human resource development). As of the end of March 2024, JICA had conducted 396 projects incorporating elements of DX.



Example | JICA Global Agenda 15 Digital for Development

Bhutan : Project for Strengthening Government Capacity for Using Digital Technology and Data



Using DX to create new industries and resolve healthcare issues

Digital technologies as a starting point for resolving social issues

By accessing the national Digital Health Platform (DHP) containing accumulated data on peoples' health and medical histories, users can obtain information essential to their own health management and treatment. This is the focus of an ongoing project in Bhutan.

The project was started up in the backdrop of social issues facing Bhutan, including an increase in diabetes and heart disease due to changing lifestyles, as well as "brain drain" and a notable increase in the unemployment rate among young people who are drifting away from the agricultural industry. Digital transformation (DX) using citizens medical and healthcare data is expected to serve as a starting point for resolving these issues. In this way, as people's health improves and new industry and employment are created through the use of data, DX can contribute to an increase in Gross National Happiness (GNH) as defined by the Government of Bhutan.

Verification projects targeting the construction of DHP

In February 2023, JICA started up a project involving the analysis of systems related to healthcare and data applications in Bhutan, as well as to surveys of the status of digital services in the healthcare field. Based on the results, JICA has set requirements including essential functions and performance for the DHP, as well as the information security needed in the handling of people's medical and healthcare data, and it is building the plat-



Operational tests of wearable terminals have been conducted at the College of Science and Technology (CST), Royal University of Bhutan, with which JICA has also collaborated in the establishment of the Digital Fabrication Laboratory (Fab-Lab).

form in collaboration with the Government of Bhutan.

In the pilot project, with the cooperation of local universities and companies, JICA is developing healthcare apps and wearable terminals to measure blood pressure and other health stats. JICA plans to have the Bhutanese people use them, and then to conduct surveys on the gathering and use of healthcare data, as well as on changes in healthcare awareness and behaviors.

In Bhutan, which has a small population, these initiatives to promote DX that make the most of the human resources and expertise from local universities and companies are attracting attention as an approach that could bring about substantial improvements not only in healthcare, but in a variety of development issues as well.

Concrete results are gradually being achieved

We got a very strong sense of the passion for this project on the Bhutan side, and of the way the entire country came together as one to carry it through. The project has already given rise to concrete results, including the development of applications. We will do all that we can to support the concept of "Data Free Flow with Trust (DFFT)" put forward by the Government of Japan.

Fukuyama Shuhei
JICA Expert / Accenture Japan Ltd.

Stimulated by experts from Japan

This project, which supports Bhutan's digital health strategies, faces many challenges, but has also been spurred on by the innovative ideas and groundbreaking solutions borne from the extensive experience and diverse backgrounds of Japanese experts. Working with them also helps us improve our skills.

Yeshe Dorji
Bhutan's Government Technology Agency

Security Measures

Efforts for securing project safety

A new declaration on security measures

Following the terrorist attack in Dhaka, Bangladesh, that occurred on July 1, 2016, JICA announced the JICA Declaration on Security Measures in November 2017. After President Tanaka Akihiko was appointed in 2022, JICA renewed and published the JICA Declaration on Security Measures, undertaking day-to-day safety measures. The declaration is built on three pillars: highest priority to human life, optimal security measures, and a sense of ownership on security measures.

Responding to emergencies including evacuation

Following the military clash in Sudan between the Sudanese Armed Forces (SAF) and the Rapid Support Forces (RDF; a paramilitary force) on April 13, 2023, an Emergency Response Headquarters was set up inside the JICA headquarters to secure the safety of JICA staff staying in the region. In collaboration with the Government of Japan and international organizations, these JICA staff and others were evacuated out of the country. When other military clashes arose in Niger, Burkina Faso, or Israel, either within the country or across national borders, JICA staff were evacuated outside the country, and when security conditions within Peru and Guatemala deteriorated, JICA staff staying in the outlying regions were evacuated to the capital.

Stable rollout of projects in Ukraine

JICA has conducted the security confirmation survey two times since Russia’s aggression against Ukraine started in 2022 and conducted risk evaluations and created measures required for business travel of JICA staff to the capital, Kyiv. Also, in order to ensure the safety of



A dove and sunflowers drawn on a wall near an air-raid shelter (at a safety confirmation survey location in the suburbs of Kyiv)

cooperation in Ukraine, when JICA opened its Ukraine office, it established optimum security measures learned through activities in countries with a high threat level, such as Afghanistan and Iraq, and continuously reviews these measures.

Post-COVID security measures

Overseas travel for JICA staff is gradually returning to a pre-COVID scale. Meanwhile, aside from civil wars and coups arising in various regions, there has been a notable increase in the number and seriousness of crimes in general, due to a combination of factors including rapidly increasing prices and food shortages.

Our Security Management Department holds many security training sessions for JICA staff and JICA partners. These include practical self-defense training, originally held once each month, where members can learn how to protect themselves through various simulations. Since February 2024, these self-defense training sessions have been held twice a month. In addition, in fiscal 2023, a total of 22 safety confirmation surveys and advisory visits were held in 30 countries, to confirm security conditions, gather information, and inspect security measures while at the same time increasing the security awareness of staff on short-term trips and long-term assignments at overseas offices.

In response to the increase in crimes in the first half of fiscal 2023, JICA brought the situation to the attention of its staff through Meetings of the Security Consultation and Liaison Committee held at overseas offices and corporate security seminars conducted in Japan and also worked to maintain and strengthen a 24-hour standby system at JICA headquarters.



Abduction simulation training as part of practical self-defense training

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 a system of internal discipline.

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 within the organization. the status of internal control is monitored and major issues regarding internal control are summa-

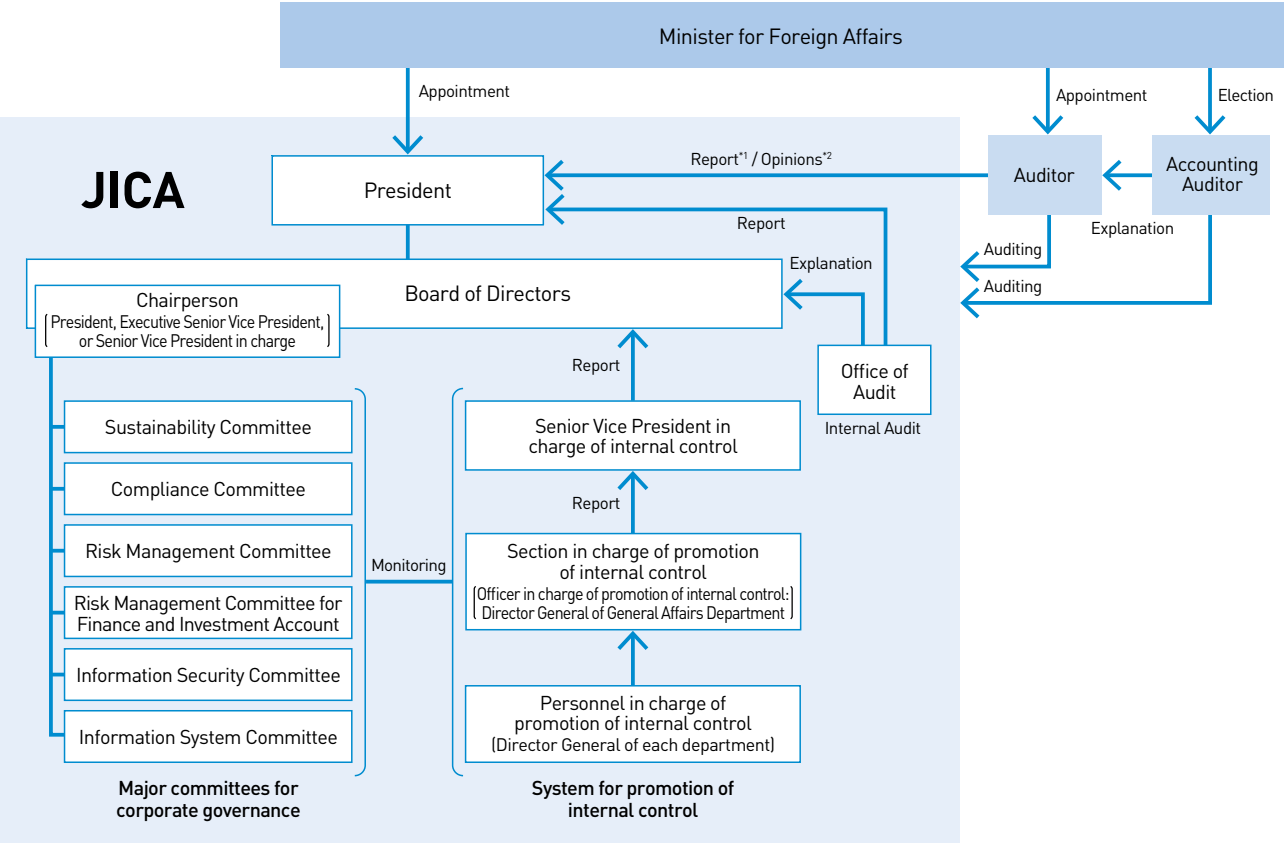
rized and reported to the Board of Directors.

JICA has also established the Office of Audit that conducts internal audits to ensure the efficiency and effectiveness of its operations. Furthermore, JICA receives audits from auditors and accounting auditors, and verifies the quality of its governance by making necessary improvements to 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 regulations for the internal control system and a statement of operational procedures that sets out basic business 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.

Corporate Governance



*1 The audit report is submitted to the Minister for Foreign Affairs via the president.

*2 Opinions can be submitted to the Minister for Foreign Affairs

Compliance

As an organization that implements Japan's ODA, JICA has established the JICA Compliance Policy with the aim of meeting 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 employee 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 employee 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.

With regard to the mishandling of the confidential information by a JICA employee related to the procurement procedures for the Metro Rail Transit Line 3 Rehabilitation Project in the Philippines (disciplinary measures announced in July 2024), a review committee was established in November 2024. JICA has taken steps to prevent a recurrence, including strengthening compliance-focused training on handling of confidential information. In addition, necessary actions will be conducted based on the review by the committee regarding the facts of the incident as well as its consideration on the additional preventive measures.

Risk Management

For effective and efficient delivery of its organizational objectives and plans, such as the Medium-term Plans, JICA defines factors that will impede its operations as risks. It then assures implementation of risk management systems, performs risk identification and assessment, and takes necessary measures against such risks for the smooth running of its operations.

All departments in JICA annually identify risks that are

relevant to their operations. They assess how these risks affect their operations and the organization and take necessary measures to reduce them. The Risk Management Committee, chaired by the Senior Vice President in charge of internal control, reviews the results of the risk assessments and examines and confirms the countermeasures to the risks in order to strengthen organizational responses.

Financial Risk Management of Finance and Investment Cooperation

Overview

The operations of Finance and Investment Cooperation (ODA Loans and Private-Sector Investment Finance) involve financial risks such as credit risk, market risk, liquidity risk, and operational risk. JICA appropriately manages yen loans and other transactions based on risk management methods used at regular financial institutions.

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 and has identified, measured, and monitored 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 a decline in, or total loss of, the value of assets (including off-balance-sheet assets) due to the deteriorating financial condition of a borrower. The main area of Finance and Investment Cooperation is lending to sovereigns. Consequently, credit risk management of sovereign risk has a prominent position in

this cooperation. As an official financier, JICA therefore evaluates sovereign risk by making full use of information gathered through communication with 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, as well as 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

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 applied for each category, and ratings are subsequently updated as appropriate.

2. Self-Assessment of Asset Portfolio

Self-assessment of asset portfolio is to categorize 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 risk; it is also a requirement for implementing write-offs and allowance for loan losses in a timely manner. JICA's internal rules for self-assessment of asset portfolio align with the laws applicable to general financial institutions, and to ensure an appropriate checking function, the first-stage assessment is conducted by the operations departments while the second-stage assessment is conducted by the credit risk analysis department.

3. Quantifying Credit Risk

In addition, JICA also quantifies credit risks to evaluating the risk of the overall loan portfolio. In quantifying credit risks, JICA incorporates the characteristics of its 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.

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 or interest rates.

JICA bears interest rate risks arising from exposure to

market interest rate fluctuations for its long-term fixed interest rate loans. In this regard, JICA is enhancing its capacity to absorb interest rate risk by building up its capital defenses with acceptance of government investments and retained earnings reserve.

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 these swaps, the market value of transactions and the credit-worthiness 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, most of the PSIF investments denominated in foreign currencies are exposed to exchange risks. JICA manages the risks through consistent monitoring of exchange rate fluctuations in the currency of each counterparty's country.

Liquidity Risk

"Liquidity risks" refer to both funding and market liquidity risks. Funding liquidity risks include a mismatch between the maturity of assets and liabilities, an unexpected payment delayed, and an unexpected increase in spending, making it difficult to secure the necessary funds or being forced to obtain funds at much higher interest rates than under normal conditions. Market liquidity risks arise due to factors such as a market crisis or similar issue. This means losses due to being unable to conduct market transactions or being forced to conduct transactions at far more unfavorable prices than under normal conditions.

JICA uses various measures to avoid liquidity risk associated with its Financial and Investment Account through appropriate management of cash flow, and securement of diverse capital procurement methods, including borrowings from the government and bonds issued by JICA.

Operational Risk

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

Information Security and Personal Information Protection

JICA is committed to information security and protection of personal information by improving related internal regulations.

JICA’s information security measures are based on relevant internal regulations in accordance with the “Common Standards Group for Cybersecurity Measures for Government Agencies and Related Agencies” which was published in fiscal 2023. JICA is strengthening its measures against cyberattacks and other risks toward renewing its information system infrastructure and JICA’s information network.

JICA also continued to reinforce personal information protection. Internal regulations were revised in accordance with the changes that were made to the Act on

the Protection of Personal Information (Act No. 57 of May 30, 2003) and to the Common Standards Group for Cybersecurity Measures for Government Agencies and Related Agencies.

Today, the importance of information security and personal information protection is growing. JICA continues to step up efforts to meet this shift in strengthening its operations. These efforts include, among others, (1) offering drills and training courses for JICA officers and employee and (2) strengthening the framework of the Computer Security Incident Response Team (CSIRT).

More information

JICA’s website >>> Personal Information Protection System

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; and information related to procurement and contracts.

Efforts to Improve Management of the Organization and Operations

Development of organizational foundations for strategic operational management

In fiscal fi2023, following up on the establishment of a Sustainability Committee in the previous year, we appointed a Director General for Sustainable Management and a Chief Sustainability Officer (CSO), and also established a new Office for Sustainability Management to put in place a system through which the organization can respond to important issues in an integrated manner. We also created the new post of Director General for Compliance and Legal Affairs to further strengthen compliance and legal affairs within the organization.

In addition to creating a new office in Ukraine, where support operations increased rapidly due to Russia’s invasion, we established the Global Health Team in the Human Development Department to provide support in dealing with important issues in developing countries that

are vulnerable to health crisis, based on experiences and learnings from responses to COVID-19. Furthermore, we established the Grant Aid Project Management Division 4 in the Financial Cooperation Implementation Department to quickly formulate and implement urgent grant aid projects in an environment where global compounded crises are growing.

Optimization and streamlining of operating expenses

In order to realize agile responses to domestic and international expectations and needs for Japan’s development cooperation, JICA is committed to streamlining of administrative operations, and has been working on reducing fixed expenses, optimizing personnel expenses, and streamlining its assets.

Organizational Information

Organization Chart	104
Executive Officers and Auditors	105
Financial Statements	106
Budget	107
Offices	108
Organization	110

Organization Chart (As of August 31, 2024)

Number of staff : 1,979



* Including Chief Digital Officer (CDO)

Note : Please refer to pages 108 to 109 for a list of JICA's Offices.

Executive Officers and Auditors (As of December 1, 2024)

1. 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.
2. 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.

More information

JICA's website >>> Board Members

President	TANAKA Akihiko Previous Position : President, the National Graduate Institute for Policy Studies (GRIPS), Japan	Date of Appointment April 1, 2022
Executive Senior Vice President	MIYAZAKI Katsura Previous Position : Senior Vice President, JICA	Date of Appointment May 23, 2024
Senior Vice President	IMOTO Sachiko Previous Position : Director General, Media and Public Relations Department, JICA	Date of Appointment October 1, 2021
Senior Vice President	ANDO Naoki Previous Position : Director General, Operations Strategy Department, JICA	Date of Appointment October 1, 2022
Senior Vice President	OBA Yuichi Previous Position : Minister and Deputy Chief of Mission, Embassy of Japan in Thailand and Permanent Representative to UNESCAP	Date of Appointment October 1, 2023
Senior Vice President	KAWAMURA Kenichi Previous Position : Director, Water Resources Planning Division, Water Resources Department, Water and Disaster Management Bureau, Ministry of Land, Infrastructure, Transport and Tourism (MLIT) / Counselor, the Secretariat of the Headquarters for Water Cycle Policy, Cabinet Secretariat	Date of Appointment October 1, 2023
Senior Vice President	HATAEDA Mikio Previous Position : Vice President, JICA	Date of Appointment October 1, 2023
Senior Vice President	YAHARA Masao Previous Position : Head, Special Projects and Outreach Unit, Directorate for Financial and Enterprise Affairs, OECD	Date of Appointment October 1, 2023
Senior Vice President	HARA Shohei Previous Position : Director General, Operations Strategy Department, JICA	Date of Appointment May 23, 2024
Senior Vice President	KOBAYASHI Hiroyuki Previous Position : Director General, Human Resources Department, JICA	Date of Appointment December 1, 2024
Auditor	SANO Keiko Previous Position : Director General, Economic Development Department, JICA	Date of Appointment July 1, 2022
Auditor	SEKIGUCHI Noriko Current Position : Outside Director, Audit and Supervisory Committee Member, at TOKYO OHKA KOGYO Co., Ltd. Outside Auditor at Ryoden Corporation Independent Outside Audit & Supervisory Board Member at Oji Holdings Corporation	Date of Appointment July 1, 2022
Auditor	AKAHANE Takashi Current Position : Managing Partner at Anderson Mori & Tomotsune	Date of Appointment December 1, 2022

Note : Senior Vice Presidents and Auditors are listed in the order of their appointment.

Financial Statements

General Account

Overview of Balance Sheet

For the fiscal year ended March 31, 2024, total assets amounted to ¥331,664 million, decreasing ¥54,913 million from the previous fiscal year, primarily due to the ¥60,696 million decrease in cash and deposits. Total liabilities were ¥279,234 million, decreasing ¥51,385 million year-on-year, primarily due to the ¥61,485 million decrease in funds for grant aid.

(Unit: Millions of yen)			
Assets	Amount	Liabilities	Amount
Current assets		Current liabilities	
Cash and deposits	243,191	Operational grant liabilities	74,844
Others	27,674	Funds for grant aid	156,663
Non-current assets		Others	23,967
Tangible assets	40,256	Non-current liabilities	
Intangible assets	2,892	Contra accounts for assets	9,917
Investments and other assets	17,651	Provision for retirement benefits	13,332
		Others	510
		Total liabilities	279,234
		Net assets	Amount
		Capital	
		Government investment	61,152
		Capital surplus	(24,729)
		Retained earnings	16,008
		Total net assets	52,431
Total assets	331,664	Total of liabilities and net assets	331,664

Overview of Statement of Income

For the fiscal year ended March 31, 2024, ordinary expenses amounted to ¥317,256 million, increasing ¥51,925 million from the previous fiscal year. The major factor of the increase was the ¥41,395 million increase in expenses for grant aid. Ordinary revenues totaled ¥314,201 million, increasing ¥95,410 million year-on-year. The major factors of the increase were the ¥53,812 million increase in revenues from operational grants and the ¥41,395 million increase in revenues from grant aid.

(Unit: Millions of yen)	
	Amount
Ordinary expenses	317,256
Operating expenses	307,880
Expenses for priority sectors and regions	81,514
Expenses for domestic partnership and acceptance of foreign human resources	16,110
Expenses for operation support	44,111
Expenses for grant aid	150,078
Others	16,069
General administrative expenses	9,375
Others	1
Ordinary revenues	314,201
Revenues from operational grants	157,267
Revenues from grant aid	150,078
Others	6,857
Extraordinary losses	138
Extraordinary income	138
Reversal of reserve fund carried over from the previous Mid-term Objective Period	7,709
Total income for the current fiscal year	4,655

Note 1 : Because the amounts are rounded to the nearest million, the total amount does not always match the sum of each amount.

Note 2 : See JICA Report Data Book 2024 for detailed financial conditions.

Finance and Investment Account

Overview of Balance Sheet

For the fiscal year ended March 31, 2024, total assets amounted to ¥17,212,370 million, increasing ¥1,739,155 million from the previous fiscal year, primarily due to the ¥1,467,000 million increase in loans. Total liabilities were ¥6,867,574 million, increasing ¥1,608,616 million year-on-year, primarily due to the ¥1,299,508 million increase in borrowings from the government fund for Fiscal Investment and Loan Program and the ¥268,957 million increase in bonds.

(Unit: Millions of yen)			
Assets	Amount	Liabilities	Amount
Current assets		Current liabilities	
Cash and deposits	510,248	Current portion of borrowings from government fund for Fiscal Investment and Loan Program	149,592
Loans	16,592,568	Others	105,630
Allowance for loan losses	(227,003)	Non-current liabilities	
Others	115,489	Bonds	1,473,576
Non-current assets		Borrowings from government fund for Fiscal Investment and Loan Program	5,128,234
Tangible assets	9,249	Others	10,542
Intangible assets	12,913	Total liabilities	6,867,574
Investments and other assets		Net assets	Amount
Claims probable in bankruptcy, claims probable in rehabilitation and other	87,063	Capital	
Allowance for loan losses	(87,063)	Government investment	8,344,118
Others	198,906	Retained earnings	
		Reserve fund	1,909,692
		Unappropriated income for the current fiscal year	73,486
		Valuation and translation adjustments	17,500
		Total net assets	10,344,796
Total assets	17,212,370	Total of liabilities and net assets	17,212,370

Overview of Statement of Income

For the fiscal year ended March 31, 2024, ordinary expenses amounted to ¥133,363 million, increasing ¥20,544 million from the previous fiscal year. The major factor of the ¥22,712 million was the increase in interest on bonds and notes. Ordinary revenues increased ¥39,726 million to ¥206,897 million. The major factors of the increase were the ¥16,755 million increase in interest on loans and the ¥13,440 million increase in reversal of allowance for loan losses from the previous fiscal year. In addition to the ordinary income noted above, there were extraordinary losses of ¥48 million, including loss on disposal of non-current assets and other losses. As a result, total income for the current fiscal year was ¥73,486 million, increasing ¥19,138 million from the previous fiscal year.

(Unit: Millions of yen)	
	Amount
Ordinary expenses	133,363
Expenses related to operations of cooperation through finance and investment	133,363
Interest on bonds and notes	42,972
Interest on borrowings	25,949
Interest on interest rate swaps	9,807
Operations consignment expenses	13,058
Loss on financial derivatives	15,777
Operating and administrative expenses	17,132
Others	8,668
Ordinary revenues	206,897
Revenues from operations of cooperation through finance and investment	192,977
Interest on loans	144,059
Reversal of allowance for loan losses	13,440
Others	35,478
Others	13,920
Extraordinary losses	48
Extraordinary income	0
Total income for the current fiscal year	73,486

Note 1 : Because the amounts are rounded to the nearest million, the total amount does not always match the sum of each amount.

Note 2 : See JICA Report Data Book 2024 for detailed financial conditions.

Budget

General Account Revenue and Expenditure Budget (FY2024)

(¥ million)		
Items		Amount
Revenues	Operational grants	147,413
	Subsidies for facilities, etc.	709
	Interest income and miscellaneous income	307
	Contracted programs	793
	Donations	108
	Other revenue	—
Reversal of reserve fund carried over from the previous Mid-term Objective period		—
Total		149,329
Expenditures	Operating expenses	135,988
	(Excluding special operating expenses)	(135,108)
	Facilities	709
	Contracted programs	793
	Donation programs	108
	General administrative expenses	11,732
Total		149,329

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

Note 2 : The budget, income and expenditure plan, and financial plan, which are related to the Grand Aid Fund prescribed in Article 13, Paragraph 1, Item (iii) [a] of the JICA Act (Act No. 136 of 2002), are not stated in the table since Grant Aid planning is determined by cabinet decision.

Financial Plan for the Finance and Investment Account (FY2024)

(¥100 million)		
Items		Amount
Investment and loan	ODA loans	21,500
	Private-sector investment finance	1,300
Total		22,800
Source of funds	Capital investment from the Government of Japan (GOJ)'s General Account	485
	Borrowings from the Fiscal Investment and Loan Program (FILP)	16,420
	FILP Agency Bonds	800
	Other Own funds, etc.	5,095
Total		22,800

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

Offices (As of August 31, 2024)

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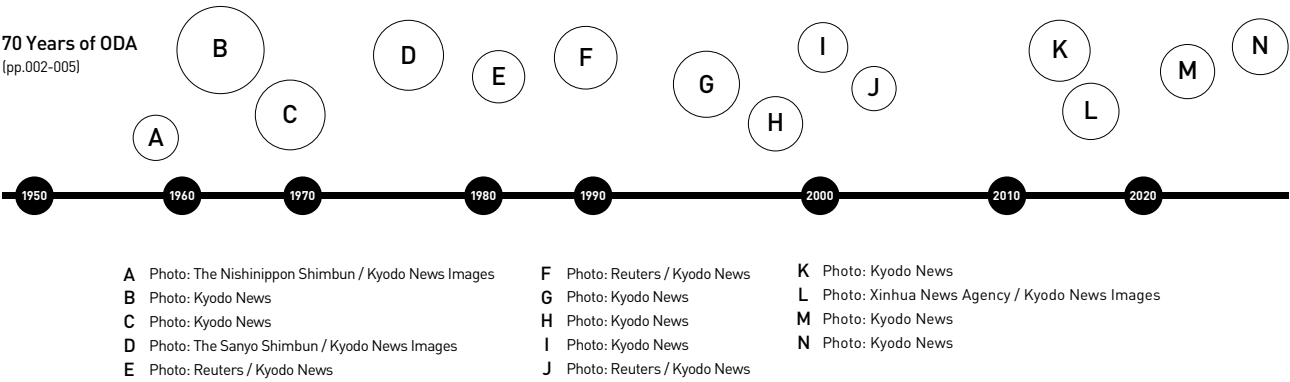
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Organization

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	Headquarters (Ichigaya) Ichigaya Building, 10-5, Ichigayahonmuracho, Shinjuku-ku, Tokyo 162-8433, Japan Tel: +81-3-3269-2911
Establishment	October 1, 2003
Capital	¥8,415.7 billion (As of July 2024)
Full-time Staff	1,979 (As of July 2024)
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.



JICA REPORT 2024 Realizing a Sustainable World

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Guide to JICA’s Website and Other Sources

For detailed information on JICA’s activities, please see our website. JICA also publishes Sustainable Reports, which introduce JICA’s efforts to support sustainable socioeconomic development in developing countries, including measures to fight climate change; and Annual Evaluation Reports, which provide information on current evaluation activities as well as summaries of evaluation results.

JICA’s website

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

JICA Annual Evaluation Report

<https://www.jica.go.jp/english/activities/evaluation/reports>



JICA

REPORT 2024

Realizing a Sustainable World



From
the People of Japan

JAPAN INTERNATIONAL COOPERATION AGENCY

