



JICA

REPORT 2025

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** Message from the President
- 004** JICA at a Glance
- 006** Overview of Operations in Fiscal 2024

CHAPTER | 1

An Overview of Organization and Strategies

- 010** Creating Development Impact through JICA and Its Operations
- 012** Issues Facing the International Community and the JICA's Role
- 014** The 5th Medium-term Plan
- 016** Priority Initiatives
- 018** JICA Global Agenda

CHAPTER | 2

Sustainability

- 024** Promotion of Sustainability Management
- 026** JICA Sustainability Policy
- 027** Environment
- 034** Social
- 036** Governance

CHAPTER | 3

Efforts to Support Quality Operations

- 042** Transparency of Operations
- 044** Human Resources Strategy
- 048** Security Measures
- 049** Corporate Governance

CHAPTER | 4

Overview of Activities and Initiatives in Fiscal 2024

- 054** Types of JICA's Cooperation
- 055** Operational Flows
- 056** Overview by Region
- 070** Diverse Projects to Expand Partnerships

- 094** Organizational Information

Data Book 2025

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 published 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.

Toward a New International Cooperation Approach through Co-Creation, Innovation and Circulation

Today, the world faces prolonged, compounded crises. Climate change is causing more frequent natural disasters with increasing numbers of casualties, even as the threat of infectious diseases has not faded. At the same time, challenges to the free and open international order based on the rule of law persist, including ongoing armed conflicts and humanitarian crises. Global economic trends and domestic policies are closely interlinked, affecting international relations.

Without international cooperation, it is impossible to address such compounded crises. Even developed countries cannot effectively address climate change or tackle infectious diseases on their own. The many challenges that developing countries face can only move toward resolution through the combined efforts of the affected countries themselves and effective support from various development cooperation agencies, NGOs, and other partners. With the amount of aid from donor countries expected to decline in the years ahead, qualitatively effective approaches are required to compensate.

These compounded crises present the world with numerous challenges, yet they also amplify the potential for innovation. Cutting-edge technologies open new avenues for solving problems in unprecedented ways. Furthermore, even without accounting for the latest technology, practical, field-validated methods are steadily emerging.

Co-creation is the most effective approach to generating innovation. By collaborating with partner countries, agencies like JICA – alongside diverse stakeholders, including private companies, NGOs, and universities – can leverage new technologies

and disseminate highly effective development approaches.

In addition to addressing development challenges in partner countries, innovations created through such collaborative processes can contribute to human security worldwide. In other words, co-creation generates “circulation.” This “circulation” of co-created innovations among countries is the foremost imperative in an era of compounded crises.

JICA also aims to contribute to human security and sustainable development by circulating co-created innovations globally, while also applying solutions to challenges in Japan.

Looking back on fiscal 2024, JICA continued its efforts toward ensuring peace, safety and stability, including by supporting reconstruction and recovery in Ukraine and extending humanitarian assistance to Gaza. JICA also implemented various initiatives that contributed to a Free and Open Indo-Pacific (FOIP), including infrastructure support for achieving high-quality growth; addressed global issues and tackled development challenges by collaborating with private companies and other partners; as well as provided emergency support following a major earthquake in Myanmar.

JICA also continues to strengthen efforts toward achieving the 2030 Agenda, including action on climate change, the mainstreaming of biodiversity, and respecting fundamental human rights as outlined in JICA’s Sustainability Policy. In October 2024, JICA’s Executive Senior Vice President was appointed Chief Sustainability Officer (CSO), accelerating sustainability management within the organization by pursuing carbon neutrality and encouraging

information disclosure.

The year 2025 marks the 60th anniversary of the first dispatch of JOCVs (in 1965). By understanding differences in culture and values and co-creating with local communities in partner countries, often in challenging environments, they have tackled a wide range of issues. Their efforts have spawned various innovations. Upon returning to Japan, an increasing number of these volunteers leverage their experiences as GLOCAL human resources, with their global experiences, contributing to solutions and revitalizing local communities across Japan. They truly are a group of talented people who facilitate circulation.

The Act on the Japan International Cooperation Agency, Independent Administrative Agency (JICA Act) was amended in April 2025. This amendment enabled JICA to further collaborate with private-sector financing and to work with new partners, such as KOSEN (colleges of technology in Japan), independent administrative agencies, and local NGOs. Through co-creation with diverse partners, including the private sector, JICA seeks to foster innovation and promote the global circulation of ensuing outcomes, benefiting Japan, partner countries, and the broader international community.

In terms of organizational management, JICA places great importance on ensuring transparency and securing accountability to advance its operations with sincerity. Regarding the data breach incident that occurred during implementation of the Philippine railway project, JICA requested that a review committee examine its response and received the committee’s report on June 13, 2025. Based on

the review committee’s findings, JICA will diligently take steps to prevent a recurrence of the data breach and strive to restore trust in ODA. JICA will also continue to rigorously implement safety measures to ensure that JICA staff and other stakeholders can carry out their duties with peace of mind.

JICA creates innovation through co-creation and circulates resulting outcomes in Japan and around the world. Through these efforts, JICA aims to contribute to the realization of human security, the maintenance of international order and greater global trust in Japan, thereby realizing JICA’s vision: “To Lead the World with Trust.”



November 2025
TANAKA Akihiko
 President
 Japan International Cooperation Agency (JICA)

JICA at a Glance

Scale of Operations by Region (FY2024)



Scale of Operations by Type (FY2024)

Technical Cooperation*¹
¥204.1 billion

Finance and Investment Cooperation*²
¥1,873.3 billion

Grants*³
¥104.6 billion

Building Relationships (FY2024)

Accepted
14,429 people
 Training participants and students from developing countries

Dispatched*⁴
12,452 people
 Experts etc., and JOCVs

*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.
 *⁴ From fiscal 2024, the number of dispatched people includes newly dispatched experts, survey team members, and new and continuing volunteers. [Until fiscal 2023, only the number of new and continuing experts and volunteers was counted.]

Organization (as of November 1, 2025)

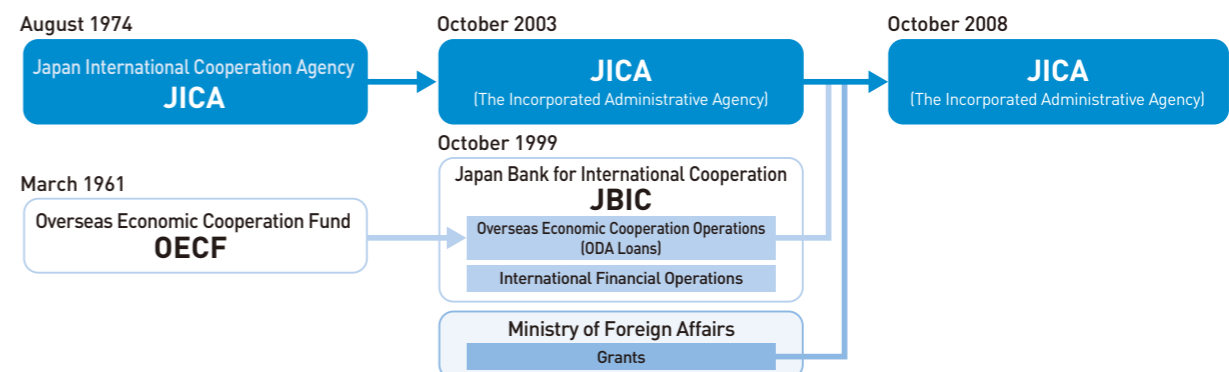
96
 overseas offices

15
 domestic offices

2,000
 full-time staff

145
 countries and regions JICA cooperated with

History



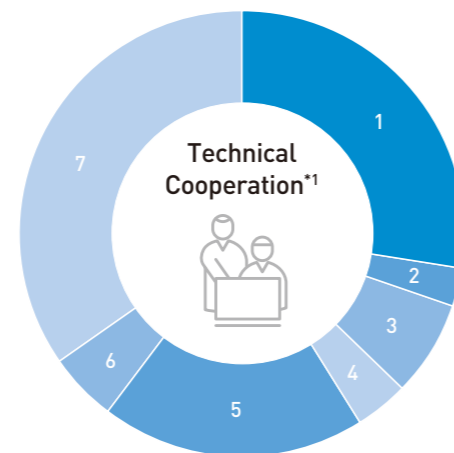
Notes:
 • The figures show the total value of JICA programs in each region, including Technical Cooperation (Training Participants, Experts, Study Teams, Provision of Equipment, Japan Overseas Cooperation Volunteers [JOCVs], Other volunteers, and Other costs), Finance and Investment Cooperation (commitment amount), and Grants (newly concluded G/As) in fiscal 2024.
 • Figures exclude JICA's cooperation for multiple countries or multiple regions and international organizations.

Overview of Operations in Fiscal 2024

Cooperation by Region (Unit : ¥ billion / fiscal year)



Looking at disbursements of Technical Cooperation by geographic region, Asia accounted for 27.6%, Africa 19.1%, and North and Latin America 7.2%, in descending order. Looking at newly committed amounts for the Finance and Investment Cooperation by region, Asia accounted for 57.0%, North and Latin America 11.1%, and the Middle East 7.9%, in descending order. As for Grants, Africa accounted for 41.8%, Asia 37.7%, and the Pacific 12.4%. Compared to last year, Africa's share was considerably high. "Other" includes disbursements for and commitment amounts with international organizations and worldwide projects across countries and regions.

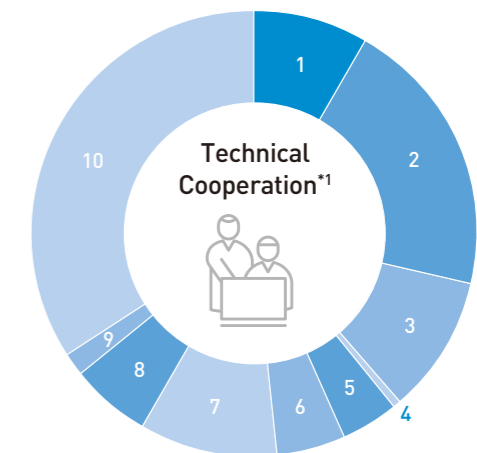


Region	Percentage	Amount (¥ billion)
1 Asia	27.6%	¥56.3
2 The Pacific	2.7%	¥5.6
3 North and Latin America	7.2%	¥14.6
4 Middle East	3.8%	¥7.8
5 Africa	19.1%	¥38.9
6 Europe	5.1%	¥10.5
7 Other	34.5%	¥70.4

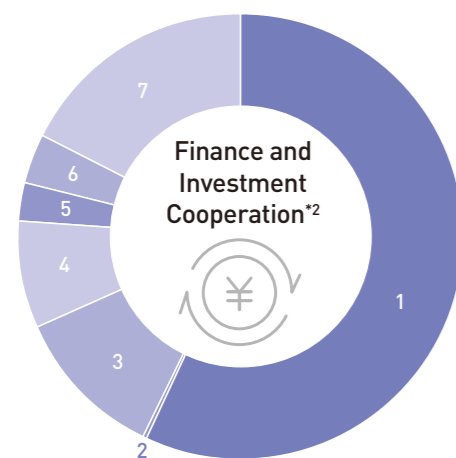
Cooperation by Sector (Unit : ¥ billion / fiscal year)



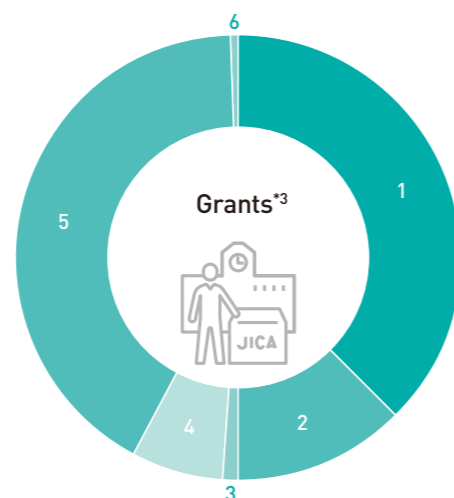
Looking at disbursements of Technical Cooperation by sector, public works and utilities accounted for 20.4%, and agriculture, forestry and fisheries and human resources accounted for 10.0%, respectively. For Finance and Investment Cooperation, the largest portion was 37.7% for projects in the transportation sector. This was followed by program loans at 15.5% and social services at 8.7%. For Grants, the largest share was made to public works and utilities at 47.9%, followed by health and medical care at 19.9%, and human resources at 13.5%.



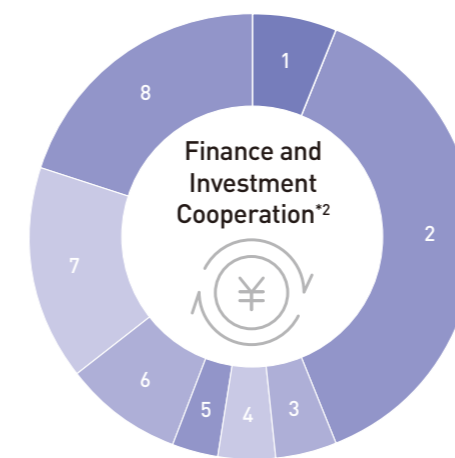
Sector	Percentage	Amount (¥ billion)
1 Planning and administration	8.4%	¥17.2
2 Public works and utilities	20.4%	¥41.6
3 Agriculture, forestry and fisheries	10.0%	¥20.4
4 Mining and manufacturing	0.4%	¥0.9
5 Energy	4.1%	¥8.4
6 Business and tourism	5.0%	¥10.1
7 Human resources	10.0%	¥20.4
8 Health and medical care	6.1%	¥12.4
9 Social welfare	1.6%	¥3.2
10 Other	34.0%	¥69.4



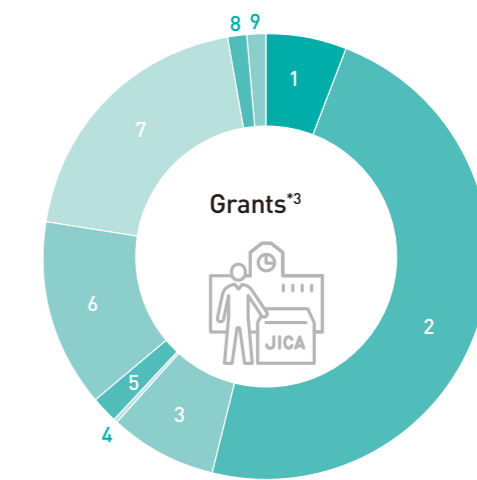
Region	Percentage	Amount (¥ billion)
1 Asia	57.0%	¥1,067.8
2 The Pacific	0.3%	¥5.0
3 North and Latin America	11.1%	¥207.7
4 Middle East	7.9%	¥148.6
5 Africa	2.8%	¥52.2
6 Europe	3.4%	¥64.6
7 Other	17.5%	¥327.3



Region	Percentage	Amount (¥ billion)
1 Asia	37.7%	¥39.4
2 The Pacific	12.4%	¥12.9
3 North and Latin America	1.3%	¥1.4
4 Middle East	6.6%	¥6.9
5 Africa	41.8%	¥43.7
6 Europe	0.3%	¥0.3
7 Other	0.0%	¥0.0



Sector	Percentage	Amount (¥ billion)
1 Electric power and gas	6.3%	¥118.2
2 Transportation	37.7%	¥707.0
3 Irrigation and flood control	4.5%	¥83.4
4 Agriculture, forestry and fisheries	4.2%	¥78.1
5 Mining and manufacturing	3.2%	¥60.0
6 Social services	8.7%	¥163.6
7 Program loans	15.5%	¥290.5
8 Other	19.9%	¥372.4



Sector	Percentage	Amount (¥ billion)
1 Planning and administration	6.1%	¥6.3
2 Public works and utilities	47.9%	¥50.1
3 Agriculture, forestry and fisheries	8.0%	¥8.3
4 Mining and manufacturing	0.2%	¥0.2
5 Energy	1.9%	¥2.0
6 Human resources	13.5%	¥14.2
7 Health and medical care	19.9%	¥20.8
8 Social welfare	1.4%	¥1.5
9 Other	1.1%	¥1.2

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.

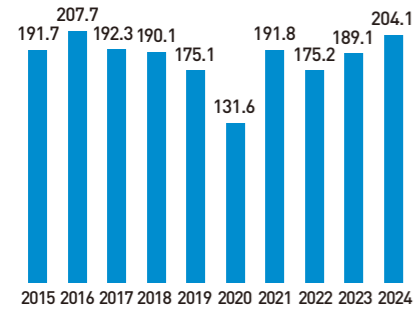
*3 Aggregated amount of Grants committed through concluding of respective Grant Agreements.

Overview of Trends for the Past Ten Years

The graph below 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 2024, disbursements of Technical Cooperation increased from the previous fiscal year by 7.9% to a total of 204.1 billion yen; the Finance and Investment Cooperation commitment amount decreased by 24.1%, totaling 1,873.3 billion yen; the scale of Grants also decreased by 32.7% to a total amount of 104.6 billion yen.

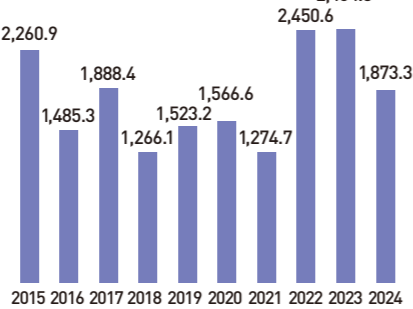
Trends in Technical Cooperation expenses*1

(Unit : ¥ billion / fiscal year)



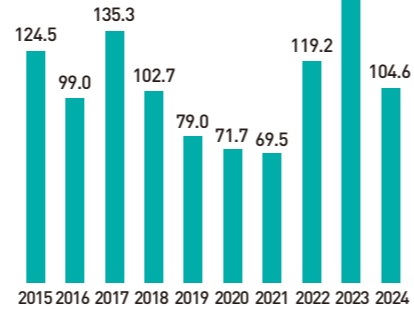
Trends in Finance and Investment Cooperation commitment amounts*2

(Unit : ¥ billion / fiscal year)



Trends in Scale of Grants*3

(Unit : ¥ billion / fiscal year)



Overview of Operations

Total Scale of Operations in Fiscal 2024 **¥2,182.0 billion**



Technical Cooperation*1

¥204.1 billion

Acceptance of training participants	¥19.5 billion
Dispatch of experts/study team members	¥97.4 billion
Provision of equipment	¥5.7 billion
Dispatch of Japan Overseas Cooperation Volunteers	¥8.2 billion
Dispatch of other volunteers	¥1.1 billion
Other	¥72.2 billion



Finance and Investment Cooperation*2

¥1,873.3 billion
(56 projects)

ODA Loans	¥1,458.4 billion (38 projects)
Private-Sector Investment Finance	¥414.9 billion (18 projects)



Grants*3

¥104.6 billion
(97 projects)



Scale of Technical Cooperation by type

(Number of persons newly dispatched and cumulative total)	Newly dispatched	Cumulative total	
Acceptance of training participants	12,108	711,319	(FYs 1954-2024)
Dispatch of experts/study team members	10,055	538,256	(FYs 1955-2024)
Dispatch of Japan Overseas Cooperation Volunteers	956	48,900	(FYs 1965-2024)
Dispatch of other volunteers	91	8,297	(FYs 1999-2024)*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



An Overview of Organization and Strategies

Creating Development Impact through JICA and Its Operations 010

Issues Facing the International Community and the JICA's Role 012

The 5th Medium-term Plan 014

Priority Initiatives 016

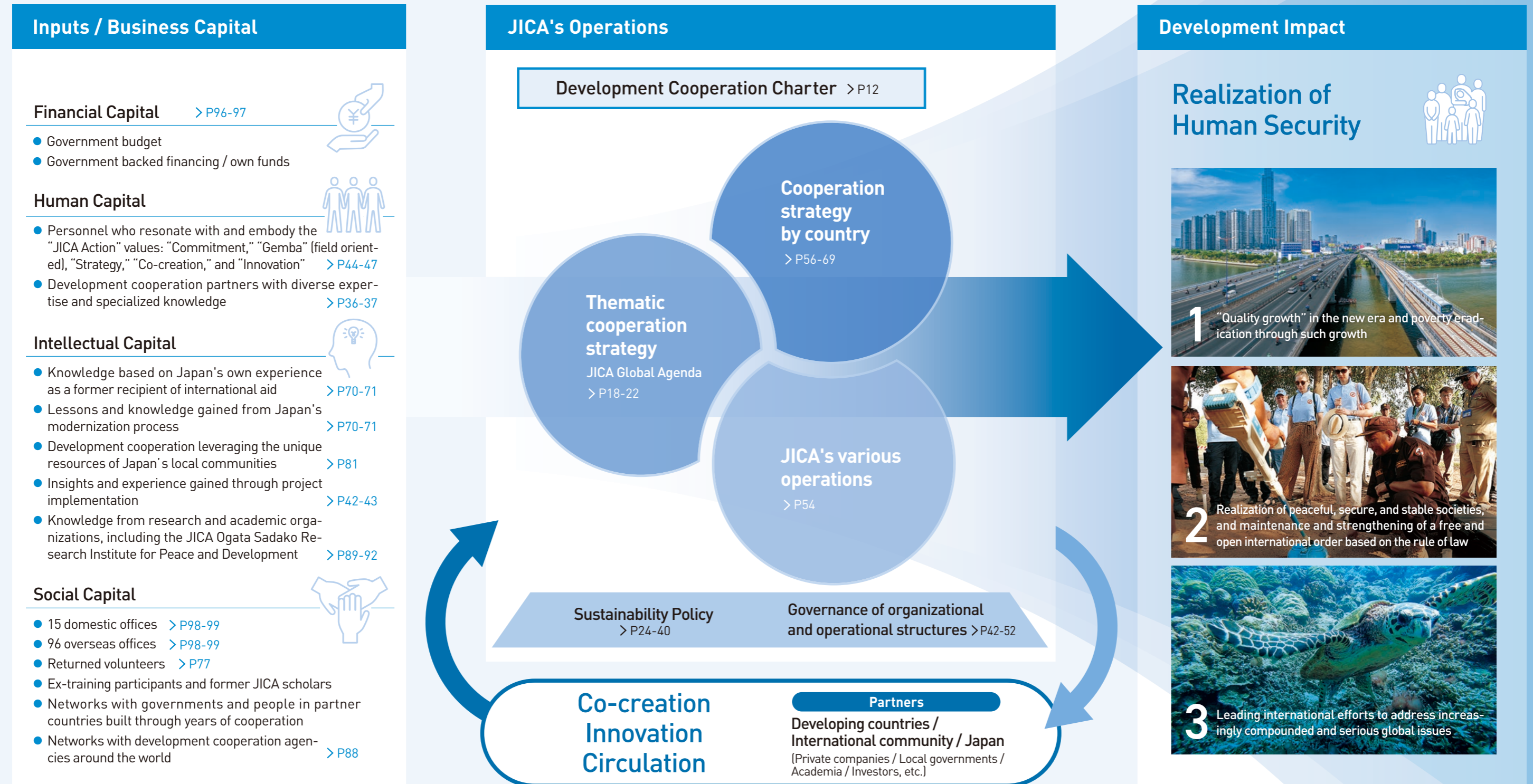
JICA Global Agenda 018

Creating Development Impact through JICA and Its Operations

JICA fosters innovation through co-creation with partners and creates a circulation of knowledge and experience in Japan and around the world. Through these efforts, JICA aims to contribute to the realization of human security, thereby realizing JICA's vision "Leading the world with trust."

Vision

Leading the world with trust



Issues Facing the International Community and JICA's Role

Aiming to Realize Human Security

In recent years, increasingly unbridled global geopolitical competition has posed significant challenges to the international order and coordination based on the rule of law, while the risk of fragmentation within the international community has grown more severe. The compounded crises — including intensified and more frequent natural disasters such as floods and droughts caused by climate change, infectious disease outbreaks, sharp rises in food and energy prices, slowing economic growth, and widening economic disparity both domestically and internationally — pose a threat to all humanity. Addressing these crises has become a political and social issue for every nation. They have a particularly severe impact on vulnerable populations, such as those living in poverty in developing countries, thereby threatening human security.

To live with the freedom from fear and want, and for individuals to receive respect for human dignity – all with the aim of human security – is a principle enshrined in the Preamble of the Constitution of Japan. It is also a guiding principle underlying all development cooperation carried out by Japan, as stated in Japan's Development Cooperation Charter.

In recent years, political shifts such as regime changes and weakening political bases have occurred against a backdrop of public dissatisfaction with crisis responses, significantly impacting the compounded crises the global community faces, as well as the international order. Under these circumstances, it is more crucial than ever for countries worldwide to engage in cooperation by overcoming differences in values and conflicts of interest. Collaborating with the international community and pursuing dialogue and cooperation are vital, while expectations for Japan's role and the role JICA should fulfill continue to grow.

JICA has defined 20 issues as the JICA Global Agenda, with cooperation strategies devised for each global issue. In combination with Country Assistance Policies for Respective Countries, as well as country and regional analysis and strategies outlined in JICA Country Analysis Papers, JICA strengthens the strategic nature of JICA operations. JICA analyzes and considers risks and vulnerabilities that threaten people's lives, livelihoods, and dignity, and implements protection and empowerment measures to prevent and address such crises.

Promoting the Achievement of the SDGs

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." Now, as the impact of compounded crises threatens the achievement of the SDGs, both developed and developing countries are required to take them on, with various stakeholders joining together.

Based on the Development Cooperation Charter, JICA aims to realize a sustainable world in which the three dimensions – economy, society, and environment – are in harmony and no burden is left for future generations. JICA promotes the realization of human security and the achievement of the SDGs by supporting the social transformations undertaken by developing countries through: quality growth; the 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 efforts to address increasingly complex and serious global issues.



Co-Creation, Innovation, and Circulation Thereafter

Amid the emergence of compounded crises, solutions to social issues require "co-creation" that generates new value through collaboration with diverse partners, including partner country governments, private companies, civil society, local governments, and universities and research institutions. Through co-creation, JICA will deepen connections and trust between the peoples of Japan and other countries, while simultaneously pursuing "innovation" through continual review of operations and solutions, in line with evolving needs, to address increasingly complex and emerging challenges. In addition, JICA utilizes the knowledge, experience and solutions that it has accumulated through development cooperation to contribute to resolving issues currently being faced in Japanese society. Furthermore, JICA promotes the "circulation" of knowledge and experience gained in solving social issues between Japan and developing countries.

For example, JOCVs – who work at the forefront of

co-creation with people in developing countries through a variety of creative approaches – continue to contribute to solving Japan's social issues by leveraging their experience after returning home upon completing service. Furthermore, JICA scholars contribute to the economic and social development of their home countries by bringing back the knowledge they gain in Japan. Among them are individuals who take jobs at Japanese companies operating in their home countries or who launch startups that collaborate with Japanese firms. Additionally, there are Japanese technical workers who support citizens' lives by working for Japanese local governments that are participating in cooperation projects with developing countries. Through technical cooperation, these Japanese technical workers are directly involved in building new public infrastructure, for which there are decreasing opportunities within Japan. This also contributes to the transfer of technical expertise in Japan currently.

Introduction of New Measures under the Amended JICA Act

"The Act for Partial Amendment of the Act of the Incorporated Administrative Agency–Japan International Cooperation Agency" was enacted and came into effect in April 2025. This marks the first major revision in approximately sixteen-and-a-half years since JICA was established in its current form in October 2008.

The amendment of the Act enables JICA to: 1) mobilize private-sector funds by expanding financial tools (such as through the introduction of bond subscriptions and portfolio guarantees) and the Sustainability Linked Financings for Private Sector Investment Finance; and 2) strengthen collaboration with entities possessing problem-solving capabilities both domestically and internationally by adding new partners such as Japanese schools and independent administrative agencies with specialized knowledge and operational experience to the JICA Global Partnership Program (JGPP) (for overseas

organizations active in countries where Japanese personnel have limited access; overseas organizations with competitive advantages in disseminating Japanese expertise and technology). In addition, the provision of Grant Aid (the introduction of direct payment and direct contracting) was expedited. Furthermore, 3) in order to achieve flexible and efficient finances, JICA may now engage in long-term borrowing from non-governmental entities (such as international organizations), and, with regard to Grant Aid projects that are currently suspended, may direct a return of funds not currently scheduled for disbursement to the national treasury or their allocation to other projects by the next fiscal year.

By effectively combining these new operations with the cooperation options JICA has developed to date, JICA will further advance co-creation with diverse partners and contribute to the realization of human security.

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

Outline of the 5th Medium-term Plan

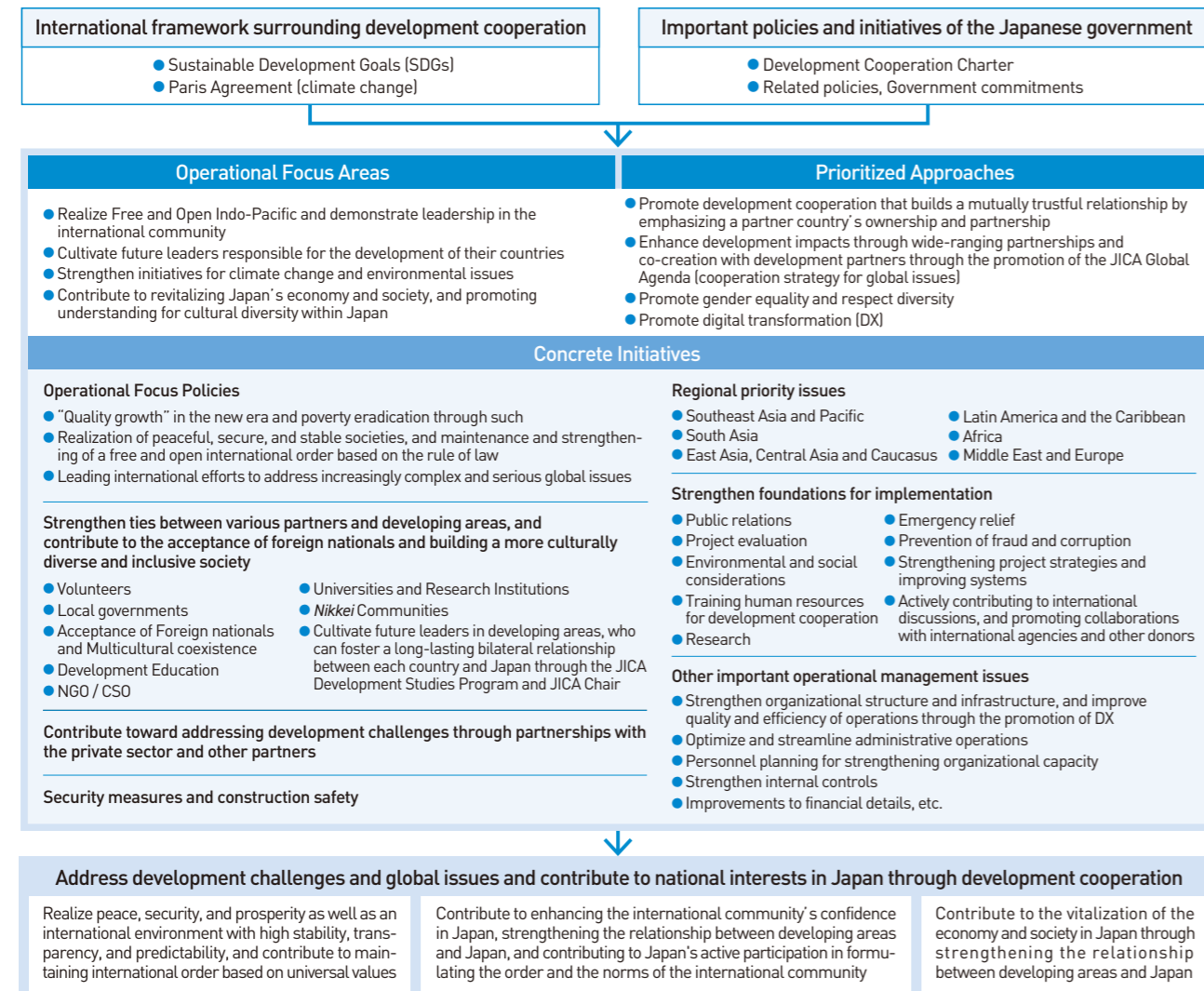
In accordance with the law, JICA prepares a Medium-term Plan—which is subject to authorization of the competent ministers*—based on the Medium-term Objectives as directed by these ministers every five years. Based on this plan, JICA also draws up an Annual Plan.

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 address increasingly complex and serious global issues. In the “Prioritized Approaches,” the promotion of development cooperation that builds a mutually trustful relationship by emphasizing a partner country’s ownership and partnership, the expansion of development impact through collaboration with diverse partners, the promotion of gender equality and respect diversity, and the promotion of digital transformation (DX).

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



Current Results of 5th Medium-term Plan

In fiscal 2022, which was the first year of the 5th Medium-term Objective period (fiscal 2022–26), there were various limitations resulting from the coronavirus pandemic, but a variety of creative approaches to normalize business were taken, and activities were conducted in keeping with priority issues that the Government of Japan had put forward as part of the Development Cooperation Charter, achieving results that exceeded anticipated targets.

In fiscal 2023, amid an increase in complexity and uncertainty regarding international conditions and other areas, the Development Cooperation Charter was amended in June. JICA conducted various activities in line with key government policies outlined in this new Charter and made notable contributions to the realization of the government of Japan’s policies, including: Support for Ukraine and neighboring countries; support for Gaza, which is facing the serious humanitarian crisis as a result of the Israel-Palestine conflict; response to the Noto Peninsula earthquake; and support in responding to global issues, particularly in relation to climate change countermeasures. Based on the philosophy of “co-creation” and “solidarity,” which was reaffirmed in the Development Cooperation Charter, JICA undertook many activities through co-creation with diverse partners.

In fiscal 2024, JICA continued initiatives toward the realization of a peaceful, secure, and safe society, including emergency relief for the Myanmar earthquake and humanitarian support to Ukraine and the Gaza Strip. In

particular, JICA’s cooperation for peacebuilding in the Mindanao region was highly praised by the Government of the Philippines. JICA also implemented various initiatives contributing to the Free and Open Indo-Pacific (FOIP), including the enhancement of maritime safety and security capabilities and the strengthening of food value chains. Meanwhile, JICA supported and prepared for major events such as the Tenth Pacific Islands Leaders Meeting (PALM10), the Ninth Tokyo International Conference on African Development (TICAD9), and the Expo 2025 Osaka, Kansai. Furthermore, it made a significant contribution to the fulfillment of the Japanese Government’s commitments at key international forums, including the G7 Hiroshima Summit, the Second Global Refugee Forum, the Commemorative Summit for the 50th Year of ASEAN-Japan Friendship and Cooperation, and the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP).

Furthermore, JICA has promoted a number of initiatives, including expansion of development impact through “co-creation” with various actors, promotion of “circulation” of knowledge and experience gained in solving social issues between Japan and partner countries, and facilitation of the mobilization of private-sector investment finance. It has also promoted “co-creation for common agenda initiatives” (Offer-type Cooperation)* as part of its cooperation activities with priority areas including climate change and Green Transformation (GX), economic resilience, and digitalization and DX.

* An initiative to achieve development goals through “co-creation” with developing countries by proposing them cooperation options that leverage Japan’s strengths, based on its foreign policy.

[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.

Priority Initiatives

1

“Quality Growth” and poverty eradication under compounded crises

Based on the philosophy that “nation building begins with human resource building,” Japan has supported the strengthening of organizational capacity, fostering human resources, developing quality infrastructures and building various systems as part of efforts to achieve economic growth in developing countries. Defining this as “quality growth,” JICA works to eliminate poverty in a sustainable way, enhance the ability to respond to disasters and crises, and realize a prosperous society where every individual can live with dignity and happiness.

Quality growth means growth characterized by “inclusiveness” that leaves no one behind, “resilience” to minimize damage and swiftly recover from natural disasters and economic crises, and “sustainability” where the economy, society, and the environment are in harmony across generations.

To achieve this quality growth in partner countries, JICA works to strengthen the independence of economic society, for example by increasing farmers’ incomes, enhancing food security, building supply chains for resources and energy, and improving the investment climate for the private sector. It also supports the development of quality infrastructure such as railways, roads, and bridges, while also paying due attention to debt sustainability.

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

In partner 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 promotes 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, for example, in conflict-affected areas such as Mindanao in the Philippines, to prevent the occurrence or recurrence of violent conflict. In keeping with the vision of the Free and Open Indo-Pacific (FOIP), JICA works 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, JICA respects partner countries’ autonomy and builds 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. JICA also works to strengthen maritime security and enhance coast guard capabilities to ensure safety at sea.

* An approach in which diverse actors involved in humanitarian support, development, and peacebuilding work closely together to create synergy.

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 on people in vulnerable positions in particular, such as those living in poverty in developing countries.

JICA directs its efforts toward climate change measures and other global issues, and promotes cooperation in mitigation and adaptation measures to improve the response capabilities of developing countries toward achieving the goals of the Paris Agreement. Also, JICA is strengthening its efforts to conserve the natural environment in developing countries, including by helping to create societies in harmony with the environment, strengthening environmental management capabilities, mainstreaming biodiversity, and protecting marine environments, forests, and water resources.

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

4

Circulation of knowledge and experience gained through international cooperation between developing countries and Japanese society

The Development Cooperation Charter states that “Japan will aim to bring back home (circulate) the new solutions and social values” created through co-creation and solidarity, underlining the fact that the “circulation” of knowledge and experience gained in solving social issues between Japan and partner countries is an important element of international cooperation.

Cases of solutions to social challenges through the circulation of knowledge and experience enabled by JICA’s cooperation are emerging across Japan. For instance, government officials from Colombia and Pakistan—countries long affected by conflict—participated in a training program in Memuro Town, Hokkaido. There, they learned about Memuro’s approach to community development, which is characterized by public-private collaboration and co-creation and resident participation involving the younger generation, and they are now applying these methods to improve administration in their own countries. Meanwhile, for Memuro Town, this dialogue has served as a catalyst for rethinking its own local challenges, leading to a more international mindset among youth and the proactive participation of women in community building.

JICA Global Agenda

The JICA Global Agenda is a set of cooperation strategies for global issues that identifies specific targets and approaches for each development challenge aimed at contributing to the achievement of the SDGs and the realization of human security.

In alignment with the Five “P”s of the SDGs, JICA has formulated strategies for each of the 20 development challenges categorized under People, Planet, Prosperity and Peace, while seeking to scale up development impact through diverse partnerships.

Addressing complex global challenges

To realize human security, it is essential to address the various risks that individuals face, and, in particular, protect vulnerable people and enhance their resilience to respond to crises by combining top-down protection and bottom-up empowerment.

JICA contributes to realizing human security by effectively combining the approaches developed for each field under the “JICA Global Agenda.” To this end, JICA has established “Cluster Strategies” by bringing together priority programs/projects in areas where JICA has extensive experience or undertakes new challenges, thus aiming to strengthen efforts toward achieving greater development impact.

Specifically, the Cluster Strategies identify the development challenges to be addressed and outline a “development scenario” that describes the processes from the current problem situation to the ideal state of society. Based on these scenarios, JICA effectively combines its

various projects, including technical and financial cooperation, and seeks to maximize development impact through co-creation with diverse partners.

Collaboration and co-creation with diverse partners

Aiming to achieve the goals set out in the “JICA Global Agenda,” JICA will expand co-creation with our wide-ranging domestic and international partners including private companies, local governments, research institutions and citizen groups.

Specifically, JICA promotes the creation of and participation in platforms that bring together various resources including knowledge, ideas and human resources, for the collaborative resolution of development challenges. Furthermore, JICA will expand collaboration and co-creation by creating an environment that enhances finance mobilization and business opportunities for the private sector to solve challenges through their activities.

Twenty cooperation strategies for global issues

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

Prosperity

01



Urban and Regional Development

Creating comfortable, livable and sustainable cities

JICA works to develop cities and communities for the people with an eye on their desirable future. JICA also involves and coordinates various stakeholders and extends support to strengthen urban administrations' 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 new technologies including digital and geospatial information



02



Transportation

Realizing “safe,” “smart” and “sustainable” transportation

JICA works to plan and develop transportation infrastructure, improve maintenance and management capabilities, enhance maritime safety and security capabilities, and improve road traffic safety to protect lives. It also strives to achieve smart, sustainable transport of people and things by actively introducing digital technologies.

Approaches

- Planning and developing transportation infrastructures
- Promoting road asset management
- Improving road traffic safety
- Enhancing maritime safety and security capabilities



> See page 61

03



Energy and Mining

Carbon neutrality and stable, low-cost energy supply

JICA aims to achieve an energy transition that balances decarbonization with a stable supply of affordable energy. In collaboration with domestic and international partners, JICA advances initiatives to promote social transformation and technological innovation.

Approaches

- Formulating, updating, and implementing energy transition policies and plans
- Developing and implementing next-generation decarbonization technologies
- Promoting stable energy supply within regional communities
- Building mineral resource supply chains



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 improve investment climates and financial access to create an environment for the private sector to grow. In addition, JICA promotes collaboration and strengthens partnerships between local and Japanese companies, aiming to strengthen the resilience of both economies.

Approaches

- Promoting the “Africa Kaizen Initiative”^{*1}
- Supporting the building of a startup ecosystem for creating innovation
- Promoting investment and industrial development in Asia



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 sectors through developing and disseminating production technologies and effective distribution systems. JICA also contributes to the stable production and supply of food by addressing the 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^{*2}
- Promoting sustainable livestock development toward “One Health”^{*3}



^{*1} A Japanese initiative to improve all aspects of business operations to increase productivity called “Kaizen” (meaning “improvement”).
^{*2} An economic system that aims to revitalize the economy through the sustainable use of maritime resources.
^{*3} An integrated, unifying approach that aims to sustainably balance and optimize the health of people, animals, and ecosystems.

People

06 Health



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

JICA advances a health-promoting society that underpins people's lives. Through this, it aims to contribute to the achievement of more resilient, equitable and sustainable "Universal Health Coverage" (UHC), which ensures that all people receive the health services they need without suffering financial hardship.

> See page 75

Approaches

- Strengthening healthcare service delivery
- 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
- Strengthening financial protection in health



07 Improving Nutrition



Proper nutrition for a healthy future for all

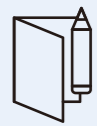
JICA tackles both undernutrition, a condition resulting from inadequate intake of necessary nutrients, and overnutrition, an increasingly serious problem. To this end, it is making collaborative efforts across multiple fields, including health, agriculture and food, water, sanitation and hygiene (WASH),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

Approaches

- Improving nutrition through the life-course approach⁴
- The Initiative for Food and Nutrition Security in Africa (IFNA)⁵



08 Education



Quality education where each individual shines with vitality

There are many children around the world who remain out of school, and even among those who have completed their education, many still lack basic literacy and numeracy skills. Furthermore, there are significant gaps among countries in terms of access to and quality of higher education. JICA strives to ensure that everyone has the opportunity to learn and fully utilize their abilities.

> See page 58

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



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.

> See page 63

Approaches

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



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 their potential, 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



⁴ A framework recognizing that people's health and life trajectory are shaped by their experiences and environments that considers how these will affect their future.

⁵ An initiative for African countries and support organizations to collaborate and improve nutrition.

Peace

11 Peacebuilding



Building peaceful and just societies without fear and violence

To build a society that is resilient to conflict, JICA fosters trust between the government and the people, as well as trust among the people themselves. JICA promotes the strengthening of the government's capacity to "protect" people, "empowerment" of people to respond to threats, and the Humanitarian-Development-Peace (HDP) Nexus.

> See page 69

Approaches

- Building trust through strengthening the capacity of local governments
- Responding to refugees and internally displaced persons
- Mine action



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. To this end, 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 safety and 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 financial systems necessary to stabilize the economy and promote sustainable growth. In addition, JICA contributes to enhancing trade facilitation by modernizing customs administration.

> See page 67

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.

> See page 65

Approaches

- Promotion of gender mainstreaming
- Promotion of Gender Smart Business (GSB)⁶
- 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 improving communication infrastructure and developing related human resources and industries, it contributes to creating a free and safe cyberspace.

Approaches

- Mainstreaming DX for effective development operations
- Establishing bases for digitalization



> See page 97

⁶ Corporate activities or companies that carry out activities that contribute to gender equality and women's empowerment.

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 contributes to solving global challenges in cooperation with developing countries that face the task of addressing development and climate change simultaneously.

> See page 59

Approaches

- Promoting the implementation of the Paris Agreement
- Promoting the co-benefits approach^{*7} to climate change countermeasures



17 Nature 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 activities.

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



19 Sustainable Water Resources Management and Water Supply



For a society with safe water for all people

JICA strengthens 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

- Contributing to the resolution of 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”



^{*7} Initiatives that contribute to both the sustainable development of developing countries and climate change measures.

[More information](#) JICA's website > What We Do (JICA Global Agenda)

CHAPTER 2

CHAPTER

Sustainability

Promotion of Sustainability Management	024
JICA Sustainability Policy	026
Environment	027
Climate-Related Information Disclosure in Accordance with International Standards	027
Initiatives for Mainstreaming Biodiversity	032
Social	034
Human Rights and Diversity, Equity and Inclusion	034
Gender Equality	035
Governance	036
Internal and External Engagement	036
JICA's Sustainability Bonds	038
Environmental and Social Considerations	039
Procurement	040

Promotion of Sustainability Management

JICA released the “JICA Sustainability Policy” in 2023 to take the initiative in promoting sustainability as an organization that supports partner countries in achieving the SDGs. This policy aims to realize a “sustainable world” in which the three dimensions – economy, soci-

ety, and environment – are in harmony and no burden is left for future generations. To achieve this, JICA undertakes a wide range of initiatives across both its organization and operations, embedding sustainability and raising awareness throughout the institution.

Strengthening Sustainability in Both Organizations and Operations

The “Sustainability Committee” was established in November 2022 to accelerate sustainability in organizational and operational management. Then, in fiscal 2023, the “Office for Sustainability Management” was established, and the Chief Sustainability Officer (CSO) and Director General for Sustainability Management were appointed.

Since October 2024, the Executive Senior Vice President has taken over the role of CSO, and Sustainability Management Leaders and Officers have been newly appointed in all departments and offices. Thus, JICA establishes a system in which each department integrates sustainability in its organization and operations and pro-

motes specific initiatives in accordance with the priority items of the JICA Sustainability Policy.

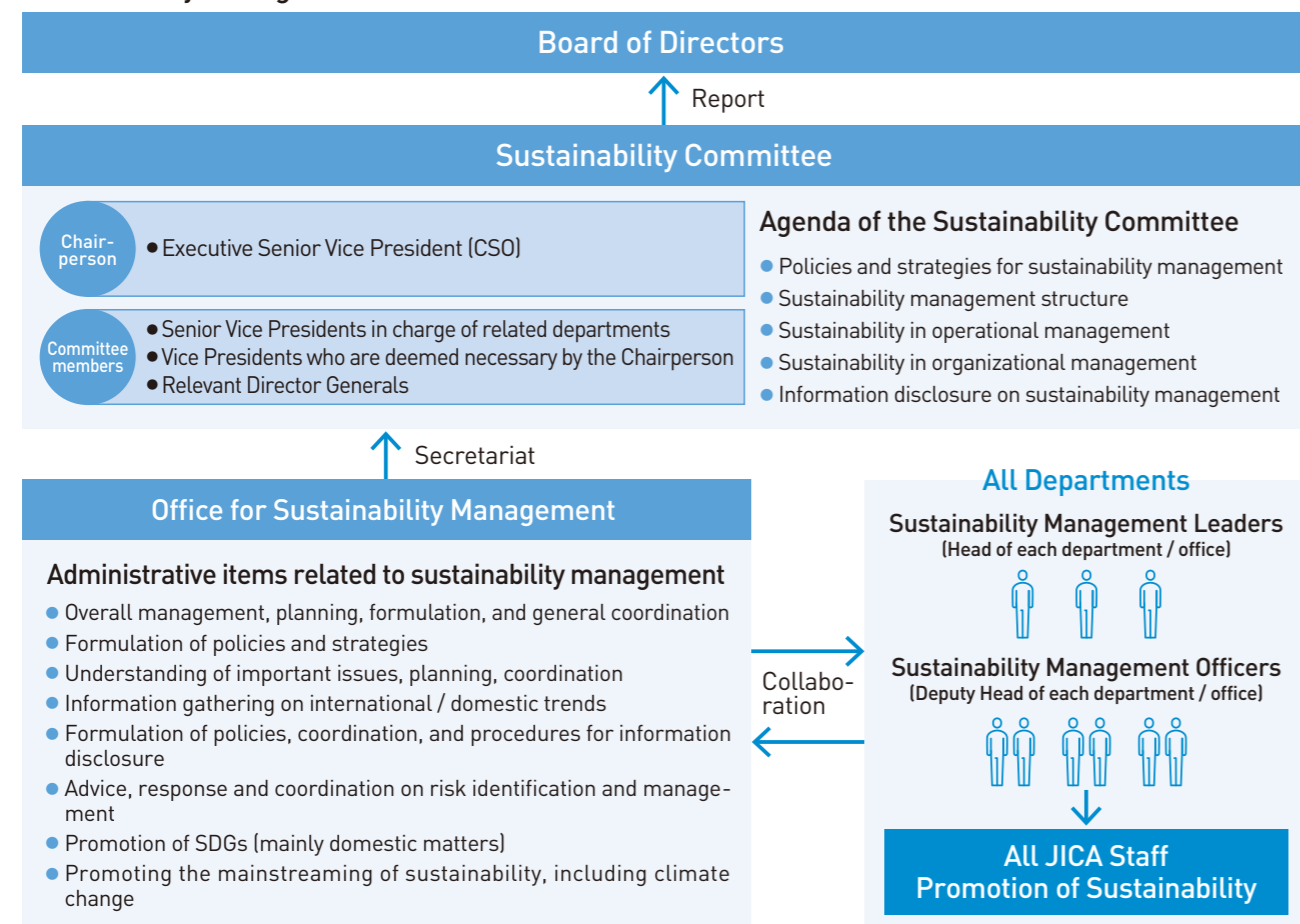
The “Sustainability Committee,” chaired by the CSO and composed of relevant Senior Vice Presidents, Vice Presidents, Director Generals and the Director General for Sustainability Management, plays a central role in deliberating JICA’s policies and strategies for sustainability management and the structure of its management. Since its establishment in November 2022, twelve meetings have been held by the end of fiscal 2024.

In fiscal 2024, five meetings were held to consider and implement organization-wide initiatives. Matters discussed by the Committee are reported to the Board of Directors.

Fiscal 2024 Agenda for the Sustainability Committee

- Processes to align all new projects with the goals of the Paris Agreement and direction for developing transition plans
- Policy for tracking GHG emissions in operations
- Specific approaches for mainstreaming biodiversity
- Gender mainstreaming
- Promoting businesses and human rights
- Establishment of a sustainability management system
- Initiatives to achieve organizational carbon neutrality
- Fiscal 2024 activity report and fiscal 2025 activity plan

Sustainability Management Structure



Creating a Transition Plan towards the Goals of the Paris Agreement

The Paris Agreement was adopted at the Conference of the Parties to “the United Nations Framework Convention on Climate Change” (COP) held in Paris in 2015, where discussions focused on international agreement regarding climate change. The Paris Agreement set a long-term common global goal for holding the increase in the global average temperature to well below 2 degrees above pre-industrial levels (2°C target), and pursuing efforts to limit the temperature increase to 1.5 degrees above pre-industrial levels (1.5°C target).

This Agreement is an epoch-making accord in that the countries called upon to pursue efforts to reduce greenhouse gas (GHG) emissions include not only developed countries, but also developing countries where JICA is cooperating. At the same time, the parties agreed to include adaptation measures in the goals determined by each country, with regard to the increasingly serious impact of climate change in developing countries in particular.

Against this backdrop, the Government of Japan amended the Development Cooperation Charter in 2023, stipulating policies to align Japan’s development cooperation with the goals of the Paris Agreement and also contribute to both addressing various developmental challenges and promoting climate change mitigation and adaptation measures in developing countries. JICA, which undertakes the implementation of Japan’s development cooperation, has begun formulating a transition

plan for strategic organizational and operational change that will enable developing countries to shift toward low GHG emission and climate-resilient development, one of the goals in the Paris Agreement.

Specifically, exchanges of opinions among experts, board members, and management; workshops where deputy director generals and other staff gathered in one place, and study meetings at the executive level provided opportunities for active discussions aimed at responding to climate change. These discussions covered topics such as execution strategies, engagement strategies, metrics and targets, and strengthening governance, as well as the basic approaches that form the foundations for those elements. Based on the directions defined through these discussions, JICA will continue consideration aimed at achieving the goals of the Paris Agreement.



Workshop for development of a transition plan

JICA Sustainability Policy

To achieve “human security,” 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.

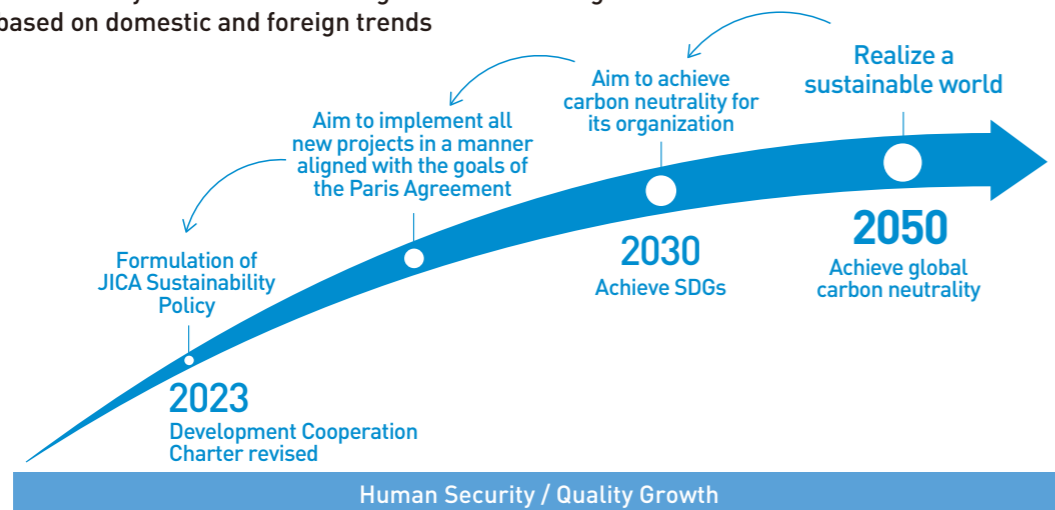
JICA announced the “JICA Sustainability Policy” in October 2023 as a specific guiding policy. For JICA to gain

trust as an organization that will help partner countries achieve the SDGs, it is extremely important that JICA takes the initiative in promoting sustainability and working to achieve the SDGs. Under the 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 International Standards

Governance

JICA has established the “Sustainability Committee” chaired by the Executive Senior Vice President taking the role of the Chief Sustainability Officer (CSO) to promote sustainability, including climate action, in its organizational and operational management. The deliberation results are submitted to the Management Board for discussion. In addition, based on the “JICA Sustainability Policy,” under the CSO, the Director General for Sustainability Management and the Office for Sustainability Management supervise organization-wide efforts, and Sustainability Management Leaders and Officers appointed in all departments and offices are working on specific initiatives (see page 24).

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. In addition, JICA adheres to the “JICA Guidelines for Environmental and Social Considerations

(the JICA Guidelines)” to avoid or minimize the negative impact of its cooperation projects on the natural and social environment and ensure that sustainable development is realized. Application of the JICA Guidelines is overseen by the “Credit Risk Analysis and Environmental Review Department.” As for the objection procedures, the Secretariat of the Examiner for the JICA 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 39).

Regarding organizational management, JICA began full operation of its Environmental Management System (EMS) in fiscal 2004. In 2013, JICA implemented a new structure with the President as the Chief Environmental Management Officer, and since then, the organization has been operating its unique system based on the basic principles of ISO 14001*. JICA also conducts various types of training for facility management staff and all the executive officers to raise environmental awareness within the organization.

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

Strategy

JICA’s goals

Climate change is an urgent issue that the international community must address. In particular, developing countries are experiencing the tremendous impact of climate change, including more frequent and severe weather-related disasters, food and water shortages and deteriorating sanitary conditions 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.” With regards to Japan’s development cooperation, 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 (see page 30).” Currently, JICA is taking phased steps to align all new projects with the Paris Agreement while initiating the formulation of a transition plan to contribute to its goals. Specifically, JICA is proceeding with the planning and implementation of measures to enhance the organization’s climate change contributions through its projects and to achieve carbon neutrality within the organization. With a particular focus on achieving organizational carbon neutrality, JICA is working to reduce GHG emissions through initiatives such as office-wide lights-out at night, the installation of high-efficiency lighting like

LEDs, and the procurement of eco-friendly products in accordance with the Act on Promoting Green Procurement, aiming to source 100% of the electricity used by JICA from renewable energy by 2030.

Climate-related risks

The Sustainability Standards Board Japan (SSBJ) Standards were issued in March 2025 following the creation of the International Sustainability Standards Board (ISSB) Standards and 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 the risks of climate change can be transformed into opportunities for new cooperation and co-creation towards the achievement of a sustainable world. For example, needs for climate change adaptation measures and the transition to a carbon-neutral society in developing countries have grown. 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 GHG 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 including private companies 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.

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

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

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 countermeasures to risks, including those related to climate. The committee continued to report and deliberate on climate-related risks in fiscal 2024. 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 has been experimenting with identifying risks through climate change scenario analysis since fiscal 2023.

In fiscal 2024, JICA analyzed the impact of climate change from the perspectives of credit risk and market risk, using multiple scenarios up to 2050, including the Net Zero scenario announced by the "Network for Greening the Financial System" (NGFS). The committee will continue to explore the proper ways to manage climate-related financial risks. Furthermore, in individual projects, JICA ensures compliance with the JICA Guidelines including disclosing the total GHG emissions of the JICA projects that are expected to generate more

than a certain amount of GHG, so that risks related to environmental and social considerations can be identified and resolved (see page 39). In addition, the "Climate Finance Impact Tool" (JICA Climate-FIT) is used to identify and assess climate risks in terms of hazards, exposures, and vulnerabilities, and to consider countermeasures.

Overview of Scenario Analysis (FY2024)

Analysis target	Credit risks / Market risks
Climate-related risks	Physical risks / Transition risks
Scenarios	<ul style="list-style-type: none"> NGFS baseline scenario Current policies scenario Nationally Determined Contributions (NDC) scenario Delayed transition scenario Below 2°C scenario Net Zero 2050 scenario Fragmented World scenario
Analysis period	Up to 2050

Metrics and Targets

In 2021, the Government of Japan committed to 1) "provide climate finance, both public and private, totaling 6.5 trillion yen, 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 (at the time) announced that, in order to contribute to the achievement of the funding target of mobilizing 100 billion dollars 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 dollars in the coming five years" as well as "to double the assistance for adaptation to approximately 14.8 billion dollars both in public and private finance, in the five years to 2025."

At the 29th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP29) held in 2024, the international community set a new climate finance goal for developing countries of "at least 300 billion dollars per year by 2035."

In 2021, JICA developed the JICA Global Agenda in the area of "climate change" as one of its cooperation strategies for global issues. 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 challenges and climate change and sets metrics and targets for JICA's projects.

As for organizational management, JICA measures its GHG emissions on Scope 1 (direct emissions) and 2

(indirect emissions derived from purchased energy) from its Headquarters and all domestic offices. 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,” and is strengthening its efforts to reduce GHG emissions.

Metrics and Targets Regarding Operations

Metrics	2022	2023	2024*2	Targets
Contribution to climate-related measures*1	¥1,053.9 billion	¥2,219.5 billion	¥695.4 billion (¥1,147.8 billion)	¥1,000 billion by 2025
Contribution to adaptation measures*1/4	¥103.2 billion	¥128.8 billion	¥93.1 billion (¥185.0 billion)	To double the contribution by 2030 (compared to 2019) (= Approx. ¥157.0 billion)
GHG emissions reduction*3	Approx. 3.08 million tons	Approx. 1.51 million tons	Approx. 1.39 million tons	4 million tons per year by 2030

*1 Includes the commitment amount for Finance and Investment Cooperation (loans and equity investments), the commitment amount of newly signed Grant Agreements (G/As) for Grants, and the expenditure for Technical Cooperation.
 *2 Starting from 2024, a methodology aligned with international standards developed by the OECD has been introduced, where 100% of the total project amount is recorded for projects with climate change as a principal objective, while 50% for those with a significant (secondary) objective. The figures in parentheses represent the results if 100% of the total project amount were also recorded for projects with a significant objective.
 *3 The total amount of annual GHG emissions reduction expected in a year after completion of projects newly initiated by JICA during the relevant calendar year.
 *4 Excludes “Cross-cutting” projects that contribute to both mitigation and adaptation measures.

Metrics and Targets Regarding Organizational Management*1

Metrics		FY2022	FY2023	FY2024	2030 targets
GHG emissions	Scope 1 (t CO ₂)*2	2,612	2,583	2,181	Carbon neutrality
	Scope 2 (t CO ₂)*2	6,338	6,965	7,555	
	Scope 3 Category 6: Business travel (t CO ₂)*3	10,790	11,560	9,831	–
	Scope 3 Category 7: Employee commuting (t CO ₂)*3	674	714	726	–
Ratio of LEDs installation (%) *2		47.0	47.0	52.2	100*4
Ratio of electric cars in official vehicles (%)		39.1	40.9	42.9	100*4
Water usage volume (m ³)		76,398	117,290	112,700	–
Paper usage volume (1,000 sheets)		8,431	9,471	7,298	–

*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 The target set forth in the “National Government Action Plan to be Taken by the Government to Reduce Greenhouse Gas Emissions, etc., with Regard to Its Own Administration and Undertakings.”

Major Climate Initiatives

Enhancement of policies in developing countries

Many developing countries lack sufficient funds and expertise to reduce GHG emissions, promote energy transition, and strengthen resilience against climate change, as stipulated in the Paris Agreement. For this reason, JICA provides support for building systems and improving the technical skills necessary for the formulation, implementation, and monitoring of various plans. In fiscal 2024, JICA conducted capacity development for 2,109 officials and approved a development policy loan for the Philippines to support climate actions.

Addressing development challenges and promoting climate actions

In promoting climate actions, it is essential to adopt an approach that maximizes synergies with sustainable development while minimizing negative impacts. In 2024, JICA’s cooperation results in the field of climate change reached 695.4 billion yen, achieving an annual GHG emission reduction of approximately 1.39 million tons. For example, JICA approved ODA loan projects with expected GHG reduction effects, such as the “Chachimbiro Geothermal Development Project (Phase I)”, which involves exploratory well drilling and surveys for constructing a geothermal power plant in Ecuador, and the “Jakarta Metropolitan Mass Rapid Transit East-West Line Project Phase 1” to develop the MRT East West Line in Indonesia.

On the other hand, climate change adaptation measures, which are an urgent priority for developing countries, account for only about 30% of climate-related cooperation in terms of monetary amount, making the

Jakarta Metropolitan Mass Rapid Transit East-West Line Project Phase 1

GHG reduction
 Approx.
109,000
 tons / year



further expansion of support remain crucial. In light of this situation, JICA will strengthen the formulation of ODA loan projects for climate change adaptation, and, through technical cooperation and grants, will further promote project formulation, particularly in sectors such as disaster risk reduction, water resources, and agriculture. Furthermore, in October 2024, JICA formulated and published its approach to initiatives in the agriculture and rural development sector, which is highly vulnerable to the impacts of climate change.

Utilizing external funding, such as the Green Climate Fund

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

Climate Resilient Debt Clause (CRDC)

At COP29 held in November 2024, the Government of Japan and JICA announced the launch of a pilot program for “Climate Resilient Debt Clause” (CRDC). Targeting climate-vulnerable nations, such as the Pacific island countries, this mechanism allows for the temporary deferment of ODA loan repayments

for up to two years following the occurrence of a pre-specified scale of tropical cyclones or earthquakes. Upon completion of the two-year pilot, the government and JICA will consider the full-scale implementation and potential modifications.

Environment

Initiatives for Mainstreaming Biodiversity

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. In recent years, however, rapid population growth and expanding demand for resources have significantly deteriorated the natural environment, and issues such as climate change and biodiversity loss are becoming more serious. Particularly in developing countries, where economic and social structures are heavily dependent on nature, degradation of the natural environment threatens livelihoods and affects human security.

Against this backdrop, based on its Sustainability Policy, JICA is prioritizing its initiatives “to conserve the natural environment, including protection of the marine environment, forests, and water resources” and is promoting the mainstreaming of biodiversity in fields such as urban development, agricultural development, and

other sectors. Thus, JICA will strengthen initiatives to pass on the bounty of nature to future generations.

JICA’s contributions to conserving nature and live in harmony with it

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 achieve this, JICA has formulated the “Cluster Strategy for Nature Conservation.” Two pillars have been set within the strategy that JICA has been carrying out.

The first pillar is “Conserving the Natural Environment.” JICA supports the establishment of protected areas and takes the necessary measures to restrict conversion of the natural environment and its resource use, and works to conserve biodiversity, restore degraded ecosystems and strengthen sustainable management. JICA also strengthens environmental governance, including the establishment of consultation frameworks to share and

coordinate information and opinions among diverse stakeholders, the development of a scientific information base to encourage evidence-based decision-making.

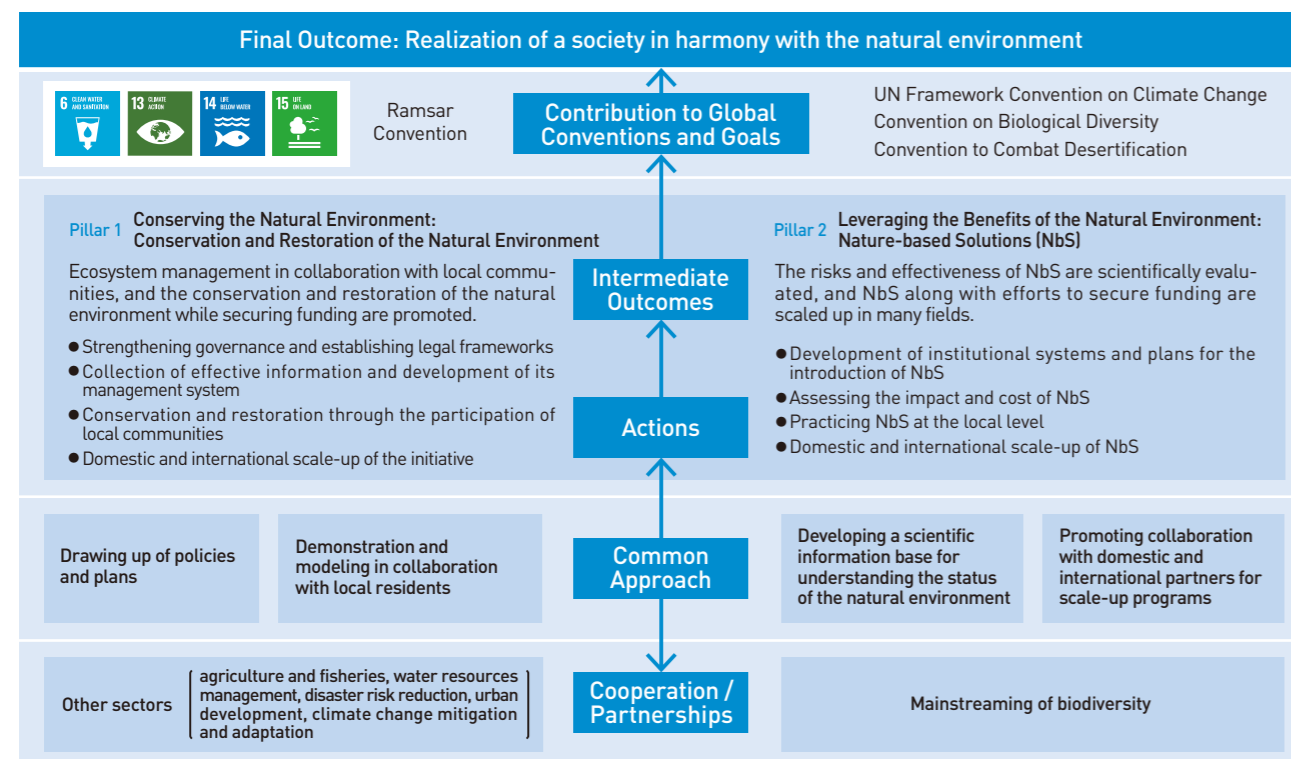
The second pillar is “Leveraging the Benefits of the Natural Environment.” In recent years, there has been a renewed awareness of the importance of “Nature-based Solutions” (NbS), which utilize ecosystem services as solutions to various social issues. For example, JICA has contributed to preventing soil deterioration and reducing flood damage through measures that respect the autonomy of rural communities, such as forest, grassland, and watershed/river basin management, erosion control, and agroforestry. In coastal regions, JICA cooperates in climate change mitigation and adaptation as well as protection of coastlines from beach erosion and storm surge, throughout the conservation and restoration of mangrove forests. These activities are aligned with the Japanese

approach of “disaster risk reduction and mitigation in harmony with nature,” which leverages the power of nature to reduce disaster risks, and ties into the creation of a resilient society through coexistence with nature.

Based on the results of scientific evaluations of the risks and effects of NbS, JICA promotes projects to realize a society in harmony with nature in a variety of forms; for example, by controlling negative impacts on the natural environment with waste management and wastewater management, as well as through fishery resource management, ecotourism, and integrated water resource management. JICA will continue to seek approaches aiming to achieve both human welfare and conservation of the natural environment, based on the concept of human security.

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

Cluster Strategy for Nature Conservation



Goals and Targets of the Cluster Strategy for Nature Conservation

Final Goal (2050)	Achieve a society in harmony with the natural environment in developing countries and regions
Indirect Targets (2030)	<ol style="list-style-type: none"> 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

Protecting the Environment | Brazil

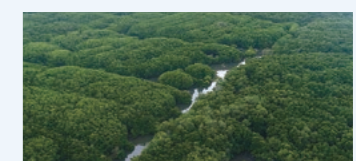
In the South American Amazon, which is subject to serious ongoing deforestation, JICA is working to improve control of illegal deforestation together with local partners along with advanced SAR (Synthetic Aperture Radar) satellite technologies, which are evolving year by year. Furthermore, by introducing AI-based systems for predicting deforestation, JICA supports effective and efficient deforestation control activities, thus contributing to the national target of eliminating illegal deforestation.



Deforestation surveys using drones

Leveraging the Benefits of Nature | Indonesia

Since the 1990s, JICA has been cooperating in mangrove rehabilitation aiming at the recovery of mangroves in Indonesia. Mangrove ecosystems store 1,023 tons of carbon per hectare, which is more than four times the capacity of terrestrial tropical forests. Focusing on multiple ecosystem services, including this carbon storage capacity, JICA cooperates with the government of Indonesia in promoting mangrove restoration as climate change mitigation and adaptation efforts.



Mangroves rehabilitated in an abandoned culture pond in Bali

Social

Human Rights and Diversity, Equity and Inclusion

Toward the Realization of Human Security

Respect for human rights and promoting DE&I

Amidst rising instability and uncertainty within societies worldwide, JICA continues its efforts to respect basic human rights, along with initiatives in the area of Diversity, Equity and Inclusion (DE&I), as premised upon the JICA Sustainability Policy.

Efforts on human rights span a wide range of areas and are relevant to many JICA projects. For the International Covenants on Human Rights^{*1}, JICA provides cooperation in the form of social and economic infrastructure development, agricultural development, and improvement of health care and education, in terms of the rights to food, clothing, shelter, health, and education covered by the International Covenant on Economic, Social and Cultural Rights. With reference to the freedom of speech and expression covered by the International Covenant on Civil and Political Rights, JICA is also implementing cooperation aimed at the capacity development of public broadcasters.

In addition, human rights violations occurring alongside corporate activities amidst economic globalization are also becoming a matter of concern worldwide. According to “the Guiding Principles on Business and Human Rights,” which the United Nations endorsed in 2011, states must protect people against human rights abuse; and business enterprises also have a responsibility to respect human rights; and affected stakeholders must have access to appropriate and effective remedies. JICA is also engaged in initiatives related to the terms of “the Guidelines on Respecting Human Rights in Responsible Supply Chains” released by the Government of Japan, based on the United Nations Guiding Principles.

DE&I is an approach toward creating an environment that encompasses diversity, while providing and respecting equitable opportunities so that everyone can be their authentic selves and also be able to work in such an environment. DE&I is connected to human dignity, which is one of the most important elements of human security. JICA continues to take it very seriously.

Concrete initiatives in this regard, including business and human rights, mainstreaming of disability, and gender equality (see page 35), are carried out from both operational and organizational aspects, while human resources strategy (see pages 44-47) targets organizations.

Human rights initiatives as JICA projects

As with last fiscal year, JICA organized a training program for administrative officers from developing coun-



Training programs were held in January and December 2024 to share positive examples of business and human rights in order to encourage human rights protections in all countries

tries on the topic of business and human rights. In addition, a technical cooperation project was launched in February 2024 in order to implement Child Labour Free Zones in Ghana. “The Platform for Sustainable Cocoa” in developing countries was also launched in order to achieve collaboration and cooperation among domestic industry, government, academia, and citizens, for which JICA is serving as secretariat. In addition to the training mentioned above, JICA also works to create structures to eliminate child labor; and additionally supports the acceptance of foreign nationals, as well as multicultural coexistence (see pages 79-80).

Initiatives toward mainstreaming disability

Based on “the Convention on the Rights of Persons with Disabilities,” JICA is promoting both disability-specific initiatives and disability mainstreaming by integrating a disability perspective across various sectors as parallel efforts, aiming to build a society where “no one is left behind.”

In order to promote the employment of persons with disabilities in Mongolia, job coach employment support was launched in 2022, and 321 individuals with disabilities have secured employment thus far. In Sri Lanka, to develop an inclusive education approach^{*2}, JICA has been providing training for school principals, teachers and parents/guardians, as well as cooperating in the creation of teaching materials for children with diverse learning needs.

^{*1} This treaty is based on the Universal Declaration of Human Rights and configured based upon the International Covenant on Economic, Social and Cultural Rights (ICESCR) as well as the International Covenant on Civil and Political Rights (ICCPR).

^{*2} UNESCO definition: A process of addressing and responding to the diversity of needs of all learners through increasing participation in learning, cultures and communities, and reducing exclusion within and from education.

Social

Gender Equality

Toward a Society Where Everyone Can Be Themselves

JICA’s initiatives within the global trend

Gender equality is a universal value indispensable for realizing human security, and empowering women^{*1} is critical to this goal. Achieving “gender equality and the empowerment of women and girls” is not only a dedicated Sustainable Development Goal (SDG), but also integral for achieving all 17 SDGs, given its central role in ensuring fair and sustainable development.

One item on JICA’s Global Agendas that of “gender equality and women’s empowerment”—aims to realize a society where people can live as their authentic selves and live with dignity, regardless of gender.^{*2} To this end, JICA promotes gender mainstreaming in all sectors as a cross-cutting issue, 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 and behaviors (see diagram).

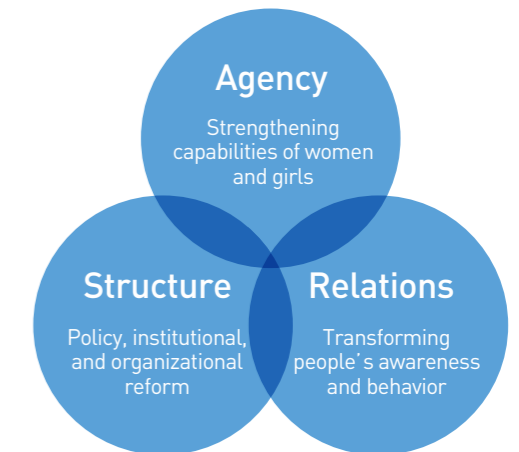
To advance gender equality and women’s empowerment, JICA has positioned two strategic clusters as overarching approaches: “Promotion of Gender Smart Business”^{*3} and “Elimination of Sexual and Gender-based Violence” (SGBV). In working to foster gender-smart business, JICA promotes financial inclusion by ensuring access to affordable, quality financial products and services, supports women’s entrepreneurship, and encourages the creation of gender-equal workplace environments. In order to help eliminate SGBV, JICA works to develop and strengthen support systems for SGBV survivors, including protection, relief, socioeconomic rehabilitation and social reintegration, while also building human resource capacity and promoting changes in social norms, mindsets and behaviors.

Toward the elimination of gender-based violence

Sexual and 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 rooted in unequal power relations. Globally, more than one-third of women experience physical and/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 formulated an operational strategy in 2023 for the thematic area “Elimination of Sexual and Gender-based Violence” (SGBV), through which it has

Three Perspectives for Achieving Gender Equality



been working on the following: 1) building the capacity of experts/service providers who practice a survivor-centered approach,^{*4} 2) engaging and empowering SGBV advocates in local communities, and 3) developing policies and systems while strengthening support services.

In Kenya, for example, JICA has been strengthening the capacity of local government entities to address SGBV, while also enhancing community-level actions by engaging a wide range of stakeholders. In December 2024, JICA organized the world’s first business contest focused on eliminating SGBV, which attracted 180 companies—including those led by young entrepreneurs—submitting innovative ideas to address this issue. Through these initiatives, JICA aims to contribute to transforming future social norms while actively engaging the private sector.

^{*1} The action / process of women becoming aware of gender-based discrimination and problems, and then working toward proactively making assessments, 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 undertaken by for-profit enterprises as part of their core business activities, both within and outside the organization, or to such enterprises 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.

Governance

Internal and External Engagement

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 in Japan and abroad. For example, JICA participates in the "Asia GX (Green Transformation) Consortium" and the "30by30* Alliance for Biodiversity." Since December 2023, JICA has also been holding the "JICA x ECFA (Engineering and Consulting Firms Association, Japan)

Sustainability Forum" with stakeholders involved in development cooperation in Japan.

Through these actions, JICA enhances organizational soundness and creates opportunities for cooperation and co-creation, and contributes to the realization of a sustainable society.

* A target to effectively conserve at least 30% of land and sea areas as healthy ecosystems by 2030.

Main Sustainability-related Initiatives

Asia Transition Finance Study Group (ATF SG)	TNFD Forum
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.	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.
TCFD Consortium	2X Challenge
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.	An initiative launched by Development Finance Institutions (DFIs) from G7 countries at the 2018 G7 Summit to mobilize public and private investment for women's economic empowerment. JICA has been a member since its founding.

Internal and External Engagement

While promoting cooperation and co-creation with external partners, it is important that everyone working at JICA understands the organization's direction and purpose, stay mindful of their autonomous role in contributing to achieving those goals, and act accordingly. JICA is strengthening its communication efforts so that its internal and external stakeholders can collaborate to promote sustainability management.

In fiscal 2024, the Office for Sustainability Management, together with related departments, conducted a total of 50 events within and outside JICA, including seminars and training, with more than 2,750 persons in attendance overall (see page 47).

Sustainability in the Fixed-Point Employee Satisfaction Survey¹

I am aware of JICA's Sustainability Policy. ²	FY2024 3.53	
JICA is developing initiatives that contribute to the promotion of sustainability in both its organization and its operations.	FY2023 3.52	FY2024 3.56

¹ From the Fixed-Point Employee Awareness Survey, on a 5-point scale. A higher average value indicates higher level of awareness and agreement by the respondents.

² Due to a change in indicators from the previous year, only the data for fiscal 2024 is listed.

Initiatives with Diverse Stakeholders

Consultation meetings between experts and board members/management

In order to conduct lively discussions on how to incorporate sustainability management into both JICA's organizational and operational aspects and how to reflect it in specific strategies and activities, JICA held a total of four consultation meetings between experts and board members in fiscal 2024.

June
"Taskforce on Nature-related Financial Disclosures" (TNFD) Haraguchi Makoto TNFD Taskforce Member / MS&AD Insurance Group Holdings, Inc.
August
"Considering a Sustainable Society: Biodiversity Mainstreaming" Oki Taikan Special Advisor to the President of the University of Tokyo / Professor at Graduate School of Engineering, the University of Tokyo
November
"Gender Mainstreaming in Operations" Samantha Hung Director of Gender Equality Division, Asian Development Bank
March
"What a Local Transformation Leader should look like: Sustainability Management as a Financial Institution" Terai Naotaka Managing Executive Officer, Hokkoku Financial Holdings Co., Ltd.

Exchange of opinions at NGO-JICA Dialogue Meeting

At the second NGO-JICA Dialogue Meeting held in fiscal 2024, JICA introduced the formulation of its Sustainability Policy, its background, and the six focus areas it would address. Through the exchange of opinions, JICA communicated its initiatives and its intention to continue to collaborate with NGOs and civil society to create new value.

Policy dialogue for climate actions

In response to the effects of climate change since the 1970s, JICA has continued to put in place flood control infrastructure in the Philippines, which is affected by typhoons and many other natural disasters. One example of this is the Pasig-Marikina River Channel Improvement Project. These projects have been steadily

achieving results toward realizing a capital city that is resilient to flooding. In the "Climate Change Action Program, Subprogram 2," for which the ODA loan agreement was signed in March 2025, JICA promotes sector reforms based on dialogues about measures against climate change with the government of the Philippines, the Asian Development Bank (ADB), and the French Development Agency (AFD).

Training that protects the rights of children

Training on safeguarding children's rights was held for staff from the JICA Bangladesh Office and long-term experts, with lecturers from Save the Children Japan. The training included discussions on how JICA can deepen awareness of child exploitation, including child labor and other related issues, prevent these risks, and ensure safe and secure activities and operations. Going forward, JICA is considering engaging a wider range of stakeholders.

Co-creation activities with private sector companies

From May 2024, JICA began co-creation activities with Herabony Co., Ltd., a creative company challenging pre-conceptions of disability through art. In August, as part of JICA training, government officers from developing countries involved in sports and education for persons with disabilities visited the Herabony Head Office and the "Lumbini Art Museum" in Hanamaki City, where contracted artists of Herabony's are active. Through an overseas visit to Thailand, Ethiopia, and Ghana by contracted artists and other related participants, including Matsuda Takaya, Co-CEO of Herabony, numerous discussions were held on how to achieve a society where everyone, including persons with disabilities, can live as they choose.

Young JICA staff expanding sustainability activities

Among the staff who joined JICA in 2024, members of the "sustainability native" generation, those with strong awareness of global issues, such as climate change, global boiling, and ocean plastic pollution, launched the "Office Sustainability Management Platform." This platform began its activities in fiscal 2025 and will gradually expand its circle of initiatives aimed at gathering new ideas.

Governance

JICA's Sustainability Bonds

To Mobilize Private-Sector Funds to Achieve the SDGs

Addressing global challenges through JICA Bonds

JICA made the debut issuance of Social Bonds in the Japanese domestic capital market in 2016, with the aim of mobilizing private sector funds toward achieving SDGs, promoting the development of the ESG bond market and better communicating its mission and projects to the financial market stakeholders. 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 such as renewable energy development projects and projects addressing nature conservation as well as livelihood improvement for local residents.

Aiming at drawing more investors' attention to the diverse impacts created by JICA's projects, JICA published its renewed bond framework, the "JICA Social/Sustainability Bond Framework," in 2023, which newly added Sustainability Bonds. Since April 2024, JICA has issued all of its bonds as Sustainability Bonds, and, as of the end of March 2025, the cumulative issuance amount of social bonds and sustainability bonds was 2.25 billion dollars in the overseas market and 539 billion yen in the domestic market.

JICA Bonds have been well-received as a means to contribute to the SDGs and as an ESG investment, and as of March 31, 2025, JICA had received investment commitments from 361 investors.

Towards a world where possibilities transcend gender

Due to compounded crises on a global scale, the decline in income and educational opportunities for women, as well as the increase in domestic violence, particularly in developing regions, has become more severe. JICA issued its sustainability bonds as "Gender Bonds" in November 2024 to further strengthen its efforts to address gender-related challenges. This is the second gender bond issuance since 2021, and JICA is the only institution in Japan with a track record of issuing gender-themed bonds (as of the end of March 2025). The proceeds of the bonds will be allocated to JICA's Finance and Investment Cooperation projects aimed at gender equality and women's empowerment.

Expanding participation in international cooperation

JICA continues to issue the JICA SDGs Bonds for retail investors with a purchase price as low as 10,000 yen. Retail investors have welcomed these bonds as a friendly way to participate in international cooperation. JICA will continue contributing to the sustainable development of developing countries and regions and the whole world by mobilizing private funds through the issuance of JICA Bonds as an accessible means of international cooperation.



Part of the funds raised through gender bonds are expected to be used to improve the lives of women in India



Governance

Environmental and Social Considerations

To Mitigate the Negative Impact on the Environment and Society

Key points in the JICA Guidelines and the outline of Objection Procedures

To ensure that the impact of projects on the natural and social environment is minimized and sustainable development is achieved, JICA conducts support and review of Environmental and Social Considerations (ESC) based on the "JICA Guidelines for Environmental and Social Considerations" and the "Objection Procedures based on the Guidelines for Environmental and Social Considerations."

In the implementation of projects, based on the JICA Guidelines, JICA provides support and confirmations with partner countries and other parties in ensuring environmental and social considerations, to avoid or minimize impact from projects on the environment and local communities, and to prevent any unacceptable impacts. JICA also plays an important role in promoting efforts on human rights, including by checking the human rights situation around projects. Objection Procedures for conducting investigations and coordination have also been put in place to receive objections from local residents, and to undertake the appropriate measures in cases where there is a risk of non-compliance with the JICA Guidelines.

The JICA Guidelines were revised in January 2022 to cover efforts to estimate and disclose total emissions of greenhouse gas (GHG) as a response to climate change. They also involve changes to the disclosure requirements for the environmental impact assessment reports in order to promote information disclosure and dialogue in the early stages of project planning and to deliver the expected outcomes more quickly. Moreover, the JICA Guidelines have been expanded to secure the appropriate participation of local people who may be affected by the project to the ESC process.

The Objection Procedures were also reviewed and revised from the viewpoint of clarifying the independence and neutrality of the Examiners for the JICA Guidelines, securing a sufficient time frame for the examiners' investigation, and improving user accessibility.

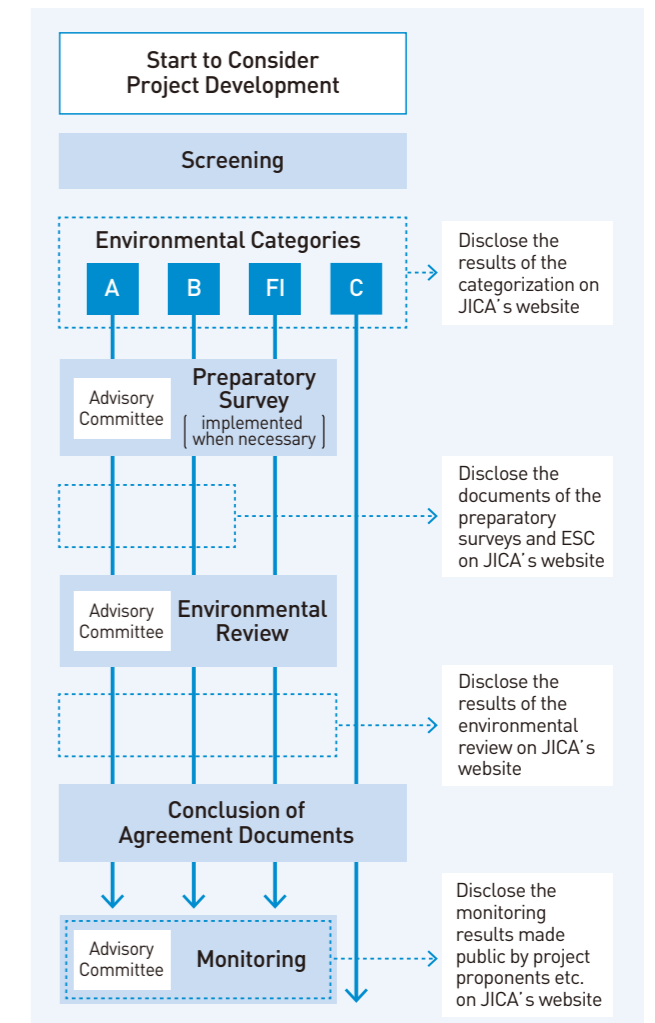
ESC process ensuring transparency

JICA's ESC 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 activi-

ties 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, JICA has established the "Advisory Committee for Environmental and Social Considerations" comprising external experts in relevant fields selected from among the public, to obtain advice regarding support and confirmations involving ESC in projects. JICA also publishes the minutes of Advisory Committee meetings to ensure transparency and accountability.

Flowchart for Environmental and Social Consideration Procedures



Governance

Procurement

Procurement Initiatives

Sustainable procurement that is friendly to both people and the environment

As an organization responsible for public procurement, JICA is continuously working to ensure fairness, transparency, and competitiveness, while striving for procurement of sustainable goods and services and promoting respect for human rights in its procurement process.

In April 2023, the Government adopted its "Respect for Human Rights in Public Procurement" policy, stating that in public procurement, efforts must be made to ensure respect for human rights at bidding companies. Based on this policy, JICA published its approach to respect for human rights in procurement in September 2024. This approach recognizes that cooperation is essential, not only at JICA, but from the contractors and participants in competition, and requires that all parties work together to implement initiatives promoting respect for human rights.

Implementing projects by procurement

JICA has undertaken a fundamental review of systems and procedures to maximize development impact from JICA projects and make faster and more efficient procurement processes. In fiscal 2024, JICA worked to firmly establish and steadily operate the renewed systems and procedures already adopted.

In response to these JICA initiatives, a survey was conducted, mainly targeting consulting firms, to assess the effects of the newly introduced systems. According to the results, about 70% of respondents said that increased application of lump-sum contracts^{*1} had brought about a reduction in the burden of expense settlement work. In addition, there was a positive response, including a comment that work quality had been enhanced in relation to

the reexamination of the rating system for specialists and others, and that reductions in the burden of contract management could be observed. In addition, the Platform for Project and Contract Management was introduced in February 2025 to enable centralized information management and the standardization of management flow between JICA and contractors in the execution of contract management. Related parties have expressed high expectations that this would tie into strengthened communications between JICA and contractors, the visualization of progress in administrative procedures, reduced risk of errors and omissions in those procedures, and increased efficiency in project and contract management.

Furthermore, JICA has delivered various types of equipment to support the people of Ukraine, who are subject to harsh living conditions amid the ongoing conflict, using the "standby agreement for emergency procurement/ transportation/ local procurement"^{*2}, which was established in fiscal 2023 to respond to emergency situations such as natural disasters and urgent needs for humanitarian aid. This equipment includes generators as well as rehabilitation devices and welfare vehicles for the elderly and persons with disabilities. Thus, while upholding the principles of public procurement, JICA is preparing for unexpected disasters and conflicts, and has built a system and framework for promptly procuring personnel, goods, and services at any time.

^{*1} A contract under which a fixed, pre-agreed amount is paid upon the completion of work and submission of the required deliverables.

^{*2} A contract that allows for immediate response by selecting multiple contractor candidates in advance to quickly dispatch consultants and procure and transport supplies in emergency cases such as a major natural disaster.

Results for Fiscal 2024

Procurement performance based on the Act on Promotion of Procurement of Eco-Friendly Goods and Services (Act on Promoting Green Procurement)	54%	Percentage of the procurement that achieved 100% eco-friendly goods and services out of 112 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)	7 bids received	9 contracts signed
Procurement performance based on the Act for Promotion of Procurement of Goods and Services from Organizations That Support the Employment of People with Disabilities	47 procurements	

3

CHAPTER

Efforts to Support Quality Operations

Transparency of Operations	042
Human Resources Strategy	044
Security Measures	048
Corporate Governance	049

Transparency of Operations

Project Evaluation

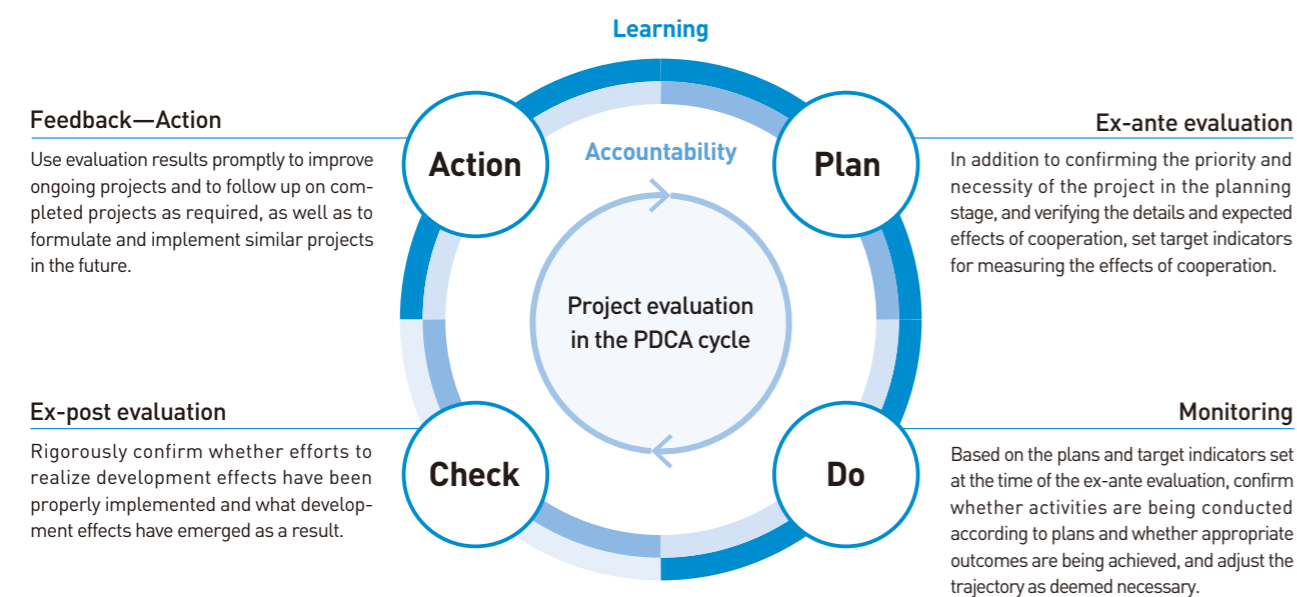
To improve projects and ensure accountability

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 cooperation projects, and grants projects with costs of 200 million yen or more. The ex-post evaluations, which confirm project

outcomes, are conducted through either internal evaluations led by JICA's overseas offices or external evaluations 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 utilizes 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

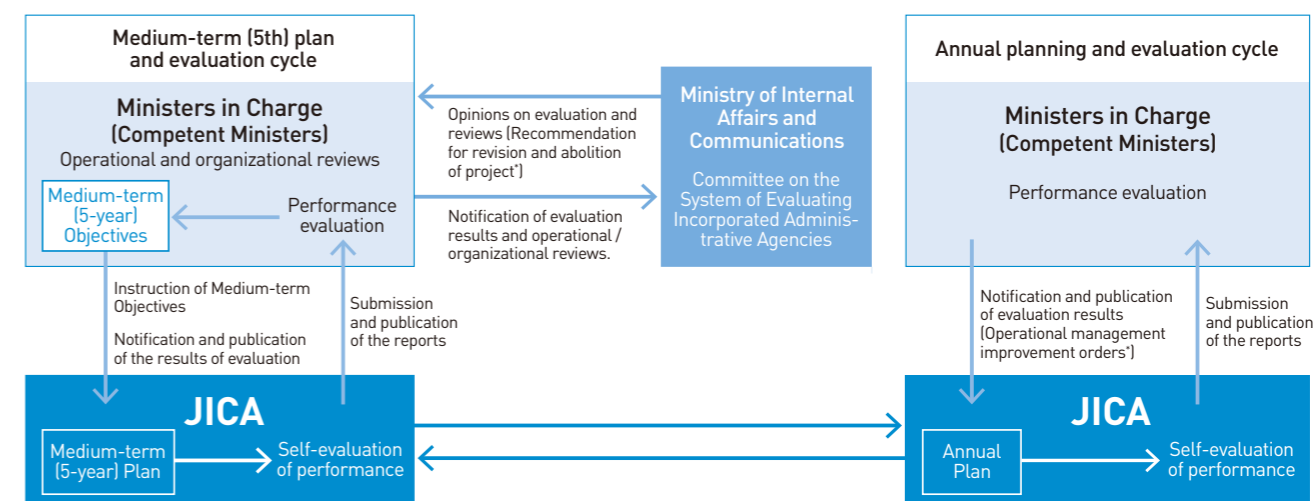
In accordance with the Act on General Rules for Incorporated Administrative Agencies, JICA conducts operations based on its five-year Medium-term Plan and an Annual Plan. JICA then prepares self-evaluations on the level of achievement for each plan and submits them to the competent ministers (principally the Minister for

Foreign Affairs), who in turn evaluate JICA's annual operational performance and publish the evaluation results.

Operational performance in fiscal 2023, which is the second 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 "Commitment, Gemba (field oriented), Strategy, Co-creation, and Innovation," and has placed them at the center of the human resources strategy. Accordingly, JICA implements 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, exceeding 50% since 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.

		FY2023	FY2024
Ratio of employees taking childcare leave*	Female	66.0%	80.4%
	Male	57.9%	73.2%
Number of employees certified to limit work location to Tokyo		66	50
Number of employees taking leave to accompany their spouse on overseas transfers		11	9
Work-from-home ratio (in Japan; based on working days)		19.0%	18.0%
Voluntary resignation rate (permanent employees)		3.5%	4.6%

* When limited to permanent employees, Female 97.1%, Male 75.6% in FY2024.

A diverse workforce

Regarding the organization's commitment to promoting women's active engagement, the ratio of female managers at JICA reached 29.1% as of the end of fiscal 2024, achieving ahead of schedule the target of increasing this to at least 27% by the end of fiscal 2026, as set out in the "Action Plan for Supporting Raising Next-Generation and Women's Participation and Advancement." In addition, JICA fosters an environment that makes it easier for employees to make their own career choices by raising awareness through messages from management and training as well as by providing support through individual consultation.

JICA has established an HR system that responds to diversity not only in life stages and gender, but also in sexual orientation and gender identity (SOGI). Also, JICA is working not only to create employment opportunities for persons with disabilities but also to create an environment in which everyone can work actively and comfortably, regardless of whether they have a disability or not, based on their guidelines in response to the promotion of eliminating discrimination against persons with disabilities. Furthermore, JICA provides staff with training on diversity, equity, and inclusion (DE&I) and reasonable accommodation, and has established consultation systems at each office and department, working to make its facilities barrier-free.

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 fiscal 2024, JICA started to systematize human resource development and training for its local

staff as well as to establish a new HR system to further promote their active participation.

In addition, JICA works to be an organization where all generations, including seniors, can contribute as key players. JICA is gradually raising its mandatory retirement age starting in fiscal 2023. JICA has re-designed its system so that senior staff can continue to work energetically while leveraging their rich knowledge and diverse experience for the capacity development of younger staff and the expansion and deepening of co-creation with external actors.

		FY2022	FY2023	FY2024
Ratio of females	Executives	30.8%	30.8%	30.8%
	Management posts	23.2%	26.9%	29.1%
	Entire staff (all job types)	46.2%	47.5%	48.1%
	Overseas staff (all job types)	36.3%	41.0%	41.6%

		FY2023	FY2024
Gender wage gap*		81.8%	83.8%
Ratio of employees with disabilities		2.5%	2.8%
Age composition (all job types)	20s	8.6%	9.0%
	30s	25.1%	24.5%
	40s	30.6%	29.9%
	50s	26.2%	27.1%
	60s and older	9.5%	9.7%

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

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. JICA promotes the "Onboarding Enhancement Project" 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 human resources, 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.

	FY2023	FY2024
Ratio of mid-career recruits	43.4%	43.7%
Number of participants in career design workshops for fixed-term employees	40	37
Number of participants in orientation for new employees	313	292
Number of internal recruits	24	30

Supporting Staff Growth through Learning and Challenges

Creating an organizational culture

JICA works to create an organizational culture that nurtures human resources capable of leading the creation of new values. For example, to strengthen support for the growth of young employees, JICA has expanded its training programs and strengthened its mentoring system based on the standard human resource profile to be realized around the age of 30. JICA has also incorporated leadership elements rooted in the five actions of "Commitment, gemba (field oriented), Strategy, Co-creation, and Innovation" 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 operations 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 capability in that field. Furthermore, in order to foster "a sense of gemba" (field oriented), JICA provides on-the-job training (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. Opportunities for assignment to overseas offices are also provided from early on in their JICA careers.

	FY2023	FY2024	
Number of attendees in specific job-level training	450	547	
Ratio of overseas assignments within 5 years of joining the organization as a permanent employee*	Graduate recruitment	89.7 %	90.0 %
	Mid-career recruitment	65.2 %	65.5 %

* Denominator includes employees on childcare and other leave.

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 will expand the number of open posts within the organization subject to internal recruitment to enhance opportunities 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.

	FY2023	FY2024
10% sharing rule utilization rate	19.2 %	20.3 %
Number of open posts in the organization	107	128
Number of seconded employees (outgoing)*	86	88
Number of employees holding dual jobs	109	120
Number of trainees dispatched for long-term overseas training*	27	20

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

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 works 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 are not well established. 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, 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.

	FY2023	FY2024	
Average number of days of leave acquired (Japan)*	Annual paid leave (20 days / year granted)	13.57	13.47
	Summer leave (7 days / year)	6.39	6.45
Stress assessment screening rate	87.8 %	86.9 %	
Number of participants in line care training (for managers)	277	427	

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

Harassment prevention and responses

JICA prohibits harassment behaviors in its employment regulations, clarifies its purpose in guidelines, and

issues messages from the President regarding this issue. At the same time, JICA has established harassment 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 raises awareness of harassment during various training sessions to create a workplace where it is not tolerated.

	FY2023	FY2024
Average value of responses regarding harassment*	4.43	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.

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, opportunities for two-way communication between junior and mid-level employees and executives are provided. JICA will continue to improve and strengthen various measures related to human capital to further enhance employees' engagement.

	FY2023	FY2024
I share JICA's vision*.	4.23	4.24
JICA is a rewarding organization to work for*.	3.99	3.99
The human resources system is a system that leads to the realization of JICA's mission and vision*.	3.38	3.40

* 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 human resources for development cooperation, including domestic and international internship programs that provide practical experience for students and graduates (fiscal 2024: 183 participants), and capacity-building training programs for acquiring knowledge required in actual international cooperation (fiscal 2024: 562 participants).

In addition, the comprehensive international coopera-

tion career information website "PARTNER" provides a unified platform of information on job offers, internship, training and events from more than 2,900 organizations, including not only JICA but also international organizations, development consultants, NGOs/NPOs, local governments, universities, and private companies. JICA actively utilizes PARTNER to recruit human resources who engage in JICA's project operations.

The comprehensive international cooperation career information website "PARTNER"

Number of individuals registered (accumulated total)	Number of companies and organizations registered (accumulated total)	Number of information offerings on job openings (outside JICA), training, and seminars	Number of career consultations
93,062	2,920	4,140	356

Organizational DX

JICA has set its "DX Vision" to strive for a society that achieves diverse well-being for each individual through digital technologies. Under the leadership of the Chief Digital Officer, JICA promotes organizational DX to renew its organizational management.

Specifically, JICA focuses on streamlining operational processes, effectively using data in organizational management, and developing a digital infrastructure. In fiscal

2024, the organization promoted the improvement and speed of its operations by automating routine tasks using software and utilizing general-purpose generative AI within the organization.

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

Security Measures

Strengthening Security Management that Supports Overseas Activities

Responding to various emergencies

In fiscal 2024, JICA responded to multiple emergencies, including an attack on Israel by Iran in April, riots in Bangladesh through July and August, worsening conditions in Palestine and other parts of the Middle East in October, deteriorating political conditions following the Mozambique presidential election in December, riots in the Democratic Republic of the Congo in January 2025, and political conflict in South Sudan in March. In all such situations, JICA responded appropriately, placing the highest priority on the safety of JICA staff and related personnel, including by implementing precautionary measures such as evacuations abroad.

Operation of the Overseas Travel Management (Tokokan) System

The Overseas Travel Management (Tokokan) System was introduced in April 2024 based on lessons learned from past emergency responses. Through this system, it became possible to centrally manage the travel information of concerned parties so that JICA staff can efficiently gather and confirm travel information, as well as send out alert information quickly and confirm their safety. JICA will continue to improve the system's reliability and convenience, reflecting comments from related parties.

Enhancing capabilities at security management priority offices and collaborations with outside agencies

In November 2024, JICA concluded a Memorandum of Cooperation with the United Nations Department of Safety and Security (UNDSS). The memorandum was signed at the JICA Headquarters in Tokyo by Gilles Michaud, Under-Secretary-General of the United Nations, and JICA's Executive Senior Vice President.



Gilles Michaud, Under-Secretary-General of the United Nations (left), and JICA's Executive Senior Vice President Miyazaki Katsura (right), who signed the Memorandum of Cooperation between UNDSS and JICA

memorandum has further strengthened ties between the two organizations to enable smooth collaborations in the event of an emergency including exchanges of information related to security and safety management policies.

In terms of JICA's internal activities, the JICA Security Management Department identified 38 overseas offices subject to high levels of threat and risk as security management priority offices (as of April 2025), and in fiscal 2024, JICA finalized a policy for assigning staff responsible for security management at these offices. This resulted in a standardization of security management operations at overseas offices, and further improvements in quality.

Health management structures that support overseas activities

The most important thing for concerned parties who stay overseas is that they implement their activities safely and remain healthy, and that they can return to Japan safely. Based on recent pandemic response, in June 2024, JICA integrated its Security Management Department and Health Management Office, and undertook a reorganization to create a structure for the centralized support for JICA staff and concerned parties' security and health. The Health Management Office, which is fully staffed by medical personnel including doctors (part-time) in various fields and nurses in charge of each country, provides JICA staff with guidance on health management, vaccinations, and other services before travel. During overseas assignments, the Health Management Office, in addition to day-to-day health management, handles emergency medical air transport in collaboration with overseas offices and health management staff.



Security confirmation survey conducted in South Sudan in 2024

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. Under this structure,

- regulations regarding internal control are established,

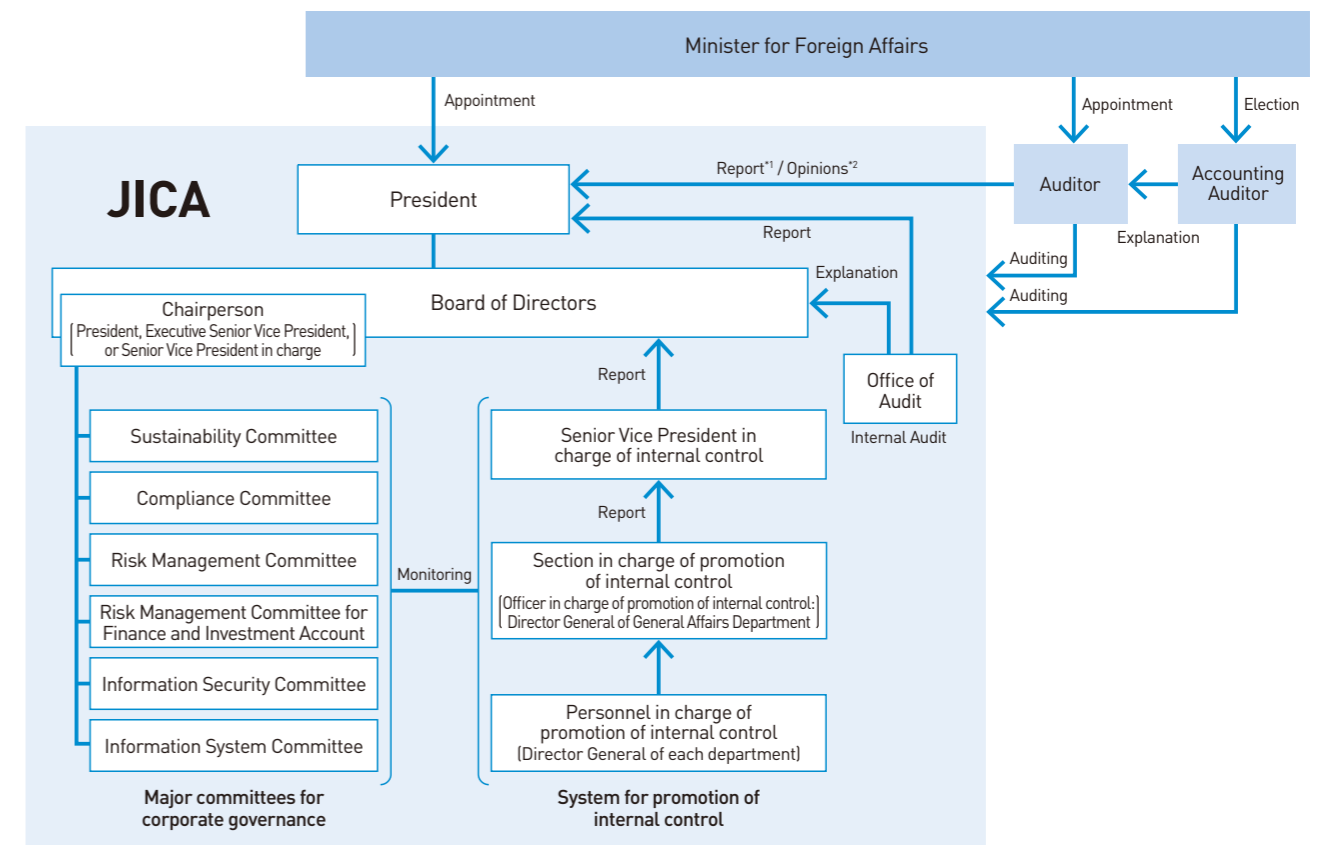
- the status of internal control is monitored, and
- major issues regarding internal control are summarized and reported to the Board of Directors.

For important issues of internal control, JICA sets up committees by issue to conduct more detailed deliberations and take necessary precautions.

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.

In addition, JICA has compiled a policy document titled "Internal Control at JICA," which is available to the public, and strives to raise awareness and reinforce related efforts within the organization through annual training and other means.

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 "JICA's Compliance Policy" with the aim of meeting the expectations of Japanese citizens and the international community in accordance with social norms, not to mention all domestic and overseas laws, regulations, and rules.

To properly enforce compliance, JICA has in place rules and guidelines to be observed by its officers and employees as well as JICA's implementing partners. Among them, the "Compliance Rules of JICA" and "Internal Regulation for Whistleblowing of JICA" lay out various systems designed to raise compliance awareness among officers and employees and to ensure fairness in operations. The Compliance Rules of JICA stipulate key reporting systems, including the Incident Reporting System, Whistleblowing System, and Outsider Reports (External whistleblowing). The Rules also delineate

establishment of the Compliance Committee. JICA also endeavors to prevent fraud and corruption, such as bribery and other misconduct, from occurring in JICA-related projects by accepting reports at the Consultation Desk on Anti-Corruption.

With regard to the mishandling of the confidential information by a JICA employee related to the procurement procedures for the "Metropolitan Area Railway Line 3 Rehabilitation Project" in the Philippines, a report by the review committee established in November 2024 was published in June 2025. Based on the findings of the report, JICA will implement thorough measures to prevent recurrence, including strengthening cross-organizational legal and compliance functions through the establishment of a new Legal and Compliance Department, developing guidelines for compliance and procurement systems, and enhancing related training.

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 and performs risk identification and assessment.

All departments in JICA annually identify risks that are relevant to their operations. They assess how these risks affect their operations and the organiza-

tion 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, examines and confirms the countermeasures to the risks in order to strengthen organizational responses.

Financial Risk Management of Finance and Investment Cooperation

Overview of financial risk management

JICA appropriately manages financial risks associated with the operations of finance and investment cooperation such as credit risk, market risk, liquidity risk, and operational risk.

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 the "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 com-

mensurate with risks. Based on the policy, 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 posi-

tion in this cooperation. As an official financier, JICA therefore evaluates sovereign risk by making full use of information gathered through communication with governments in the recipient countries, and organizations including multilateral institutions such as the International Monetary Fund (IMF) and the World Bank. As for Private-Sector Investment Finance (PSIF), JICA assesses the risk associated with lending to private entities.

JICA has introduced its own credit rating system and performs credit risk management through the self-assessment of its asset portfolio. These credit ratings are the cornerstone of JICA's 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 to assign ratings to all counterparties, which are subsequently updated as appropriate.

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.

In the Finance and Investment Account, to evaluate the risk of the overall loan portfolio, JICA conducts its own credit risk measurements. These measurements incorporate characteristics of its loan portfolio, a significant proportion of which consists of long-term loans and sovereign loans to developing and emerging countries, as well as multilateral mechanisms for securing assets such as the Paris Club.

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.

For loans, which are JICA's primary assets, interest rates are determined in accordance with methods pre-defined by laws, regulations, and the Statement of

Operational Procedures. Regarding borrowings and bonds, which constitute its primary liabilities, JICA determines interest rates based on market rates. With respect to interest rate risk arising from long-term, fixed-rate loans, JICA acknowledges the potential for adverse effects due to interest rate fluctuations. To mitigate this risk, JICA enhances its absorption capacity through appropriate debt financing based on Asset-Liability Management (ALM), as well as by maintaining a solid capital base through the acceptance of government capital contributions and the accumulation of retained earnings.

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 ODA Loans 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 rate risks. JICA manages the risks through consistent monitoring of exchange rate fluctuations in the currency of each counterparty's country.

Liquidity risk

Liquidity risk consists of funding liquidity risk and market liquidity risk. Funding liquidity risk refers to the risk of incurring losses due to difficulties in securing necessary funds, or being forced to raise funds at significantly higher interest rates than usual, as a result of maturity mismatches between investment and financing, or unexpected collection delays and increased expenditures. Market liquidity risk refers to the risk of incurring losses because market disruptions make it impossible to trade in the market, or force transactions to be conducted at significantly more unfavorable prices than usual.

JICA secures long-term and stable funding through Fiscal Investment and Loan Program (FILP) loans, government-guaranteed bonds, and FILP agency bonds. Furthermore, JICA strives for appropriate risk management by monitoring its cash flow status and establishing short-term credit facilities with multiple private financial institutions to prepare for daily liquidity needs.

Operational risk

Operational risk refers to the risk of losses incurred from improper work processes, personnel activities, and systems, or from other external events. For JICA, opera-

tional 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

Based on the “Act on the Protection of Personal Information” and the “Common Standards Group for Cybersecurity Measures for Government Agencies and Related Agencies,” JICA is committed to information security and protection of personal information by improving related internal regulations. Having completed the renewal of its information system infrastructure and information network, JICA strengthens its measures against cyberattacks and other risks.

JICA also continues to strengthen its operational capabilities by offering training for its officers and employees

and enhancing the readiness of its immediate response teams for potential incidents. 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.

[More information](#)

JICA’s website >>> [Personal Information Protection System](#)

Efforts to Improve Management of the Organization and Operations

Development of organizational foundations for strategic operational management

In light of changes in both domestic and international situations, JICA newly established the Global Offices Strategy Division within the General Affairs Department in fiscal 2024 to systematically promote the strengthening of the organizational structure of more than 90 overseas offices. To accommodate the expansion of PSIF projects, JICA established a new division in the Private Sector Partnership and Finance Department responsible for project formulation. Additionally, a dedicated division was also set up in the Credit and Facility Administration Department to manage disbursement, investment and repayment procedures related to PSIF. Furthermore, based on the results of reforms to improve efficiency in procurement and dispatch-related operations, JICA reorganized the Procurement Department for International Cooperation (formerly the Operations Support Department), including the consolidation and realignment of its divisions.

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 administrative operations, and has been working on reducing fixed expenses, optimizing personnel expenses, and streamlining its assets.

4

CHAPTER

Overview of Activities and Initiatives in Fiscal 2024

Types of JICA’s Cooperation	054
Operational Flows	055
Overview by Region	056
Southeast Asia / The Pacific	056
East Asia, Central Asia, and the Caucasus	060
South Asia	062
Latin America and the Caribbean	064
Africa	066
Middle East and Europe	068
Diverse Projects to Expand Partnerships	070
Partnerships with Universities and Research Institutions	070
Cooperation with the Private Sector	073
JICA Volunteer Program	076
Partnership with <i>Nikkei</i> Communities in Latin America and the Caribbean	078
Support for the Acceptance of Foreign Nationals / Multicultural and Inclusive Society	079
Promoting Citizen Participation in International Cooperation	081
Donations	084
Emergency Disaster Relief	086
Partnerships with International Organizations and Other Development Partners	088
Research	089

Types of JICA's Cooperation

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

The organization works in collaboration with diverse partners to deliver effective, efficient, and accommoda-

tive cooperation for partner countries based on dialogue with partner country governments and their requests and development needs under the country-specific development cooperation policies formulated by the Government of Japan.

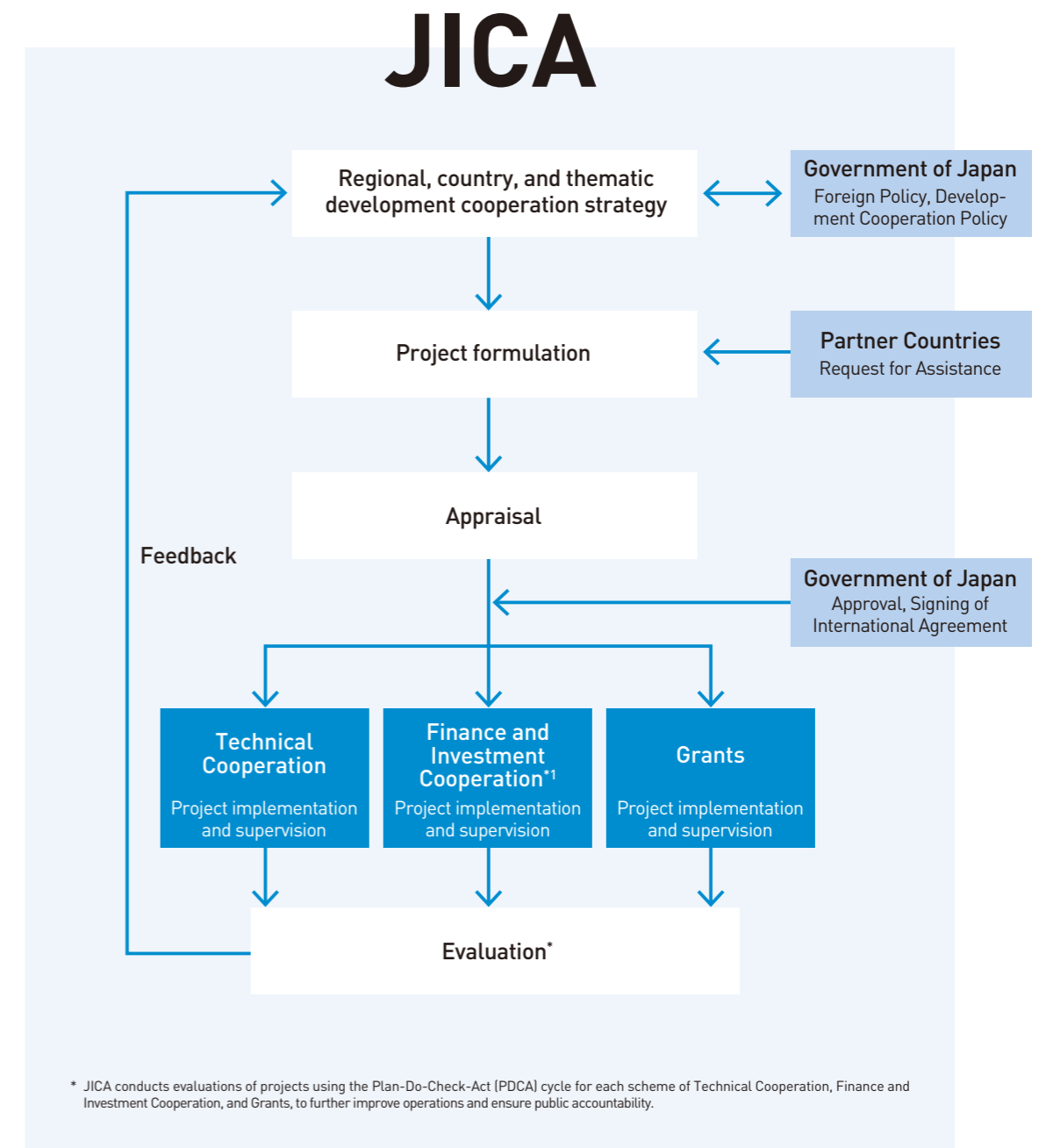
<p>Technical Cooperation People-to-people cooperation</p>	<p>Technical Cooperation supports the development of human resources that will promote social and economic development in developing countries, the enhancement of organizational capabilities and the establishment of administrative systems by utilizing Japan's knowledge, experience, and technologies. JICA dispatches experts, provides equipment, provides training in Japan, and carries out surveys to support policy formulation and public project planning in developing countries.</p>
<p>Finance and Investment Cooperation Lending or investing of funds under concessional terms to developing countries for their development</p>	<p>ODA Loans ODA Loans are extended on concessional terms, with long repayment periods and low interest rates, to developing countries. They are applied to infrastructure construction and other projects implemented by partner country governments.</p> <p>Private-Sector Investment Finance (PSIF) PSIF promotes the mobilization of private capital to address development challenges by providing equity investments and loans, as well as bond subscriptions and portfolio guarantees, for private-sector projects in developing countries when funding from general financial institutions is insufficient.</p>
<p>Grants* Core infrastructure development and equipment provision</p>	<p>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, roads and bridges, and the procurement of equipment and other supplies.</p>
<p>Citizen Participation A broader base of international cooperation</p>	<p>JICA cooperates in diverse ways with, and supports development cooperation activities proposed by, NGOs, local governments, universities, KOSENs, incorporated administrative agencies, 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 education.</p>
<p>Emergency Disaster Relief Response to natural and other disasters</p>	<p>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 goods, and assist disaster recovery.</p>
<p>Research Co-creating practical knowledge for peace and development</p>	<p>JICA works 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 human security.</p>
<p>Public-Private Partnerships Supporting social and economic development through private sector business activities</p>	<p>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 development challenges faced by developing countries. Such support is extended through schemes including Private-Sector Investment Finance and SDGs Business Supporting Surveys (JICA Biz).</p>

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

Operational Flows

JICA's main cooperation activities are implemented based upon requests from the partner country's government, and the project's necessity is carefully examined by conducting inquiries and investigation prior to approval and adoption by the Government of Japan.

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



Overview by Region

Southeast Asia / The Pacific

Southeast Asia

New collaboration with co-creation partners

Having achieved remarkable economic development and enhanced its global presence, Southeast Asia now faces increasingly diverse and complex development challenges, alongside the growing prominence of global-scale issues.

Building on the trust it has built over the years, JICA is developing new forms of collaboration with countries in Southeast Asia. In 2024, it held a round-table meeting inviting development cooperation departments and agencies from four ASEAN countries^{*1}, and reaffirmed its commitment to striving for strengthened and equal partnership to promote development cooperation within and beyond the ASEAN region.

Operational focus areas for cooperation with Southeast Asia

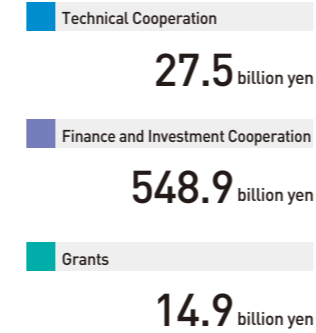
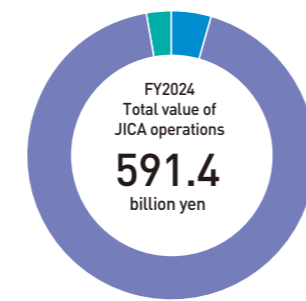
To contribute to peace, stability, and prosperity in Southeast Asia, JICA promotes regional economic integration and physical connectivity, including airports, ports, and roads, while strengthening maritime safety and security capabilities to ensure maritime navigation. In parallel, JICA works with the private sector to pursue sustainable development that

balances economic and social growth with decarbonization, which is a global social challenge, and actively supports the development of human resources who will make these efforts.

In December 2024, Ho Chi Minh City Urban Metro Line No.1 commenced operation. Built with an ODA loan, it features Vietnam's first underground section and applies Japanese railway technologies and expertise, including rolling stock and safety operational management. This urban metro line is expected to reduce traffic congestion and air pollution while fostering regional economic growth.

In the Philippines, where natural disasters have been occurring more frequently as a result of climate change, JICA works to address vulnerabilities to a wide range of disasters by providing cooperation in river channel improvement projects and financial support for institutions and policies related to climate change. It also provides support in formulating long-term plans targeting decarbonization in Indonesia, Cambodia, and Laos. Furthermore, in Indonesia, JICA provides the transaction advisory for the country's first PPP^{*2} waste-to-energy power generation project.

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 2024.
 2. Figures exclude JICA's cooperation for multiple countries or multiple regions and international organizations.
 3. Totals may not add up due to rounding.



Ho Chi Minh City Urban Metro Line No.1 commenced operation, including the first underground section in Vietnam

JICA also works to strengthen ASEAN's disaster response and humanitarian assistance capabilities, as well as to support the creation of foundations that ensure regional cohesion and sustain

the region into the future, including assistance toward Timor-Leste's formal accession to ASEAN.

*1 Four countries: Indonesia, Malaysia, Singapore, and Thailand.
 *2 PPP: Public Private Partnership.

The Pacific

Cooperation to address 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 challenges such as being small and isolated, separated geographically from key international markets, and simultaneously, being surrounded by ocean. They are also susceptible to the effects of natural disasters.

When an earthquake struck Vanuatu in December 2024, JICA provided emergency relief and supported recovery efforts to advance a resilient and sustainable reconstruction in line with the Build Back Better approach. The Pacific Islands Leaders Meeting (PALM), convened every three years at the summit level, serves as an important platform for Japan and PICs to jointly examine and

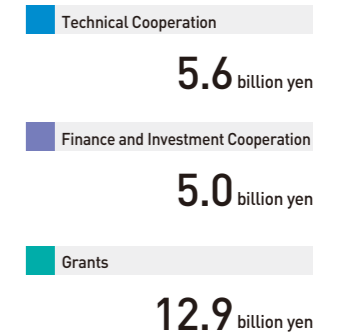
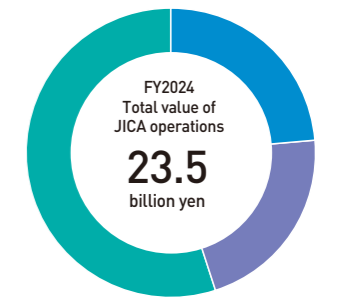
develop solutions to the challenges facing island nations.

Promoting cooperation based on PALM

At PALM10, which was held in 2024, participants discussed the 2050 Strategy for the Blue Pacific Continent put forward at the Pacific Islands Forum (PIF), and the PALM 10 Leaders Declaration and Joint Action Plan was adopted.

Based on the above, in the Federated States of Micronesia, JICA began the Pohnpei Port Expansion Project, which is funded by grants, to improve marine logistics and increase safety at the country's largest port. Also, in Papua New Guinea, it has played a central role in the development of teaching materials and the creation of action plans to enable children to receive a good education.

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 2024.
 2. Figures exclude JICA's cooperation for multiple countries or multiple regions and international organizations.
 3. Totals may not add up due to rounding.



Children in Papua New Guinea, receiving textbooks that incorporate Japan's mathematics teaching approach

Example | Thailand

Industrial Human Resources Development Project

(JICA Global Agenda 08 | Education)

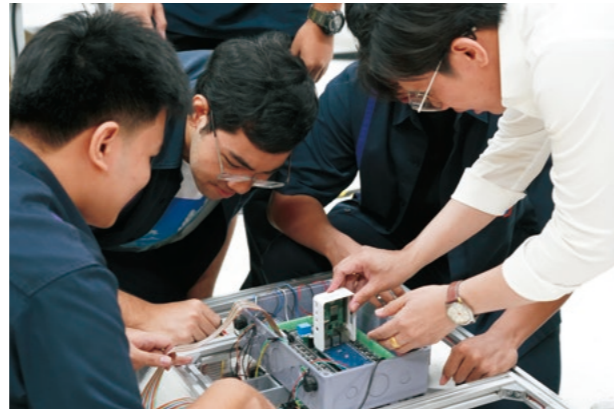
Fostering Next-Generation Engineers at KOSEN

Startup and operations supported through ODA loans

In Thailand's evolving economic slowdown, the country is undergoing a transition from traditional labor-intensive industry to knowledge-intensive industry, such as next-generation automobiles and smart electronics.

The practical training of innovative engineers with specialized skills is essential in responding to these issues. The cabinet of the Government of Thailand, therefore, decided to introduce KOSEN, a unique Japanese higher education system, in Thailand by establishing "Thai KOSEN". Thai KOSEN was opened at King Mongkut's Institute of Technology Ladkrabang (KOSEN-KMITL) in May 2019, and at King Mongkut's University of Technology Thonburi (KOSEN-KMUTT) in May 2020.

Through an ODA loan, Thai KOSEN offers five-year engineering education for students who have completed junior high school, similar to KOSEN institutes in Japan. By providing a curriculum emphasizing scientific experiments, workshop training, and practical manufacturing skills, combining both general and specialized curriculums, Thai KOSEN aims to have students acquire the same level of specialized knowledge and skills as they would in university. Students with outstanding achievements are offered a path to entry into KOSEN institutes in Japan. Thai teachers are provided with training in Japan, and Japanese professors are



Students conducting experiments with automatic transport robots at the KOSEN Department of Mechatronics Engineering [Photo: KOSEN-KMITL]

also dispatched from KOSEN institutes in Japan, as part of collaborations in the fostering of Thai teachers and the startup of Thai KOSEN.

Graduates are employed at Japanese companies operating in Thailand

In September 2024, a graduation ceremony was held for the first graduates of KOSEN-KMITL. Many of the first graduates from KOSEN-KMITL were employed as engineers by Japanese companies in Thailand.

Thai KOSEN is expected to contribute to sustainable economic growth in Thailand by fostering innovative engineers with practical skills.



Class on automatic number reading equipment, conducted in the Department of Computer Engineering [Photo: KOSEN-KMITL]



I want to resolve social issues

At Thai KOSEN, students can learn practical skills through projects and experiments. I also gained communication skills in addition to knowledge and technical skills. In the future, I want to develop technologies that will resolve social issues in the fields of data analysis and software development, and I want to contribute to sustainable development.

Arachaporn Komphet
Fifth-year student in the Department of Computer Engineering, KOSEN-KMITL

Example | Fiji

The Project for Capacity Development for Improvement of Meteorological Forecasting and Warning and for Establishment of Regional Centers for the Pacific

(JICA Global Agenda 16 | Climate Change)

Reducing Natural Disaster Risks in the Pacific

Expanding cooperation to Pacific Island Countries (PICs)

Pacific countries are vulnerable to natural disasters such as storm surges as well as floods and landslides triggered by cyclones and localized torrential rains. Over the past 60 years, natural disasters have resulted in around 10,000 deaths, and economic losses of as much as 3.2 billion dollars. In recent years, disaster risks have become increasingly serious, and there is an urgent need to strengthen forecasting and warning services along with human resources development in the field of meteorology.

For many years, JICA has cooperated with the Fiji Meteorological Service (FMS), which is the World Meteorological Organization (WMO)'s base for cyclone forecasts and warnings in the South-West Pacific Region. JICA provided forecast communication systems, equipment for receiving data from the meteorological satellite "Himawari," and equipment for the maintenance and calibration of meteorological observation devices. It also supports capacity building of Meteorological Services for Fiji and other Pacific Island countries.

In September 2024, JICA initiated a project aimed at training engineers with more highly specialized knowledge and making more accurate meteorological observations. As part of efforts to improve the accuracy of meteorological forecasts and strengthen early warning systems, the project is planning to utilize the grant aid support to construct new buildings for the Regional Training Centre (RTC) and the Regional Instrument Centre (RIC) within FMS that comply with WMO standards.



Conceptual drawing of the FMS RTC and RIC

Strengthening the capabilities of regional centers

A baseline survey was conducted on the project to organize issues faced by FMS as a meteorological service responsible for core regional functions, such as fostering experienced staff to maintain and manage meteorological radars and related facilities, establishing methods for using observation data, and maintaining guidelines and manuals for meteorological forecasting. Based on the survey results, JICA is working to improve FMS's forecasting services, using meteorological forecasting methods in Japan as a reference. It is also preparing for FMS to acquire certification as a WMO Regional Instrument Centre, for example by having FMS staff conduct observations and undergo training at an RTC in the Philippines and at an RIC in Japan.



Contributing to human resource capacity building training

JICA is planning to invite specialists from the Japan Meteorological Agency and the Japan Aerospace Exploration Agency (JAXA) to conduct human resource capacity building training at FMS in the use of satellite data. International agencies have expressed high expectations for this project, which aims to improve resilience in the face of natural disasters and climate change.

Mizuno Yoshihiro
JICA Expert/Pacific Consultants CO., Ltd.



FMS staff undergoing instrument training

Overview by Region

East Asia, Central Asia, and the Caucasus

The need for economic independence and industry development

Most of the countries in East Asia, Central Asia, and the Caucasus are landlocked. They share national borders with China and Russia, as well as with Afghanistan and Middle Eastern countries; they are therefore under the strong political and economic influence of these neighboring countries.

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 energy resources. Remittances from Kyrgyz and Tajik nationals employed 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 to contribute to self-reliance and stability

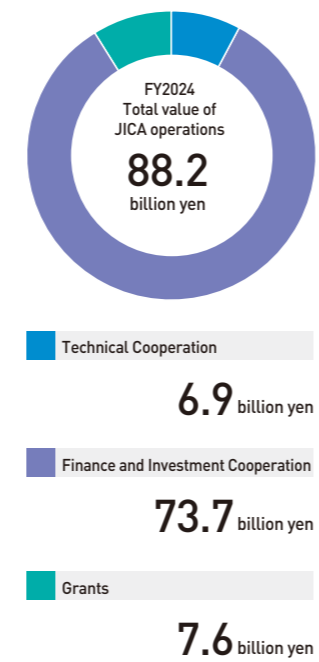
JICA is engaged in a variety of initiatives aimed at helping to achieve self-reliance and stability in this region; for example,

strengthening governance, diversification of industries, developing infrastructures, human resource development for young administrative officers and advanced industrial workers, and strengthening health-care and medical systems. JICA is also promoting collaboration both within the region and with countries outside of the region.

In fiscal 2024, JICA provided Uzbekistan with a development program loan for building an inclusive and resilient society, and an ODA Loan to support improvements to medical care. In the Kyrgyz Republic, it has completed the Sakura Bridge on an arterial road and the Kyrgyz Republic-Japan Friendship Tunnel, which is equipped with snow fences. In Mongolia, it promoted industrial cooperation and joint research with Japan through human resource development in higher engineering education, and also conducted surveys aimed at expanding international airport facilities that support strengthened air connectivity.

In regional projects, JICA conducted training to strengthen customs functions on the Caspian Sea Route (Middle Corridor), and held an earthquake risk reduction and management seminar for the Central Asia and Caucasus regions in collaboration with agencies in Kazakhstan.

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 2024.
 2. Figures exclude JICA's cooperation for multiple countries or multiple regions and international organizations.
 3. Totals may not add up due to rounding.



JICA cooperates in activities for improving childhood nutrition through schools in Mongolia [Photo: Suzuki Kaku]

Example | Kyrgyz Republic

The Project for the Reconstruction of Urmalar River Bridge on Talas-Taraz Road

(JICA Global Agenda 02 | Transportation)

Connecting Central Asia through Japan's Support

Strengthening connectivity and sustainable development in Central Asia

About 95% of the transportation in the Kyrgyz Republic relies on roads, which are vital infrastructure for citizens' daily lives. In recent years, as regional integration and economic cooperation have advanced in Central Asia, strengthening regional connectivity by increasing logistics efficiency and maintaining transportation infrastructure is essential to the sustainable development in the region.

However, the road network in the Kyrgyz Republic, originally constructed during the Soviet era, has undergone minimal renovation since the country's independence in 1991 due to financial constraints. This severe deterioration has become a significant problem.

Ties with region connected by "Sakura Bridge"

To resolve this situation, JICA implemented the Project for the Reconstruction of Urmalar River Bridge on Talas-Taraz Road through grants. The bridge is located on an international trunk road that connects the north-western part of the Kyrgyz Republic with Kazakhstan, playing an important role as a key point for inter-regional transportation and international logistics.

The old bridge, which had been steadily deteriorating, was in such hazardous condition that it could have col-



The rebuilt Urmalar River Bridge (Sakura Bridge)

lapsed at any time. The Project leveraged Japanese technologies to build a durable, long-lasting bridge that can be easily maintained and managed, while also considering the river's flow. The opening of the new bridge is expected to dramatically improve transportation safety and contribute to the further development of the Kyrgyz Republic by revitalizing logistics and distribution.

The completed bridge has been named the "Sakura (cherry blossom) Bridge" to symbolize the desire for deeper friendship between the Kyrgyz Republic and Japan. The bridge is expected to be cherished and used by the people of Kyrgyz as a symbol of deepening ties between the two countries.



Completed after overcoming challenges

Bridge construction was completed in July 2024 after overcoming numerous major challenges, including suspension of the transportation of material and equipment due to the global spread of COVID-19, international travel restrictions, and Russia's invasion of Ukraine. Sakura Bridge is expected to play an important role in the further development of the Kyrgyz Republic.

Yamajuku Tsuyoshi
 Katahira & Engineers International



The deteriorating Urmalar River Bridge, prior to reconstruction

Overview by Region

South Asia

Development challenges behind growth potential

South Asia is a geopolitically important region linking 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. The region's economic growth rate was estimated at 6.0% in 2024, ranking among the highest in the world.

On the other hand, the number of people in absolute poverty* in South Asia is 190 million, and the gender gap is large. Also, the region is vulnerable to natural disasters caused by climate change.

Expanding comprehensive cooperation

In response to the development challenges in South Asia and to build resilient social systems, JICA is promoting infrastructure development, trade and investment environment improvement, health-care and education improvement, regional peace and stability, human interaction, and digitalization. It is also addressing global issues such as disaster prevention.

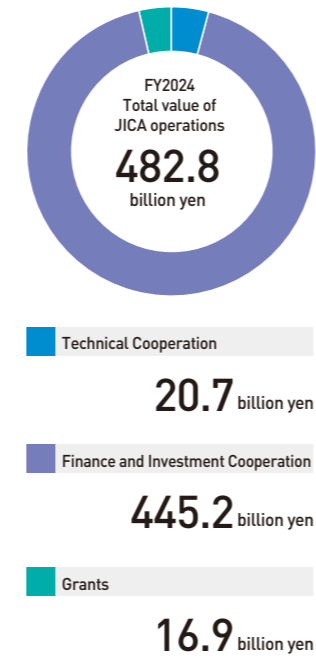
In 2024, JICA resumed the disbursement

and procurement of ODA loans to Sri Lanka following the economic crisis and supported the country's economic reforms based on the Extended Fund Facility (EFF) program of the International Monetary Fund (IMF). In Nepal, the country's first mountain road tunnel, which is currently being supported through an ODA loan, achieved a breakthrough in April. During the heavy rainfall at the end of September, it enabled the passage of emergency vehicles and helped over 5,000 people evacuate safely.

As part of efforts to combat climate change, JICA began cooperation in Bhutan on a project to develop hydroelectric power plants and transmission lines to ensure a stable supply of electricity, advance decarbonization, and strengthen power connectivity. In India and Bangladesh, where an interim government was established in August 2024, JICA continued to support the construction of urban and intercity railways. And in Afghanistan, JICA continued its support for cooperation to meet a wide range of humanitarian needs through collaboration with international organizations in line with the Government of Japan's policies.

* A state where a person cannot maintain the minimum standard of living required for human existence, making survival itself difficult.

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 2024.
 2. Figures exclude JICA's cooperation for multiple countries or multiple regions and international organizations.
 3. Totals may not add up due to rounding.



Jamuna Railway Bridge, the longest in Bangladesh, commenced operation in March 2025 [Photo: OTJ Joint Venture (Obayashi Corporation, Toa Corporation & JFE Engineering)]

Example | Sri Lanka

Project for Promoting Employment Support of Persons with Disabilities in Sri Lanka

(JICA Global Agenda 09 | Social Security, Disability and Development)

Towards a Society Where Persons with Disabilities Can Choose to Work

Collaboration between administrations is the key

In Sri Lanka, persons with disabilities were often seen as "individuals who should be protected at home," so there had been little progress in their employment. JICA and the Government of Sri Lanka initiated a project in 2021 aimed at changing this situation. A program was established to build a collaborative structure between Social Service Officers (SSOs) and Human Resource Development Officers (HRDOs), and to link persons with disabilities with the companies that wanted to employ them.

The "Employment Support Unit," which was newly established as a part of this program, serves as a base for supporting the employment of persons with disabilities. At the same time, awareness reforms were encouraged among administrative officers. Workshops and training in Japan led to an awareness that "many persons with disabilities would be capable of working if there were reasonable accommodations for them in workplaces."

These initiatives brought about concrete results, including 458 individuals employed at private companies and 313 companies employing persons with disabilities for the first time by fiscal 2024.

Initiatives aimed at improving retention rates after employment

Retention rates after employment have been an issue.



A bakery where persons with disabilities work. Their proven ability led the bakery to ask for more job seekers, resulting in the employment of additional persons with disabilities

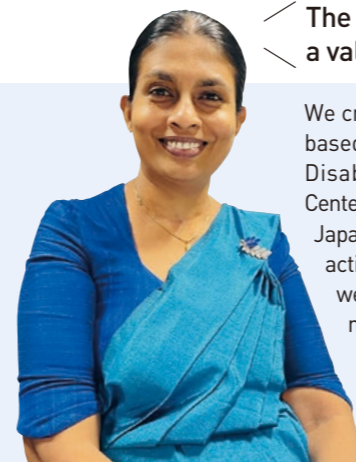
Continuous follow-ups are needed with the companies to improve the workplace environment and promote smooth communication, and with persons with disabilities and their families to raise awareness regarding work and social participation. Through collaboration between SSOs and HRDOs, the local administrative officers are working to address this issue.

The "SIHINA Sri Lanka Program" was also initiated to enable job seekers and workers with disabilities to interact beyond the boundaries of workplaces, and to maintain motivation to work. A total of 24 gatherings were held during fiscal 2024. The scope of this program is expected to expand nationwide, including not only exchanges of work-related information, but also leisure activities and other content.



Prejudice-free connections between the government and persons with disabilities are being created through the SIHINA Sri Lanka Program

The training in Japan was a valuable experience



We created the SIHINA Sri Lanka Program based on the "DREAM" Project at the Kobe Disability Employment and Life Support Center, which we observed during a site visit in Japan. We noticed that this "venue for interactions" was encouraging many people, so we named our program "SIHINA," which means "dream" in Sinhalese.

Darshani Karunarathna
 Acting Director of Department of Social Services, Sri Lanka

Overview by Region

Latin America and the Caribbean

Diverse cooperation needs and human resources with knowledge of Japan

The region encompassing Latin America and the Caribbean comprises 33 countries with a total population of 650 million and has a diverse natural environment ranging from jungles to glaciers. The region has a GDP of more than 5.4 trillion dollars—approximately 80% more than that of ASEAN.

Behind this, however, lies widening domestic disparities, as 27% of the population still lives in poverty. Moreover, numerous social issues comprise diverse cooperation needs, including frequent natural disasters such as earthquakes and hurricanes, spreading non-infectious diseases, and immigration-related issues.

With a view toward equal partnerships with countries in the Latin American and Caribbean regions, which share universal values, JICA provides cooperation to promote stable and robust development. In addition, in the region, which is home to a total of more than 3 million Japanese descendants (*Nikkei*), JICA is also working to cultivate leaders with knowledge of Japan within the Central and South American region—as important partners

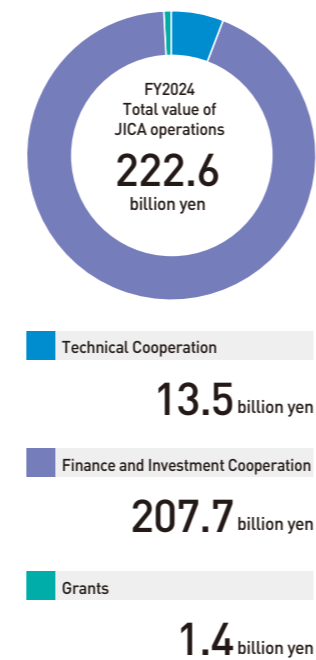
for Japan—while also strengthening relations with *Nikkei* communities there.

Advancing the new cooperative framework of co-creation

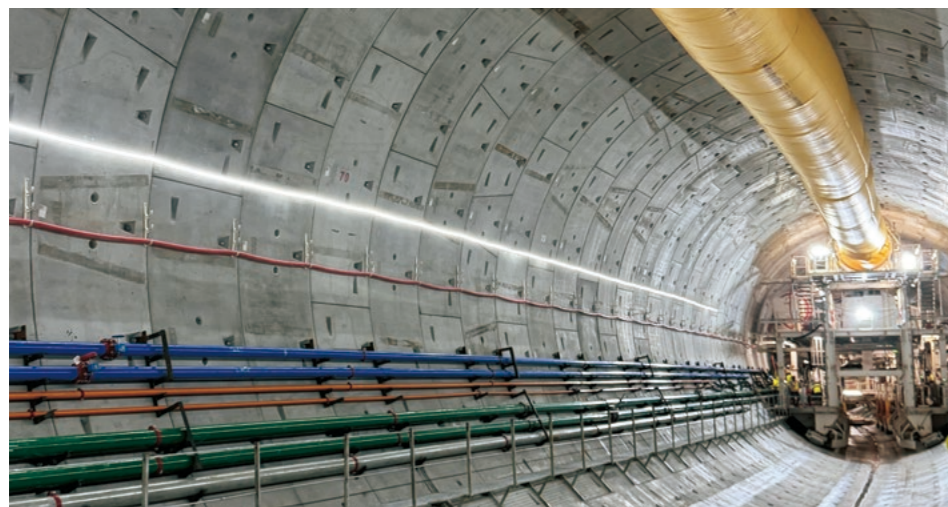
In fiscal 2024, the Japan-Brazil Green Partnership Initiative (GPI) was launched, and related projects have started to address strategies in the area of the environment, global warming, and sustainable development. Additionally, in Panama, construction of a subway system utilizing Japan's monorail technology is progressing smoothly toward its 2028 opening.

Also, technical cooperation has begun in Mexico and Chile in order to accelerate and deepen existing South-South and Triangular Cooperation. Collaboration has begun with diverse actors, including developed countries such as Germany, in order to participate in international trends. Furthermore, the Inter-American Development Bank (IDB) and JICA have collaborated on the TSUBASA (Transformational Startups' Business Acceleration for the SDGs Agenda) program, and the Government course, which is for companies that propose business models targeting public entities, was newly created.

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 2024.
 2. Figures exclude JICA's cooperation for multiple countries or multiple regions and international organizations.
 3. Totals may not add up due to rounding.



Site in Panama where subway shield tunnel drilling is underway

Example | Brazil

J-WINGS (JICA Women's Initiatives for Goals of Sustainable Development)

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

Supporting Businesses Run by *Nikkei* Women Entrepreneurs

Nikkei communities, where the old customs remain

In Brazil, gender disparities are seen with respect to social status and participation in economic initiatives. In some *Nikkei* communities in particular, outdated ideas persist which hold that "women should remain modest and stay out of the public eye." In addition, SDGs and ESG-related matters have been restricted to large corporations only, and have not permeated within society-at-large.

In order to provide support to *Nikkei* Brazilian women who aspire toward SDGs-related business amidst this social background, JICA launched the entrepreneurial J-WINGS program in 2023.

Four winner companies from the pitch event invited to Japan

In March 2023, JICA invited guests including Japanese female social entrepreneurs and United Nations Women (UN Women) employees to a symposium held in Sao Paulo. 180 persons attended from throughout Brazil, as well as Japan and elsewhere in South and Central America. At the same time, in order to encourage the empowerment and networking of *Nikkei* women, opportunities were provided for connection among entrepreneurs and youth leaders from numerous employment fields, age brackets, and nationalities.



Women entrepreneurs who received awards at the pitch event [Photo Regina Yamada]

In fiscal 2024, a three-month business mentoring program was provided for Brazilian women entrepreneurs representing 10 companies, each of whom had either recently launched an SDGs business initiative or had a concrete business idea in this regard. There, participants learned topics including business plan drafting, financial analysis, leadership, corporate management, and presentation skills, culminating in a pitch event where each participant showcased products and services from her company. The winning entrepreneurs from four companies in the pitch event's excellence and special award categories were invited to Japan, where networking events were held together with Japanese women entrepreneurs, as well as tours of the companies that they manage.

My vision became clear

Through support from J-WINGS, I created a platform to deepen understanding regarding the social aspect of ESG. The clarity of vision and confidence that I acquired as a social entrepreneur through this program is now helping me to achieve new opportunities and successes.

Tatiana Takimoto
CEO, Be.Diverse



Ms. Takimoto also attended the J-WINGS online workshop

Overview by Region

Africa

Promoting regional integration and intra-regional trade

While African countries became liberated from colonial rule during the 1960s and 70s, ongoing economic development within closed markets meant that economies of scale were not achieved—but that these countries instead fell into a spiral of expanding poverty.

In order to reverse this situation, regional integration led by African countries began to take place in the 2000s. Operationalization of the Programme for Infrastructure Development in Africa (PIDA) began in 2012, followed by the African Continental Free Trade Area (AfCFTA) in 2021. Today, it is hoped that the continuing operation of these organizations will accelerate economic growth, the creation of employment, and the reduction of poverty.

Infrastructural development and cooperation with AfCFTA

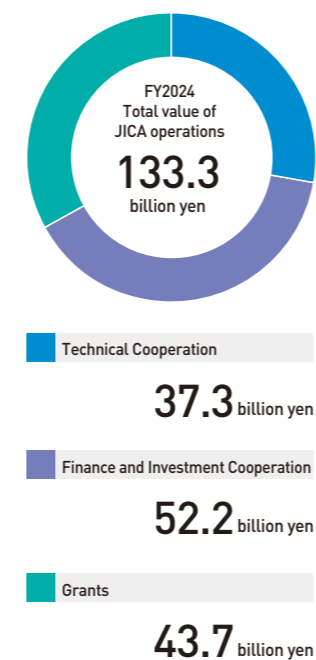
JICA launched the Corridor Development Initiative, a widespread infrastructural development concept based on PIDA, on the occasion of the Fifth Tokyo International Conference on African Development (TICAD V) held in 2013. Since

that time, JICA has continued working on both cross-border infrastructural networks and trade-related logistics. In addition, JICA signed a business cooperation agreement with the AfCFTA Secretariat in December 2022.

In January 2025, JICA held a seminar in Zambia in collaboration with AfCFTA and the African Union Development Agency (AUDA-NEPAD) in order to share experiences and training regarding the One Stop Border Post (OSBP), which aims to streamline and speed up immigration and customs-related procedures. Regional Economic Communities (RECs) in Africa also participated in this seminar, wherein they discussed problems and solutions with respect to trade facilitation and the promotion of regional integration. In addition, OSBP operations taking place at the Kazungula Bridge, which stands at the border between Zambia and Botswana, were also discussed.

At TICAD9, held in August 2025 in Yokohama, then Prime Minister Ishiba announced the establishment of a public-private-academia joint study group on strengthening the Japan-Africa economic partnership, which was being launched to promote the implementation of AfCFTA.

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 2024.
 2. Figures exclude JICA's cooperation for multiple countries or multiple regions and international organizations.
 3. Totals may not add up due to rounding.



At PIDA Week, held in November 2024, JICA jointly launched the OSBP Status Report together with AUDA-NEPAD [Photo: Homma Toru]

Example | Africa

Cooperation with the African Continental Free Trade Area (AfCFTA)

(JICA Global Agenda 13 | Public Finance and Financial Systems)

Sharing Wisdom in Order to Create a Free-Trade Zone

Collaboration with the AfCFTA Secretariat in four separate areas

The African Continental Free Trade Area (AfCFTA) aims to create a single market on the African continent, for which it is working to abolish intra-country taxes and establish standardized trade rules. A total of 54 member countries and regions in the African Union (AU) have signed the AfCFTA agreement. In addition to enlivening intra-regional trade, it is also hoped that the agreement will contribute toward the development of a sustainable economic society through efforts including the creation of employment opportunities and poverty reduction.

JICA entered into a Memorandum of Cooperation (MOC) in December 2022 together with the AfCFTA Secretariat, which is located in Ghana. The agreement specifies work in four separate areas: trade facilitation and corridor development; industrialization and regional value chain building; knowledge-sharing on ASEAN's and Japan's experience in economic integration and free trade agreements; and capacity development/building.

In February 2025, JICA and the AfCFTA Secretariat collaborated to hold a seminar in order to share ASEAN's experiences. In addition, the African Union Development Agency (AUDA-NEPAD) worked alongside organizations including JICA, the AU Commission and the AfCFTA Secretariat to publish the AIDA/AfCFTA Impact Assessment Guide.



Second Annual Consultation Meeting between JICA and the AfCFTA Secretariat, held in February 2025

Sharing information with Japanese companies via seminars

For many Japanese companies, Africa is located far away; and knowledge of AfCFTA remains low. JICA held a seminar together with organizations including the United Nations Development Programme (UNDP) in November 2024, looking ahead toward the Ninth Tokyo International Conference on African Development (TICAD 9) held in August 2025. At the seminar, presidents of African companies utilizing the AfCFTA framework, as well as AfCFTA Secretariat members themselves, explained AfCFTA's structure and gave an update on its initiatives and future outlook. In addition, an opinion exchange was held regarding possibilities for future business development among Japanese companies doing work in Africa.

Support for the participation of SMEs

UNDP, working via AfCFTA, is providing support to enable a greater number of SMEs to participate in regional trade. We will continue acting as a bridge for business and investment in Africa, by educating Japanese individuals regarding the high potential for African SMEs to put their numerous ideas into action.

Mine Ayumi
 UNDP Regional Bureau for Africa



Business representatives and UNDP staff who participated in the AfCFTA Business Forum, held in Rwanda in October 2024

Overview by Region

Middle East and Europe

Protracted conflicts and chaotic regional conditions

The Middle East is experiencing compounded crises, including the destabilization of the region due to civil wars following the Arab Spring, the chronic refugee situation, and the intensification of natural disasters such as water shortages and floods brought about by climate change. Furthermore, the armed conflict that erupted in the Gaza Strip in October 2023 has caused immense damage in the region, and the effects are spreading to the surrounding countries and regions.

In Europe, Russia's aggression against Ukraine continues to have a huge impact on Ukraine and the surrounding countries.

Aiming for rapid, medium- to long-term cooperation

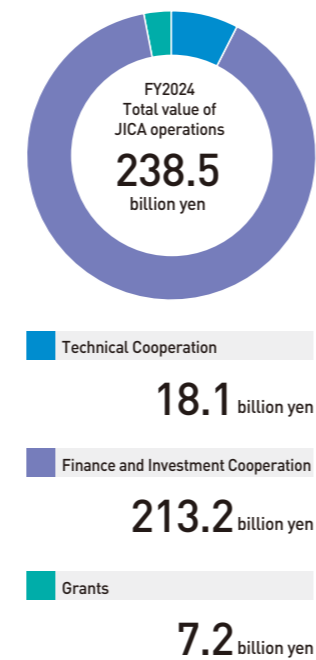
In this backdrop, in fiscal 2024, JICA undertook cooperation from a rapid, medium- to long-term perspective, focusing on two main pillars: executing strategic support in response to compounded crises, and promoting the sharing of Japan's policies, development experience and good practices unique to Japan while also fostering the circulation of newly gained values and solutions by

bringing them back to Japan.

In the Middle East, JICA provided a variety of materials including food kits to the Gaza Strip, Palestine. It also continued its oil refinery plant project in Iraq to increase production of high-quality petroleum products that comply with environmental regulations. In Egypt, JICA cooperated in promoting private investment and economic diversification.

In Europe, JICA has been involved in clearing landmines and unexploded ordnance in Ukraine and has cooperated in emergency recovery and economic reconstruction by supporting business development through collaboration between Japanese and local companies. In Türkiye, JICA has cooperated in creating earthquake recovery plans, rebuilding infrastructure, and providing support to SMEs. In the Western Balkans, JICA cooperated in putting in place an environment for entrepreneurs to achieve high-quality growth. 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 Great East Japan Earthquake.

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 2024.
 2. Figures exclude JICA's cooperation for multiple countries or multiple regions and international organizations.
 3. Totals may not add up due to rounding.



JICA distributed food kits, tents, medical consumables, and other items seven times in the Gaza Strip, Palestine

Example | Ukraine

Program for Emergency Recovery, Phase 2 & 3 (Mine Action)

(JICA Global Agenda 11 | Peacebuilding)

Restoring Essential Infrastructure for Communities

Provision of equipment and materials for emergency recovery

In March 2023, JICA signed a grant agreement with the Government of Ukraine for the Program for Emergency Recovery. A grant agreement for Phase 2 of this program, providing additional support, was signed in April of the same year, followed by Phase 3 in February 2024. These programs have addressed Ukraine's urgent recovery needs, as people have endured severe hardships following Russia's aggression against Ukraine.

The additional support includes mine clearance, debris removal, restoration of power and transport infrastructure, and provision of essential equipment and supplies for healthcare. JICA also provides technical cooperation for reconstruction, drawing on Japanese expertise, and contributes to Ukraine's emergency recovery and economic reconstruction.

Utilizing the expertise of Japanese companies in mine action

In the area of mine action, JICA provides demining machines manufactured by Nikken Corporation, a Japanese construction machinery company based in Minami-Alps City, Yamanashi Prefecture. Nikken has extensive experience in mine clearance in countries such as Cambodia and Afghanistan, using its own original equipment. Considering the ongoing war in Ukraine, the



SESU staff participating in training conducted at Nikken Corporation on demining machines

company developed a new machine with enhanced durability and resilience. Twelve units were completed by 2024 and are currently operating in Ukraine. As part of technical cooperation, on two occasions, JICA has invited officials from the State Emergency Service of Ukraine (SESU) to Nikken for hands-on training in the operation and maintenance of these demining machines.

Approximately 24% of Ukraine's territory is contaminated with landmines and unexploded ordnance, resulting in numerous casualties. JICA is utilizing Nikken's expertise and technology in mine clearance to support Ukraine's recovery efforts.



Striving for a safe and secure daily life

We have been engaged in mine clearance, driven by a mission to build a safe and secure society for future generations. Our ultimate goal is to help restore a peaceful daily life where people can live safely and with peace of mind. Although this will take time, I hope this mission will be carried forward by the current president (of Nikken) and future generations.

Amemiya Kiyoshi
Chairman, Nikken Corporation



Amemiya Makoto, President of Nikken Corporation (front row; 3rd from left), is engaged in landmine clearance, together with the Chairman of Nikken Corporation

Diverse Projects to Expand 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 (JICA-DSP) invites future leaders from partner countries to Japan in collaboration with various Japanese universities 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. In addition to specialized education and research at Japanese graduate schools, the JICA scholars* also participate in specially prepared programs. And, after returning to their home countries, they 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.

The "Understanding the Japanese Development Experience" and "Understanding the Japanese Local History and Development" programs are 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 industrial revolution and infrastructure development, but also development challenges specific to developed countries, such as a declining birthrate, an aging population, and regional revitalization, based on



JICA scholars participating in the "Understanding the Japanese Development Experience." The program includes lectures and discussions on Japan's development experience, as well as opportunities to experience Japanese culture

Total Numbers of JICA Scholars and Their Countries of Origin in Fiscal 2010–2024

More than **10,000** participants from over **100** countries



Japan's development experience. Through lectures, visits to relevant facilities, and exchanges with government, business, and educational institutions, JICA scholars are expected to gain an understanding of the collaborative frameworks between diverse actors in Japan, 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 2024, there were over 2,000 JICA scholars from 111 countries studying in master's and doctoral degree programs in Japan. This fiscal year, two partner universities and 13 domestic centers offered a total of 49 programs as part of the "Understanding the Japanese Development Experience" and the "Understanding the Japanese Local History and Development" programs, with over 1,200 participants. In addition, the Individual Programs were offered in 54 graduate schools at 26 partner universities, with a total of 34 programs for over 2,000 scholars.

* "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 Program for Japanese Studies (JICA Chair)

Expanding JICA-DSP abroad

In response to requests to expand the JICA-DSP offer-

ings 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 "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 short-term lecturers from Japan, and acting as the JICA Chair of Japanese Studies, which entails establishing a series of lectures, as well as providing research and education opportunities in Japan for young researchers. By the end of fiscal 2024, JICA had offered the JICA Chair to 84 countries, up from a cumulative total of 78 by the previous year.

In fiscal 2024, the JICA Chair program achieved results tailored to the diverse needs of developing countries and program participants. Specifically, this included the granting of academic credits for JICA Chair lectures at universities implementing the program, the diversification of the range of participants, and the provision of programs in collaboration with actual ODA projects. Meanwhile, 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 video materials which JICA co-produced with the Open University of Japan: the "Japanese Modernization Lecture Series" (15 chapters).

Science and Technology Research Partnership for Sustainable Development (SATREPS)

Contributing to the SDGs through science, technology and innovation

SATREPS is a project that draws on the latest science and technology to develop 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 in collaboration with the Japan Science and Technology Agency (JST) and Japan Agency for Medical Research and Development (AMED), aims to contribute broadly 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 through joint research between scientists in developing countries and Japan.



"The Project for the epidemiological research on zoonotic virus infections in Africa" conducted in the Democratic Republic of the Congo and Zambia

SATREPS Projects Adopted in Fiscal 2008–2024

214 projects **62** countries



SATREPS covers a wide range of research topics and is rich in interdisciplinary research. In the field of infectious diseases, "the Project for the epidemiological research on zoonotic virus infections in Africa" has been conducted in the Democratic Republic of the Congo and Zambia since 2019. Through surveillance of viral hemorrhagic fevers and other diseases, the project elucidated the transmission routes of various viruses. Furthermore, researchers discovered Marburg virus-carrying bats, which were previously thought not to exist in Zambia, to reveal the risk of infection to humans. In addition, building upon achievements from a preceding project, an Ebola Virus Disease rapid diagnostic kit developed through this project achieved social implementation: it was approved for manufacture and sale in Japan, and its use was also authorized in the Democratic Republic of the Congo.

In fiscal 2024, 12 projects in 10 partner countries were adopted by the Government of Japan under SATREPS, and discussions have been conducted with the universities and research institutions in these countries toward project implementation.

Example | Malaysia

Sustainable Replantation of Oil Palm

(JICA Global Agenda 05 | Agriculture and Rural Development)

Building a Sustainable Circular Economy and Society Model

Environmental issues arising from abandoned oil palm trunks

Malaysia accounts for about 30% of the world's palm oil production volumes, with annual export values reaching approximately 2 trillion yen. As oil palms age, they cease to bear fruit, leading to the felling and abandonment of old oil palm trunks (OPT). These practices cause serious environmental issues, including soil-borne diseases, greenhouse gas (GHG) emissions, and deforestation for the development of replacement plantations.

Since 2019, through the "Science and Technology Research Partnership for Sustainable Development (SATREPS) Program," JICA has been collaborating on research and verification projects in connection with research institutes, universities, private sector companies, and other entities in Malaysia and Japan. This project endeavors to assess the scientific and economic impacts of leaving OPT abandoned, while developing technologies to add high value to OPT. Through the recycling of OPT, the project seeks to address environmental issues and foster a sustainable industry.

Developing technologies that are well-integrated into society

To ensure the local adaptation of project outcomes, interviews were conducted with the Government of



Felled oil palm trees

Malaysia officials and plantation owners to design a regionally appropriate harvesting, collection, and industrial model. Leveraging these insights, the project developed and implemented a power generation system that utilizes methane gas derived from OPT sap as a raw material, along with pressed residues from the mills processed into biomass pellets for fuel. These biomass pellets are also being used in the production of furniture and building materials.

Proper processing and recycling of OPT have been proven to reduce approximately 1.3 tons of GHG emissions per trunk. Building on this achievement, an enterprise has been established to capitalize on the technology, signaling the emergence of a circular economy and society model anchored in OPT recycling.



Kluang Pilot Plant, which produces biomass pellets



Successfully Adding High Value to OPT

I am proud to say that by working as one with universities, research institutes, companies, and government agencies in both countries, we have succeeded in increasing the added value of OPT. I feel that the project is very meaningful, particularly because participants on the Malaysia side have been working autonomously "to leverage these technologies for the future."

Kosugi Akihiko
Japan International Research Center for Agricultural Sciences

Diverse Projects to Expand 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 2024, 17 projects received approval. They include projects contributing to climate change measures such as the Green Finance Promotion Project in the Republic of South Africa; projects contributing to food security such as the Agricultural Sector Support Project in Brazil; and projects related to financial inclusion to support small and medium-sized enterprises (SMEs) such as the Support Project for Financial Access Improvement for Micro, Small and Medium Logistics Businesses in Rural Areas in India. In addition, there is project implementation based on the Government of Japan's diplomatic policy, as exemplified by the signing of a Contribution Agreement for the Trust Fund Achieving Development of Latin America and the Caribbean (TADAC) with the Inter-American Development Bank (IDB) and signing of a Loan Agreement for the Project to Support Micro, Small and Medium Enterprises in Rural Areas of Türkiye to coincide with the 100th Anniversary of the Establishment of Diplomatic Relations between Japan and Türkiye.

Furthermore, JICA launched PSIF projects in Armenia, Guatemala, Honduras and Türkiye, for the first time, where it is diversifying investment and loan recipients.

Preparatory Survey for Private-Sector Investment Finance

Supporting the formation of promising PSIF projects

Under the scheme of the Preparatory Survey for Private-Sector Investment Finance, 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 2024, JICA adopted three proposals under the scheme.

Private-sector businesses in developing countries face numerous challenges, including an inadequate investment 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 (JICA Biz)

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 challenges. In April 2025, the JICA Act was partially revised to further promote collaboration with the private sector (see page 13).

JICA Biz (SDGs Business Supporting Surveys) is an

initiative to support Japanese private companies that perceive the challenges of developing countries as business opportunities and strive to cultivate new markets by utilizing their own technology, products, and expertise. JICA Biz is a proposal-based program by these private companies to realize development impact through their business expansions.

Partnerships and co-creation with private enterprises

This program offers two support schemes according to the stage of business: the “SDGs Business Needs Confirmation Survey” and “SDGs Business Validation Survey.” Under this scheme, 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.

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 57 proposals full of business ideas

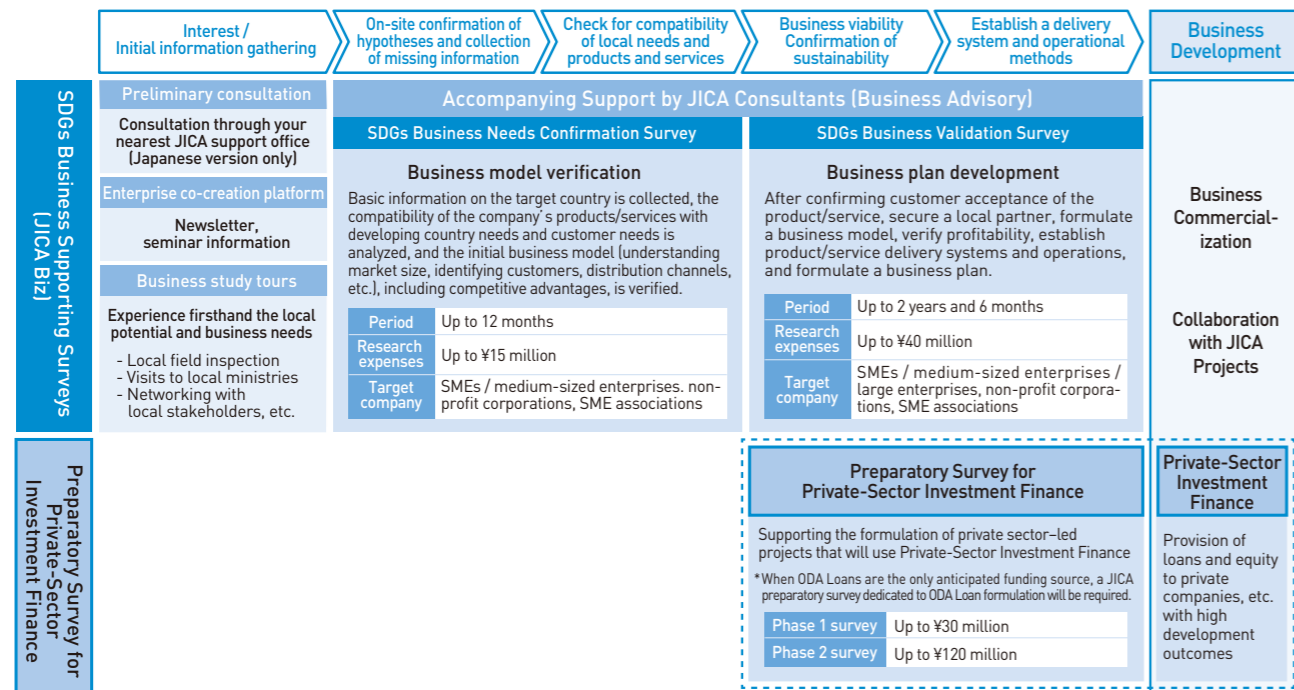
Of the proposals submitted in response to open calls made from fiscal 2010 through fiscal 2024, JICA has adopted and supported an aggregated total of 1,573 proposals under this program. In fiscal 2024, 57 proposals were adopted, including 8 from startups. They included 36 proposals involving the “SDGs 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 21 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.

The Number of Projects Adopted under the SDGs Business Supporting Surveys in Fiscal 2010–2024

1,573



Available Schemes and the Flow of Commercial Implementation



Example | Cambodia

Emergency Life Saving Center Development Project

(JICA Global Agenda 06 | Health)

Delivering High-Quality Healthcare for Everyone

Expanding Japanese-style hospitals overseas

In Cambodia, rapid economic growth in recent years has been accompanied by a sharp rise in lifestyle-related diseases and traffic accidents. On the other hand, the healthcare system remains fragile due to the effects of protracted internal conflicts, particularly in terms of human resources. As a result, many people receive medical care in neighboring countries when they become ill, and emergency medical response – as in the case of a stroke or traffic accident – is an urgent issue.

Against this backdrop, the Sunrise Japan Hospital opened in 2016 as a Japanese-style private hospital equipped with a critical care center, operated by organizations including JGC Corporation and Kitahara Medical Strategies International Co., Ltd. JICA provides financial cooperation through private-sector investment finance, and also training to Cambodian doctors and nurses.

Contributing to improving the level of healthcare in Cambodia

The opening of this hospital has enabled citizens to receive advanced healthcare – notably in neurosurgery – within Cambodia. The facility has received an outstanding response, not only for its advanced technologies, but also for healthcare that meets patients’ needs. Some users have commented that “the explanations of symptoms and treatments are easy to understand, and



Sunrise Japan Hospital

the staff always listens carefully.”

In addition to actively receiving interns, Sunrise Japan Hospital is involved in the education of students in university medical schools and doctors at public hospitals. It contributes to the region by providing health checkups for school children, and conducts educational activities to promote knowledge and awareness of health. The “AKAHIGE” (nickname of a benevolent doctor dedicated to caring for the poor in Edo-era Japan) collection box has been installed in the hospital to support patients who cannot receive sufficient medical care for economic reasons. A hospital fund and other mechanisms have also been put in place to help patients with medical expenses.

University medical education has changed

Sunrise Japan Hospital provides support in a variety of forms; for example, by accepting students for clinical training, and reviewing courses and curricula at the University of Health Sciences. I feel that there is a great deal to learn from guidance combining patient-centered care with a frontline perspective, not only for students, but for instructors as well.

Eang Rothmony
Vice-Rector, Chief of Student Affairs Unit, University of Health Sciences, Cambodia



Students from the University of Health Sciences, receiving training at Sunrise Japan Hospital

Diverse Projects to Expand Partnerships

JICA Volunteer Program

Citizen-led international cooperation

The JICA Volunteer Program supports activities by citizens who wish to cooperate toward the economic and social development of partner countries, as well as the reconstruction thereof.

These programs, which were founded in 1965, celebrated their 60th anniversary in 2025. With their long history, they are widely recognized as a good example of grassroots-level international cooperation extended by the Government of Japan and JICA and are highly praised by partner countries. As of the end of March 2025, 1,613 Japan Overseas Cooperation Volunteers (JOCVs) are active in 74 countries.

Contributions toward diversifying development challenges

The JICA Volunteer Program contributes to promoting the JICA Global Agenda at the grassroots level by addressing diversifying development challenges in partner countries.

JOCVs work in various fields, including education, agriculture, health and the environment. In recent years, by collaborating on technical cooperation projects, JICA has aimed to achieve greater impact in advancing the priorities and challenges outlined in the JICA Global Agenda.

In Egypt, for example, JICA's technical cooperation projects to introduce and disseminate Japanese-style education are held in collaboration with JOCVs, and serve to provide diverse educational opportunities. As one example, physical education volunteers work with physical education teachers in Egypt toward establishing a sustainable system to implement Japanese-style physical education. This includes conducting classes and organizing UNDOKAI (sports day) events that encourage students



A JOCV engages in a class on biological experiments, held via the STEM Education course at Rosario Integrated School (RIS), a high school in the Philippines

The Number of Japan Overseas Cooperation Volunteers Dispatched from Fiscal 1965 to Fiscal 2024

57,442

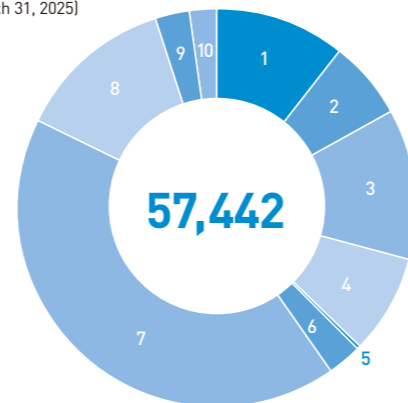


to think and act on their own and providing training sessions on effective teaching methods. In addition, JOCV nutritionists in Honduras engage in initiatives on lifestyle-related disease prevention, wherein they use materials created for a technical cooperation project.

Through the collaboration of JOCVs on technical cooperation projects, the success of the latter can be disseminated at the grassroots level, and the knowledge of JOCVs may be utilized within technical cooperation projects. JICA will continue to direct these collaborations toward pursuing the effective resolution of development challenges.

Cumulative Number of Japan Overseas Cooperation Volunteers Dispatched by Field of Work

(as of March 31, 2025)



1. Planning / Government	6,148	10.7%
2. Public Works / Utilities	3,740	6.5%
3. Agriculture / Forestry / Fishery	6,940	12.1%
4. Mining and Manufacturing	4,681	8.1%
5. Energy	103	0.2%
6. Business / Tourism	1,542	2.7%
7. Human Resources	24,110	42.0%
8. Health / Healthcare	7,274	12.7%
9. Social Welfare Services	1,738	3.0%
10. Other	1,166	2.0%

Returning Japan Overseas Cooperation Volunteers (JOCVs) revitalize Japan and the world

Those participating in the JICA Volunteer Program continue to be engaged in related initiatives both in Japan and overseas. In fiscal 2024, a program began to support JOCVs who aspire to become social entrepreneurs in starting up businesses after returning to Japan. Through the JICA Social Entrepreneur Project "BLUE," support was given for social initiatives both in Japan and overseas. A total of 21 entrepreneurial seminars were held, drawing a total of more than 1,300 participants. Moreover, the "BLUE-GLOCAL Program" to support JOCVs in starting up businesses following their return to Japan was conducted in both Sanjo City in Niigata Prefecture and Takasaki City in Gunma Prefecture. Such initiatives encouraged JOCVs to make better use of their experience for the benefit of society after returning to Japan, while also helping to educate human resources for starting up businesses.

The "JICA Volunteer Program Support Fund" was launched as a new program in fiscal 2024 to support JOCVs working in developing countries, as well as for



Former JOCVs who made their business pitch presentations, and alumni of the same batch who came to support them, as part of the social entrepreneur hands-on support program

returned JOCVs who are addressing social challenges both in Japan and overseas. Besides collaboration with financial institutions, full-scale donation initiatives were launched to commemorate the 60th anniversary of the JICA Volunteer Program, including the sales of menu items linked to donations at publicly accessible cafeterias in JICA's domestic facilities.

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

Athletes Coached by JOCVs Participate in the Paris 2024 Olympic and Paralympic Games

A total of 20 athletes from 13 countries who were coached by JOCVs participated in the Paris 2024 Olympic and Paralympic Games. Each athlete did their best, including a male athlete from India who won the bronze medal in the Para Judo competition—the first such achievement in the country, which drew praise from numerous individuals including the Prime Minister of India, Narendra Modi. The JICA Volunteer Program will continue to convey the value and enjoyment of sports to all individuals, including top athletes.



A JOCV instructing an Indian Judo athlete

Circulation of the Experiences Gained by JOCVs through the Glocal Program

JICA promotes the GLOCAL Program to provide OJT opportunities for domestic regional revitalization among persons scheduled to be dispatched as JOCVs. As one program aiming toward co-creation together with domestic partners, JICA signed a Memorandum of Cooperation (MoC) with Gojome Town in Akita Prefecture, to launch a local vitalization cooperator program. Some participants become employed in the local community they were sent to for the program after returning to Japan and promote the circulation of the knowledge and experience gained as a volunteer between the partner country and Japan.



A MoC was signed between JICA and Gojome Town in Akita Prefecture

Diverse Projects to Expand Partnerships

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

Mutual understanding deepened through interactions

In May 2024, on a visit to Brazil and Paraguay, then Prime Minister Kishida Fumio announced that a new exchange program between Japan and the *Nikkei* (Japanese descendants) community in Latin America would be launched to enable exchanges with approximately 1,000 people over three years. In response, the parties involved have expressed high expectations for the human interactions, including JICA's human resource development programs. The *Nikkei* population in Latin America, which is undergoing generational change and diversification, is said to exceed three million, the highest for any region in the world. JICA will continue to deepen ties between Japan and *Nikkei* communities through these partnership programs.

Business partnerships with *Nikkei* communities

In fiscal 2024, JICA collaborated in PR activities for Japanese products in 12 Latin American countries. In July, more than 100 companies and organizations from 40 prefectures participated in business matching conducted over three days at the "Sao Paulo Japan Festival," the largest *Nikkei* event in South America, hosted by the Federation of Japanese Prefectural Associations in Brazil. At this matching event, more than 300 Japanese food products were introduced, including liquors, seafood, and condiments. Representatives of more than 850 companies from Brazil attended the event, including importers, distributors, and restaurateurs, and joined in lively business negotiations.

A total of 22 business leaders involved in the restaurant industry in *Nikkei* communities were invited to visit Japan from Brazil, Peru, and the Dominican Republic.



Nikkei people receiving an explanation about Japanese company products at the Sao Paulo Japan Festival

Participants in the Training Program for the *Nikkei* Community "Nikkei Supporter" (Cumulative Total)

(FY2021–FY2024)

46



These business leaders visited Fukushima Prefecture and other locations, gaining a deeper understanding of Japan's safe, secure, high-quality food and beverage industry. After returning to their home countries, they passed this information on, contributing to the diversification of export destinations for Japanese products.

Future-oriented partnership programs for *Nikkei* communities

JICA's President visited the Dominican Republic in July 2024. He praised and expressed deep respect for the significant contributions made by immigrants and *Nikkei* to the development of shared goodwill and expressed a firm expectation for this *Nikkei* community to serve as a bridge between the two countries. Additionally, the president emphasized the importance of JICA's cooperation in nurturing the next generation of human resources in the Dominican Republic, cultivating trust with the *Nikkei* community, and co-creating a future together.

Furthermore, JICA implemented a practical training program called *Nikkei* Supporter. It provides opportunities for *Nikkei* from Central and South America to work as JICA trainees in Japanese cities with significant *Nikkei* residents. At the same time, it contributed to the building of a multicultural and inclusive society as well as the regional revitalization of these cities with *Nikkei* residents. At a seminar held in September 2024 in Peru, a former JICA trainee from Peru shared information about daily life, school, and other topics in Japan with a total of 50 participants from Central and South America who were considering living in Japan.

Also in fiscal 2024, the thematic evaluation "Visualization of Project Effects Generated by the Program for Collaboration with *Nikkei* Communities" was conducted, summarizing recommendations and lessons learned from existing projects, primarily human resource development. JICA will reflect this feedback in its project processes and continue to promote effective and efficient projects for the *Nikkei* community in the future.

Diverse Projects to Expand Partnerships

Support for the Acceptance of Foreign Nationals / Multicultural and Inclusive Society

Promoting proper acceptance of foreign nationals and creation of an inclusive society

The Government of Japan established "Ministerial Conference on Acceptance and Coexistence of Foreign Nationals" to promote the appropriate acceptance of foreign nationals, and to put in place an environment that supports such acceptance. In December 2018, it decided on "Comprehensive Measures for Acceptance and Coexistence of Foreign Nationals."

In partner countries where JICA provides cooperation, increasing the number of human resources working overseas as an opportunity to acquire skills has become one of the most important development challenges for promoting the economic and social development of the home country. On the other hand, these foreign workers are often placed in a vulnerable position and face the risk of various human rights violations.

Based on the government's "Comprehensive Measures for Acceptance and Coexistence of Foreign Nationals," JICA aims to contribute to the socioeconomic development of both partner countries and Japan by providing support for the appropriate acceptance* of foreign workers, and for the realization of an inclusive society where Japanese and non-Japanese people can respect each other and can lead safe and secure lives, while complying with Japanese laws and respecting human rights.

The three pillars of JICA's initiatives

As the first pillar of this initiative, JICA works for "promotion of respect for the human rights of foreign workers" in order to ensure their proper acceptance in Japan. Foreign 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 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 partner countries of origin, as well as by improving their implementation.

For example, in JICA's technical cooperation project in Vietnam, JICA works with government agencies to build a system to eliminate the involvement of unscrupulous intermediaries. Under the system, organizations sending Vietnamese workers provide accurate information on job opportunities, and Vietnamese job seekers can apply directly to these organizations. By supporting job seekers in securing smooth employment after arriving in

Japan without forcing them to bear excessive expenses, JICA promotes transparent and proper acceptance and deployment, while working to respect human rights.

Since 2024, JICA has been working with the International Labour Organization (ILO) to implement cross-regional initiatives targeting Southeast Asian regions with many foreign workers, aimed at strengthening the protection of human rights for foreign workers in Japan. Specifically, it has created a joint work plan to enable private and public sector entities to collaborate effectively, summarizing current conditions and issues in each of three areas: empowerment of foreign workers; promotion of fair and ethical recruitment procedures; and enhancement of knowledge for the establishment of grievance mechanisms for foreign workers.

As part of the second pillar, "capacity development for economic development," JICA contributes to the creation of a foundation for supporting the socioeconomic development of each country by fostering industrial human resources and by developing frameworks within the governments of partner countries to enable them to appropriately send workers abroad. If the foreign human resources are employed in Japan, it is expected that they will acquire skills and deepen their knowledge and subsequently leverage these assets to contribute to quality growth in their countries of origin through their experience in Japan.

Ultimately, these initiatives will help to address human resource shortages in Japan, facilitate proper acceptance of skilled personnel needed by various industries, and build networks between Japanese and overseas companies, thus contributing to socioeconomic development in Japan.

In September 2024, in response to an increase in the number of Indonesian human resources in Japan, the second human resources forum was held jointly with the Government of Indonesia. Representatives of the public and private sectors gathered in one place for practical discussions on a variety of topics, including HR development based on the needs of both countries. As the countries sending human resources to Japan become increasingly diverse, JICA launched three technical cooperation projects in fiscal 2024, in response to the request from the governments of Uzbekistan, India, and Sri Lanka respectively. These projects include the dispatch of JICA experts to support the activities of partner governments in HR development and the development of the systems necessary for the proper deployment of the

foreign workers to Japan.

For the third pillar, “creation of an inclusive society,” JICA cooperates with local governments and other organizations in their efforts to realize an inclusive society where Japanese and non-Japanese people can respect each other and can lead safe and secure lives. Specifically, JICA’s domestic offices and Coordinators for International Cooperation play a central role in promoting initiatives to build an inclusive society in cooperation and collaboration with national and local governments and NGOs while utilizing JICA’s citizen participatory cooperation activities and public-private partnership programs.

As one example of these initiatives, in August 2024, JICA launched “Kyoso no Mirai Toyama” (Co-creation of the Future Toyama Prefecture), a joint project with private sector companies, citizens’ organizations, and individuals in Toyama Prefecture. The project targets the co-creation of a regional society that fully demonstrates the capabilities of children and young people with diverse backgrounds and enables their self-realization. JICA held three seminars on the themes of “civil society,” “companies,” and “education,” broadly sharing among related parties the importance of inclusion and of

* JICA has never promoted immigration that is incompatible with the policies of the Government of Japan and has no intention of doing so in the future.



Sri Lankan citizens learning Japanese as required to travel to Japan

respecting differences in cultures and values. In addition, to address the lack of educational opportunities for children with foreign nationalities and insufficient networks among supporters, JICA visited educational institutions in Gunma Prefecture and held discussions with related parties, building networks and sharing information across prefectural boundaries.

Assisting with “Educational Guidance For Foreign Families in Japan”

In Ibaraki Prefecture, there are more than 4,000 foreign pupils and students, and they face numerous challenges, including barriers in language, culture, and customs, non-enrollment, delays in subject-learning, and challenges in entrance examinations and other aspects of continued education. To resolve these issues, JICA and other organizations jointly launched the “Network for the Future of Children with Foreign Roots” (IBARAKI LINK), and in January 2025, provided “Educational Guidance for Foreign Families in Japan.”

About 40 people attended this event, ranging from children to adults, with roots in Myanmar, India, Sri Lanka, Bangladesh, Pakistan, Peru, Bolivia, and Mexico. There was a very positive response, with some commenting that “I didn’t know what to do to enter high school, so today’s meeting was very helpful.” A Japanese participant said, “I realized that there are things that are common knowledge among Japanese but not for foreigners.” As such, this meeting provided a valuable



An information session on school life in Japan targeting children with roots in other countries, conducted by JICA in cooperation with NPOs

opportunity for mutual understanding among persons involved in education in the region, as part of efforts to build an inclusive society.

Diverse Projects to Expand Partnerships

Promoting Citizen Participation in International Cooperation

Citizen Participatory Cooperation

Two-way value creation between developing countries and Japan

JICA works on “Citizen Participatory” Cooperation activities together with Japanese NGOs, local governments, universities, and private companies as primary partners in order to promote international cooperation activities.

Through dialogue and collaboration with these partners, JICA leverages the experience gained through international cooperation and efforts to address development challenges in developing countries to support issues faced by regions across Japan, while identifying and enhancing their local strengths. In doing so, JICA contributes to the internationalization and revitalization of local communities in Japan.

Dialogue with NGOs

With NGOs as one of its key partners, JICA explains the purpose and policy framework of its work, engages in discussions on timely topics, and deepens mutual understanding, thereby enhancing the quality of international cooperation through dialogue. Twice a year, JICA holds the nationwide “NGO-JICA Dialogue Meeting.” At one meeting, JICA’s sustainability promotion policy and the Humanitarian-Development-Peace Nexus (HDP Nexus) was discussed as part of the agenda. At “NGO-JICA Study Sessions,” which foster mutual learning and explore opportunities for cooperation, issues such as multicultural coexistence and the development of NGOs are addressed.

JICA also operates the “NGO-JICA Japan Desk” in 25 developing countries to provide Japanese NGOs with information to support their activities in these countries.

Collaboration projects

To encourage citizen participation in international cooperation, JICA works with NGOs, local governments, univer-



An NGO working on environmental education in Indonesia via the JICA Partnership Program (JPP) [Photo: Indonesian Education Promoting Foundation]

JPP Projects Implemented in Fiscal 2002–2024

1,433



sities, 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 development challenges 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. On the other hand, those organizations with a certain amount of experience utilize the “JICA Partnership Program” (JPP). In a project under JPP in Indonesia, JICA worked with NGOs to promote environmental education. In the Lesser Sunda Islands, digital teaching materials on the environment were developed, and classroom teaching was improved by incorporating Japanese-style lesson study. As a result of these efforts, and with the support of local education officials, “the environment” has been recognized as a school subject in West Manggarai Regency, one of the project’s target areas.

In addition to these collaborative projects, JICA also provides NGOs and other organizations with training in project management and institutional capacity-building to enable them to successfully carry out such projects with local counterparts.

Supporting internationalization and community revitalization in Japan

JICA’s collaborative projects with local governments in Japan leverage their knowledge and experience in fields such as water supply, disaster risk reduction, and community development. Through activities in developing countries and by accepting trainees, local governments are also able to rediscover their own strengths and use them to revitalize their communities, creating a two-way learning process.

In addition, JICA dispatches staff to several local governments to cooperate in areas such as regional revitalization, disaster risk reduction, and post-disaster reconstruction. JICA also assigns “JICA Coordinators for International Cooperation” in local international associations and other organizations in order to support local governments in Japan. The coordinators work with local

partners to enhance their international cooperation activities, the promotion of the SDGs, and the creation of an inclusive society for foreign residents.

For example, in Hokkaido's Okhotsk region, JICA Coordinators for International Cooperation worked in collaboration with local governments and regional police departments to regularly hold workshops targeting local foreign residents which focus on safety and security for daily life. Through these workshops, opportunities were created for dialogue between foreign residents and relevant stakeholders. The initiatives included lectures by local governments on disaster preparedness and garbage separation, workshops by police officers on crime prevention and traffic safety, and discussion sessions in which foreign residents shared challenges they face in their daily lives. In addition, building on past cases in which an ICT human resource development program supported by JICA in Bangladesh led to the employment of highly skilled foreign human resources by Japanese companies, including those in Miyazaki Prefecture, JICA Coordinators for International Cooperation in Nagasaki Prefecture worked to realize a similar initiative. As a result of providing briefings and hands-on support to local governments, universities, and ICT companies within the prefecture, as well as facilitating the establishment of a cooperative frame-

work among relevant stakeholders, training programs targeting highly skilled Bangladeshi professionals were also implemented in Nagasaki Prefecture.

In fiscal 2024, JICA compiled the impacts on regional revitalization, the processes through which they were generated, and best practices, based on a survey of citizen participatory cooperation projects implemented by JICA over the past 20 years. The survey findings indicate that through collaboration with local governments, JICA can co-create new value in developing countries and feed the outcomes back into Japan, thereby contributing to the internationalization of local communities, the creation of an inclusive society, and regional revitalization across the country.



Local foreign residents listen to a police chief who participated in a "workshop on safety and security"

Development Education

Development of social creators

To contribute to the development of creators of a sustainable society, JICA promotes "education for international understanding" and "development education" in schools by applying the knowledge and experience it has gained through international cooperation to the field of education. The idea is to foster the abilities of students and pupils to understand how development challenges facing the world relate to Japan; to regard them as their own problems; to study them proactively; and to then take action in order to overcome them.

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." This includes video and quiz displays, tradi-

Number of Visitors to the JICA Global Plaza in Ichigaya, Tokyo in Fiscal 2006–2024

2,542,018 people



tional costumes, as well as a restaurant and café where you can enjoy cuisine from around the world. Meanwhile, "Global Concierges," who have abundant experience in international cooperation, offer visitors opportunities to learn about the realities in developing countries and the development challenges facing the global community, and "to think about what they learned and even translate it into action." From September 2024 to February 2025, a special exhibition commemorating the 70th anniversary of international cooperation was held at JICA Global Plaza. Other JICA domestic offices also provide a wide range of information.



Children participate in an online lecture delivery service given by JOCVs and staff working in developing countries, who shared details about lives and work there

Guest lecture service on international cooperation

The JICA personnel involved in international cooperation, including former volunteers, staff members, experts and trainees from developing countries, give lectures about international understanding and cooperation based on their own experiences. In fiscal 2023, JICA launched an "online lecture delivery service on International Cooperation" that connects classrooms in Japan and developing countries in real time. Through live sessions, JOCVs and staff currently working in developing countries introduce their lives and activities, thereby bringing the reality of local communities into schools. A total of 252 online lectures were conducted in fiscal 2024, which received high praise from schools.

Training sessions for teachers

Training sessions are held for teachers, targeting different participants and objectives. These have included the following: "JICA Overseas Training for Teachers," wherein teachers visit developing countries; "study sessions for educators on international understanding and development education," which involves the creation and up-leveling of teaching materials; the promotion of multicultural coexistence within schools and curricula, which is "a program to co-create a culture that embraces multicultural coexistence"; and "domestic study sessions" held in different domestic areas based on specific themes. Teachers who have participated in such JICA trainings also launched "JICA Eduventures" (a group whose name combines the words "education" and "adventure") in order to disseminate and promote international understanding and development education. In fiscal 2024, they organized eight different online events.



The JICA Overseas Training for Teachers, ongoing since 1965, consists of a ten-day overseas training, plus study sessions held in Japan both beforehand and afterward

Support materials for development education

JICA is involved in the creation of teaching materials, including textbooks and videos that can be used directly as is within the classroom, as well as other types of educational resources such as manga, workshops and games. In fiscal 2024, JICA created an educator's guide titled "Thinking About the World," which included photos and videos from developing countries, and was geared toward classroom use for the social studies unit on international understanding in elementary school grade 6. JICA also created additional materials, including those on multicultural coexistence, as well as pamphlets and lesson plans to provide ideas for classroom instruction.

Collaboration with MEXT

JICA collaborated with various entities during fiscal 2024 to launch initiatives on development education, including an international comparative study co-led with the National Institute for Educational Policy Research under the Ministry of Education, Culture, Sports, Science and Technology (MEXT).



"Thinking About the World," a social studies guide for students in elementary school grade 6 comprising on-the-ground information from developing countries

Diverse Projects to Expand Partnerships

Donations

Promoting participation in development cooperation through donations

JICA creates opportunities for citizens to participate in its development cooperation through donations, thereby expanding its base of supporters.

In 2007, JICA launched the “JICA Donation Fund for the People of the World” and began accepting donations. Since 2008, JICA has been using these donations to support the cooperation activities of NGOs in Japan and other organizations, promoting development cooperation in collaboration with civil society.

In order to expand development cooperation initiatives through co-creation with various partners, JICA established the following four donation options in fiscal 2023: 1) donation for action on specific development challenges under “Prosperity,” “People,” “Peace,” and “Planet”; 2) donation for supporting JOCVs; 3) donation for multicultural coexistence and acceptance of foreign human resources; and 4) general donation for JICA projects. Since the establishment of these options, JICA has received donations from partners including individuals, private companies, local governments and educational institutions. These donations will continue to be directed toward addressing domestic and international social issues in line with their purpose.

Donations received in fiscal 2024

JICA accepts two types of donations: general donations, in which donors may choose to donate to JICA’s overall projects or designate a specific sector, and designated donations, for which donors specify a concrete use for their donations. JICA received a total of 86 million yen in donations in fiscal 2024, including for the

four donation options established in fiscal 2023, as well as bequest donations. Within this figure, the “JICA Donation Fund for the People of the World” received a total of approximately 32.7 million yen (approximately 1.5 times the amount in fiscal 2023) amidst collaborations with new partners such as private corporations, as well as increased donations from financial institutions due to rising deposit interest rates. In addition, designated donations received from private companies, local governments and elementary schools totaled 25.4 million yen—2.3 times that of the fiscal 2023 figure.

Use of donations

In order to turn donors’ wishes into reality, JICA uses donations to support various initiatives that address domestic and international social issues.

Donations to the “JICA Donation Fund for the People of the World” are used to support the activities of organizations such as NGOs. After receiving proposals from those entities and undergoing a selection process conducted by external experts, JICA selected 44 domestic and international projects for fiscal 2024. Since its establishment in 2008, the fund has supported a cumulative total of 241 projects.

Among the designated donations, Lion Corporation donated funds to support hygiene education in Bangladesh. Using this fund, JICA implemented hand-washing and hygiene awareness-raising activities targeting students, teachers, parents, and guardians, as well as the local community.

Within Japan, JICA utilized donations from private companies targeted at human resource development

projects for reconstruction and recovery in Ukraine. These funds were used to support Ukrainian refugees and students residing in Japan.

In addition, donations for multicultural coexistence and acceptance of foreign nationals were used to support the “Network for the Future of Children with Foreign Roots” (IBARAKI LINK), through JICA’s cooperation in providing educational guidance for foreign families. This included providing explanations and private consultations on Japanese school life and traditions, including what to bring to school, to support children with Asian and South American roots (and their families) to understand the Japanese school system and live more comfortably.

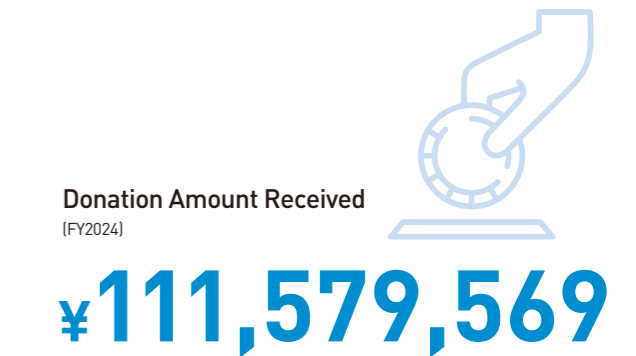
Diversification of donations

JICA receives donations from citizens in various ways with a range of different expectations. JICA has been receiving donations from the Japan Post Bank for many years since the donation program was established, including one program known as “Yucho (Japan Post Bank’s nickname) Volunteer Savings.” JICA is also a donation recipient of the Resona Group’s SDGs Promotion Private Placement Bonds. In addition, JICA receives donations from regional financial institutions including Amagasaki Shinkin Bank, which conducted a foreign currency fixed-term deposit campaign in 2024 and donated a portion of its investment profits to JICA.

In one case, an elementary school made a donation to JICA, as a result of a social studies class provided by JICA. Students who were inspired by JICA’s activities in South Sudan decided to donate the money they collected themselves. Through their donation, school supplies are provided to schools in South Sudan to improve the educational environment of children. In February 2025, JICA again gave a class to the elementary school by showing photos of the students’ donations being utilized, while also supporting the students in thinking about how they themselves could be involved in international cooperation. In another story about South Sudan, JICA received donations funded by hometown tax contributions from Maebashi City in Gunma Prefecture. Maebashi City served as the host town for South Sudanese athletes during the Tokyo 2020 Olympic and Paralympic Games, and sports-related exchanges have continued to take place between the two regions even after the Games ended. JICA has

worked with Maebashi City to donate sports equipment to schools in Juba, the capital of South Sudan, and letters of thanks have been received from the local children to the students of Japan.

In addition, JICA signed agreements with three different financial institutions in March 2024 regarding bequest donations, to collaborate for the preparation of wills and testaments of those who are interested. In September 2024, a bequest donation seminar was also held in collaboration with the affiliated financial institution. JICA will continue to promote bequest donations in order to fulfill the wishes of those who are considering international cooperation as a form of social contribution.



Donation options	Amount (¥)	
General Donations	86,131,046	
JICA Donation Fund for the People of the World	32,693,426	
Donation for Action on Specific Development Challenges	Prosperity	94,000
	People	45,620
	Peace	500,000
	Planet	45,000
Donation for Supporting JOCVs	846,000	
Donation for Multicultural Coexistence and Acceptance of Foreign Human Resources	1,115,000	
General Donation for JICA Projects	50,792,000	
Designated Donations	25,448,523	



Balls purchased via donations were used in a sports competition held in South Sudan



Hygiene education using food safety cards, made possible through donations from Lion Corporation [Photo: IC Net Limited]

Diverse Projects to Expand Partnerships

Emergency Disaster Relief

Emergency response to overseas disasters

In recent years, there have been many earthquakes around the world in addition to disasters such as heavy rains and forest fires caused by global climate change. Furthermore, the damage tends to escalate in severity, due to factors such as the increasing scale of disasters and spreading urbanization.

When major disasters occur overseas, in response to requests from the governments of affected countries or international organizations, JICA dispatches Japan Disaster Relief (JDR) teams and provides emergency relief supplies in line with the instructions issued by the Minister for Foreign Affairs.

Dispatch of JDR teams

There are five specialized JDR teams: a Rescue Team, a Medical Team, an Infectious Diseases Response Team, an Expert Team, and 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 mainly consist of selected rescue squad members from the police, fire authorities, and the Japan Coast Guard. In addition, medical care specialists; structural engineers, who ensure the safety of rescue activities in damaged prop-

erties; and JICA coordinators accompany them. In ordinary times, they work at their places of affiliation. They are a standby force after undergoing training and exercises conducted by the JDR Secretariat or relevant authorities. When a disaster strikes, they are called in via the responsible agencies and assigned to affected areas. Each country's Rescue Team is advised to obtain international accreditation from the International Search and Rescue Advisory Group (INSARAG) under the umbrella of the United Nations Office for the Coordination of Humanitarian Affairs (OCHA). Since 2010, the JDR Rescue Team has been classified as being "heavy," the highest of three operational capacity levels.

The JDR Medical Team provides medical services in affected areas. It has been dispatched 62 times to date.* Registered members of the JDR Medical Team prepare for deployment through training and exercises organized by JICA. Most of these registered members work at their place of employment, primarily a medical institution. They are called up immediately when a dispatch order is issued. The World Health Organization (WHO) introduced the classification system for Emergency Medical Teams (EMT) and is promoting it. Since 2016, the JDR Medical Team has been classified as a Type 2 EMT capable of providing an emergency field hospital

for disaster response and providing 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 diseases affiliated with research institutions, medical institutions, and other organizations registered with the team in advance. They prepare for deployment through training and exercises.

The JDR Expert Team provides technical observation and advice for disaster recovery and reconstruction. To date, it has been deployed 55 times. Each team is formed on an ad hoc basis, comprising experts and specialists from both the public and private sectors, tailored to the specific needs of the affected country.

The Japan Self-Defense Force units are dispatched when necessary to support JDR operations such as the transport of personnel, relief supplies, and equipment, based on a request from the Minister of Foreign Affairs to the Minister of Defense. To date, there have been 24 such deployments.

Provision of emergency relief goods

In response to large-scale disasters overseas, JICA also plays a key role in the rapid provision of essential humanitarian relief goods. To meet immediate post-disaster needs, basic items such as tents, blankets, and plastic sheets are pre-positioned in three (3) warehouses worldwide. In cases where additional needs arise—such as for forest fires, oil spill accidents, or infectious disease outbreaks—JICA procures and delivers emergency goods accordingly. To date, there have been 607 such deliveries.*

In fiscal 2024, JICA provided relief goods fourteen times, in countries in Asia, the Pacific, the Middle East, and Latin America and the Caribbean.

Preparations in normal times for emergency response

JICA serves as the secretariat for the above-mentioned emergency operations. To ensure the responsibility and effectiveness of JDR's capabilities, JICA continuously reviews operational frameworks and translates these into action through the development of guidelines and manuals, the preparation and maintenance of equipment, advance arrangements for deployment and transport, and the planning and im-



Five members of the survey team dispatched in response to the central Myanmar earthquake (left photo) and the devastated city of Mandalay (right photo) [Left photo: Embassy of Japan in Myanmar]

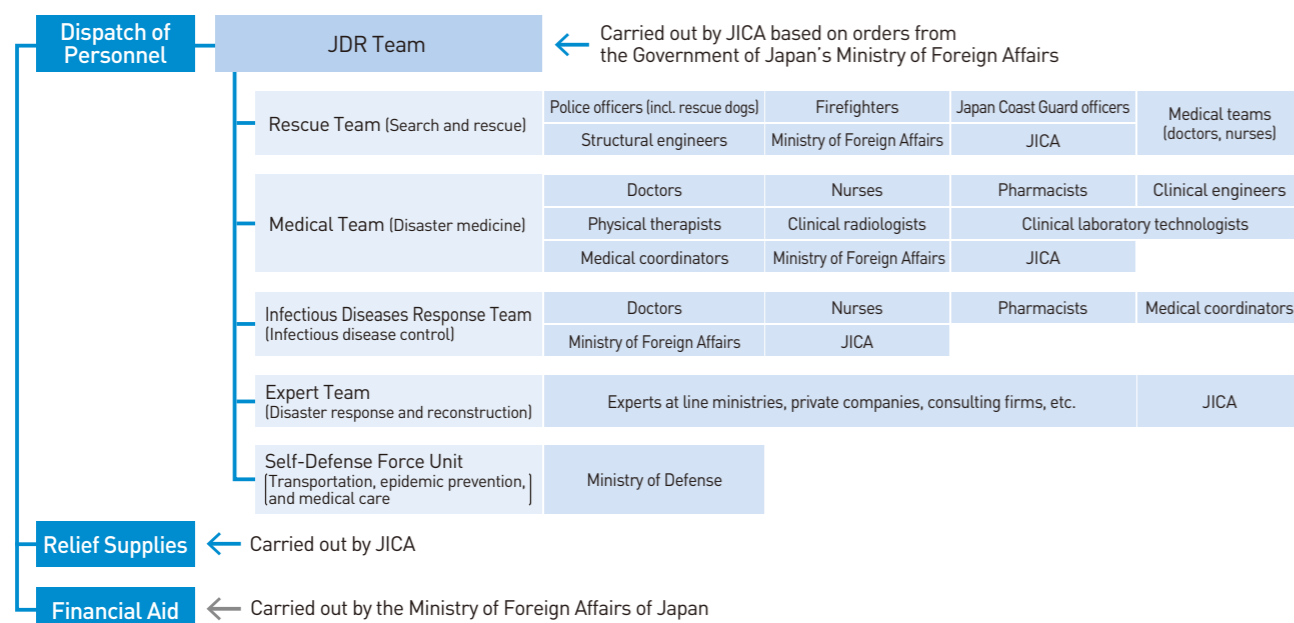
plementation of training programs. JICA also manages compliance with international classification standards. As international cooperation in emergency response continues to deepen, JICA actively engages in coordination frameworks. Furthermore, to enable seamless support from emergency response to Build Back Better, JICA prepares recovery assistance in parallel with emergency operations.

Dispatch of a survey team in response to the earthquake disaster in central Myanmar

On March 28, 2025, a major earthquake struck central Myanmar, causing serious damage. The Secretariat of the Japan Disaster Relief (JDR) Team immediately activated its emergency response system, and then, on March 30, dispatched a survey team of five members consisting of registered JDR Medical team members and JICA personnel including one staff member who was highly familiar with the country. The networks and trust established through JICA's long-standing engagement paved the way for the successful launch of activities in Mandalay. Moreover, the JDR Secretariat provided emergency relief items, including water and water purifiers, through UN organizations. On March 31, the Minister for Foreign Affairs issued an official order to dispatch the Japan Disaster Relief Medical Team in response to the earthquake damage in the Central Myanmar, and the team was dispatched from April 2 to 26.

* As of end of March 2025.

Japan's Emergency Disaster Relief System



Diverse Projects to Expand Partnerships

Partnerships with International Organizations and Other Development Partners

Tackling increasingly complex challenges through international cooperation

Due to compound crises such as geopolitical conflicts, climate change, and pandemics, the issues facing partner countries are becoming increasingly complex. It is therefore more important than ever before for development partners to cooperate with each other, making use of 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.

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. For example, JICA continues to communicate its mission of "human security" at various international conferences and as an important approach for protecting people's lives, livelihoods, and dignity. In May 2024, JICA co-hosted a symposium with the United Nations Development Programme (UNDP) and the United Nations Human Security Unit (HSU) at the United Nations headquarters in New York, and emphasized the importance of the human security approach in accelerating efforts toward achieving SDGs. Furthermore, at the Meeting of the Group of Friends of Human Security held in March 2025, JICA introduced various practical examples of these approaches, including a water sector project in Uganda that utilizes digital tools, shared as a practical example of applying the human security approach based on field experience.



JICA presented its initiatives at the South-South and Triangular Cooperation Forum hosted by the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) in November 2024

To effectively address increasingly complex global development challenges, 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 experiences.

Strengthening partnerships with diverse actors

To address these complex and protracted global challenges, JICA works in partnership with a wide range of actors, including international organizations such as 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 supporting railway development through co-financing with ADB. In support of Ukraine and its neighboring countries, JICA has signed a Memorandum of Understanding on the Ukraine Investment Platform with the European Bank for Reconstruction and Development (EBRD) and other development finance institutions to encourage private sector investment.

In conflict-affected countries and regions, JICA implements programs with international organizations. For example, 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 at a refugee camp, and has dispatched an expert to promote collaboration at the implementation level.

JICA also promotes 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, JICA has been providing technical cooperation to the Cambodian Mine Action Centre (CMAC) for more than 20 years since the end of the Cambodian civil war. Now JICA works with CMAC to share this humanitarian expertise to remove landmines and unexploded ordnance with Ukraine, which is facing the same challenges.

Through collaboration with various partners, JICA will continue to contribute to supporting and providing solutions for diversifying global issues.

Diverse Projects to Expand Partnerships

Research

Co-creating Practical Knowledge for Peace and Development

The JICA Ogata Sadako Research Institute for Peace and Development (JICA Ogata Research Institute) was established in October 2008 to carry on the philosophy of the late Ogata Sadako, who spearheaded its establishment. The institute conducts policy-oriented research on the challenges faced by partner countries in the field and also 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 also works 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 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	<ol style="list-style-type: none"> 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 human security 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: human security and peacebuilding. It analyzes the enabling as well as the inhibiting factors in sustaining peace and studies the relationship between protection and empowerment in human security. 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

In September 2024, the JICA Ogata Research Institute published the English edition of the second volume of its flagship report, “Human Security Today.” JICA and the United Nations Development Programme (UNDP) co-organized a launch event for this report, to coincide with the United Nations Summit of the Future. Together with the Chair of the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD), as well as other international experts, discussions were held during this event on how best to “accelerate the achievement of the SDGs” through human security perspectives.

The institute also co-organized an event at UN Headquarters, together with the UNDP and the United Nations Human Security Unit (HSU), to highlight the importance of community-level initiatives and the development of a human security dashboard for achieving the SDGs. In addition, the institute undertook research that considered both the positive and negative effects of digitalization from a human security perspective. Contributions were then made toward deepening discussions among UN Member States and international organizations during a Meeting of the Group of Friends of Human Security by raising issues and introducing case studies based on this research. The institute held several roundtables during the joint annual conference of the Japan Society for International Development (JASID) and the Japan Association for Human Security Studies (JAHSS). There, discussions were held within numerous fields such as migration, the relationship with national security, and water resources regarding the effective application of a human security approach that prioritizes the dignity of each individual.



Executive Director Mine Yoichi and Joseph Stiglitz, a Nobel Laureate in Economics, in conversation about topics including human security



From fiscal 2024 publications

The JICA Ogata Research Institute Executive Director additionally held a conversation in March 2024 together with Joseph Stiglitz, a Nobel Laureate in Economics. Their discussion touched upon issues such as the importance of building trust and advancing human security in an increasingly divided world.

[More information](#)

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

Major research findings in fiscal 2024

In fiscal 2024, the JICA Ogata Research Institute published a total of 73 academic papers, books, and reports (see page 92). Specifically, the JICA Ogata Research Institute website published 28 academic papers (including Research Papers and Discussion Papers) and Knowledge Reports summarizing the findings of JICA practitioners. In addition, 21 peer-reviewed papers were accepted by academic journals.

The institute’s research results, which were published in English regarding the impacts of studying abroad in developing countries, were recognized by the 2025 Best Book Award presented by the Comparative and International Education Society (CIES). The institute also published numerous works in English on a variety of topics, including joint research with the Brookings Institution titled “For the World’s Profit: How Business Can Support Sustainable Development,” as well as works in the areas of industrial skill development, forced migration, and international voluntary services; alongside Japanese-language publications regarding quality growth. In addition, the institute updated and publicized

its report on a supply-demand simulation of foreign workers in Japan, which attracted considerable attention from the media.

Under the “JICA Project History” series, which analyzes the results of Japan’s development cooperation from a long-term perspective, in fiscal 2024, the institute published Japanese books regarding integrated watershed water quality management in Uruguay, and the “One Village One Product” project in the Kyrgyz Republic. The institute also published a Khmer version of its book on physical education in Cambodia.

[More information](#)

JICA’s website > JICA Ogata Research Institute > Publications

Publicity of research findings and knowledge

In addition to launch events for books compiling its research findings, the JICA Ogata Research Institute held a total of 28 events, including seminars on the rule of law in Southeast Asia, and the use of evidence in economic policy, which were attended by a total of more than 4,600 participants. The institute also delivered more than 80 presentations at overseas academic meetings and other conferences, including JASID, where it shared research findings widely with scholars and practitioners.

On the occasion of the 70th anniversary of Japan’s ODA, the Knowledge Forum “Historical Overview and Future Perspectives of Japan’s Development Cooperation” was held in October 2024 to reflect upon its history to date; and to discuss future cooperation in light of recent international circumstances. At the Knowledge Forum “Water



Research-based insights were shared at HSR2024, co-hosted by Nagasaki University and JICA

Resource Strategies for Achieving Food Security Under Changing Climate,” held in December 2024, Stockholm Water Prize Laureate Professor Oki Taikan from The University of Tokyo was invited to discuss water resource strategies in consideration of global population dynamics, food demand and climate change.

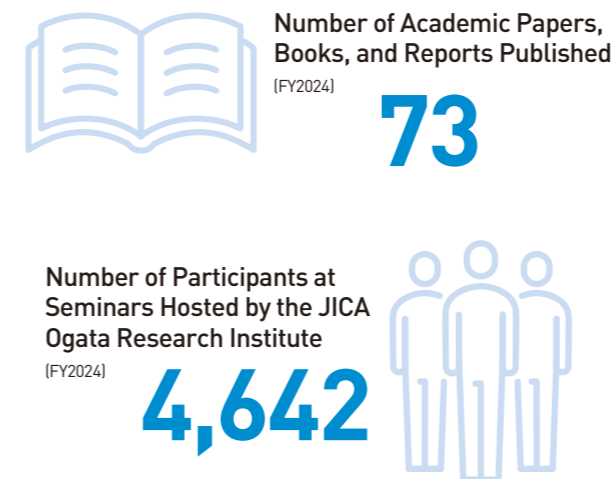
In the health sector, a researcher from the institute contributed to the October 2024 publication of the third report of the Lancet Commission on Investing in Health, titled “Global Health 2050: The path to halving premature death by mid-century.” In addition, Nagasaki University and JICA co-hosted the Global Symposium on Health Systems Research 2024 (HSR2024), which was held in Japan for the first time in November 2024. There, the institute shared knowledge from its research findings on issues such as cancer-related policy in low- and middle-income countries.

[More information](#)

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

Demonstrating development impact and feeding back into operations

Research results that have examined development impact using rigorous empirical methods are highly regarded as evidence meeting international academic standards. A paper from researchers of the JICA Ogata Research Institute that used a randomized controlled trial (RCT) to examine the effectiveness of JICA’s “School for All” project—which was carried out on a community participation basis as an educational development initiative in Madagascar—received the 2024 JASID Main Association Award. The paper demonstrated how the project



improved children’s literacy and numeracy skills. The researchers were also invited by the University of Oxford to present case studies using evidence from this project.

In addition, a paper co-authored by a JICA staff member examining the barriers for public pension participation in Mongolia was published in the *Journal of Political Economy Microeconomics*, a companion journal of one of the most influential academic journals in the field of economics. The paper studied constraints to participation in the pension program using a large-scale RCT, and administrative records covering approximately 40 percent of Mongolian subdistricts.

The JICA Ogata Research Institute is also actively engaged in feeding back academic research outcomes into operational practices. As part of this effort, the institute published a guidance note for humanitarian practitioners on the needs and risks faced by children, women, persons with disabilities, elderly individuals, and migrant

workers who are subject to forced migration, and also held a seminar inviting practitioners from international organizations and other relevant institutions.



JICA’s “School for All” project has been shown to improve children’s literacy and numeracy skills

English-language Books Published in Fiscal 2024

<p>Academic books</p>	<ul style="list-style-type: none"> ● Impacts of Study Abroad on Higher Education Development (Springer) ● Translative Adaptation of Foreign Skills Formation Models: Cases of Japanese Development Cooperation in Southeast Asia (JICA Ogata Sadako Research Institute for Peace and Development) ● Forced Migration and Humanitarian Action: Operational Challenges and Solutions for Supporting People on the Move (Routledge) ● State-Managed International Voluntary Service: The Case of Japan Overseas Cooperation Volunteers (Springer Singapore) ● For the World’s Profit: How Business Can Support Sustainable Development (Brookings Institution Press)
<p>Reports</p>	<ul style="list-style-type: none"> ● ‘Human Security, Politics and Society under Compounded Crises’—the Second Issue of the JICA Ogata Research Institute Report ‘Human Security Today’ ● Guidance Note: Humanitarian Action for Different At-Risk Groups in Displacement
<p>Project History</p>	<ul style="list-style-type: none"> ● ‘A New Style of Physical Education’ for a Brighter Future for Children: An Innovative Change in Cambodia by Friends Brought Together by Physical Education (Khmer version)

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

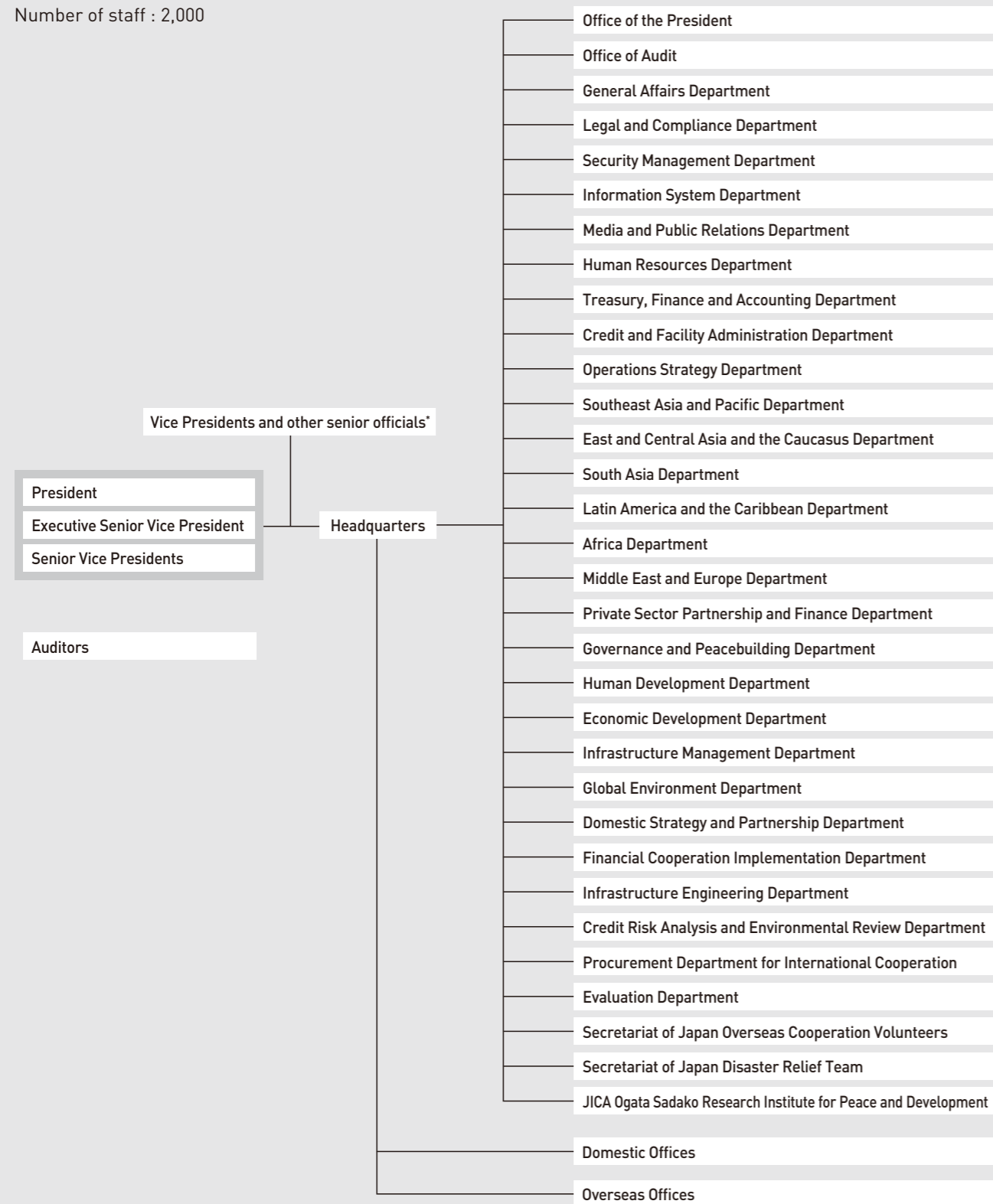
[More information](#) [JICA’s website](#) > [JICA Ogata Research Institute](#) >> [Publications](#)

Organizational Information

Organization Chart	094
Executive Officers and Auditors	095
Financial Statements	096
Budget	097
Offices	098
Organization	100

Organization Chart (As of November 1, 2025)

Number of staff : 2,000



* Including the Chief Digital Officer (CDO).

Note : Please refer to pages 98 to 99 for a list of JICA's Offices.

Executive Officers and Auditors (As of November 1, 2025)

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

[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	ANDO Naoki Previous Position : Director General, Operations Strategy Department, JICA	Date of Appointment October 1, 2022
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
Senior Vice President	HAYAKAWA Yuho Previous Position : Director General, Southeast Asia and Pacific Department, JICA	Date of Appointment October 1, 2025
Senior Vice President	MITSUI Yuko Previous Position : Director General, Procurement Department for International Cooperation, JICA	Date of Appointment October 1, 2025
Senior Vice President	YOSHIKAWA Yoshifumi Previous Position : Director, Trade Promotion Division, Trade and Economic Cooperation Bureau, METI	Date of Appointment October 1, 2025
Senior Vice President	YOSHIDA Masahiro Previous Position : Director, Regional Policy Division, Asian and Oceanian Affairs Bureau, MOFA	Date of Appointment October 1, 2025
Auditor	SANO Keiko Previous Position : Director General, Economic Development Department, JICA	Date of Appointment July 1, 2022
Auditor	SEKIGUCHI Noriko Current Position : Outside Auditor at Ryoden 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, 2025, total assets amounted to ¥313,512 million, decreasing ¥18,152 million from the previous fiscal year, primarily due to the ¥17,821 million decrease in cash and deposits. Total liabilities were ¥263,753 million, decreasing ¥15,481 million year-on-year, primarily due to the ¥12,280 million decrease in funds for grant aid.

Assets		Liabilities	
Amount	Amount	Amount	Amount
Current assets		Current liabilities	
Cash and deposits	225,370	Operational grant liabilities	67,545
Others	27,185	Funds for grant aid	144,383
Non-current assets		Others	29,180
Tangible assets	40,327	Non-current liabilities	
Intangible assets	3,081	Contra accounts for assets	8,703
Investments and other assets	17,549	Provision for retirement benefits	13,473
		Others	470
		Total liabilities	263,753
		Net assets	Amount
		Capital	
		Government investment	61,152
		Capital surplus	(23,189)
		Retained earnings	11,796
		Total net assets	49,759
Total assets	313,512	Total of liabilities and net assets	313,512

Overview of Statement of Income

For the fiscal year ended March 31, 2025, ordinary expenses amounted to ¥295,146 million, decreasing ¥22,110 million from the previous fiscal year. The major factor of the decrease was the ¥36,585 million decrease in expenses for grant aid. Ordinary revenues totaled ¥290,907 million, decreasing ¥23,294 million year-on-year. The major factors of the decrease were the ¥13,017 million increase in revenues from operational grants and the ¥36,585 million decrease in revenues from grant aid.

Amount	
Ordinary expenses	295,146
Operating expenses	281,254
Expenses for priority sectors and regions	88,878
Expenses for domestic partnership and acceptance of foreign human resources	19,054
Expenses for operation support	43,798
Expenses for grant aid	113,493
Others	16,031
General administrative expenses	13,495
Others	397
Ordinary revenues	290,907
Revenues from operational grants	170,284
Revenues from grant aid	113,493
Others	7,131
Extraordinary losses	39
Extraordinary income	66
Reversal of reserve fund carried over from the previous Mid-term Objective Period	5,272
Total income for the current fiscal year	1,060

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, 2025, total assets amounted to ¥18,373,477 million, increasing ¥1,161,107 million from the previous fiscal year, primarily due to the ¥1,014,221 million increase in loans. Total liabilities were ¥7,915,824 million, increasing ¥1,048,250 million year-on-year, primarily due to the ¥804,060 million increase in borrowings from the government fund for Fiscal Investment and Loan Program and the ¥167,547 million increase in bonds.

Assets		Liabilities	
Amount	Amount	Amount	Amount
Current assets		Current liabilities	
Cash and deposits	654,752	Current portion of borrowings from government fund for Fiscal Investment and Loan Program	229,340
Loans	17,606,789	Others	101,512
Allowance for loan losses	(227,593)	Non-current liabilities	
Others	101,788	Bonds	1,641,123
Non-current assets		Borrowings from government fund for Fiscal Investment and Loan Program	5,932,294
Tangible assets	9,081	Others	11,556
Intangible assets	13,980	Total liabilities	7,915,824
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	8,425,448
Others	214,679	Retained earnings	1,983,178
		Reserve fund	29,028
		Unappropriated income for the current fiscal year	19,999
		Valuation and translation adjustments	19,999
		Total net assets	10,457,653
Total assets	18,373,477	Total of liabilities and net assets	18,373,477

Overview of Statement of Income

For the fiscal year ended March 31, 2025, ordinary expenses amounted to ¥161,910 million, increasing ¥28,547 million from the previous fiscal year. The major factor of the increase was the ¥12,516 million increase in interest on borrowings. Ordinary revenues decreased ¥15,914 million to ¥190,983 million. The major factor behind the decrease was the ¥13,440 million decrease in reversal of allowance for loan losses from the previous fiscal year. In addition to the ordinary income noted above, there were extraordinary items including a loss of ¥51 million on disposal of non-current assets and other losses and a gain of ¥7 million on the sale of fixed assets. As a result, total income for the current fiscal year was ¥29,028 million, decreasing ¥44,458 million from the previous fiscal year.

Amount	
Ordinary expenses	161,910
Expenses related to operations of cooperation through finance and investment	161,910
Interest on bonds and notes	51,627
Interest on borrowings	38,465
Interest on interest rate swaps	9,014
Operations consignment expenses	19,727
Losses on financial derivatives	6,216
Operating and administrative expenses	18,183
Others	18,678
Ordinary revenues	190,983
Revenues from operations of cooperation through finance and investment	173,329
Interest on loans	153,734
Gains on financial derivatives	7,074
Others	12,521
Others	17,654
Extraordinary losses	51
Extraordinary income	7
Total income for the current fiscal year	29,028

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 (FY2025)

Items		Amount
Revenues	Operational grants	147,843
	Subsidies for facilities, etc.	537
	Interest income and miscellaneous income	316
	Contracted programs	619
	Donations	376
	Other revenue	—
	Reversal of reserve fund carried over from the previous Mid-term Objective period	—
	Total	149,691
Expenditures	Operating expenses	135,780
	[Excluding special operating expenses]	[134,900]
	Facilities	537
	Contracted programs	619
	Donation programs	376
	General administrative expenses	12,378
	Total	149,691

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 (FY2025)

Items		Amount
Investment and loan	ODA loans	21,100
	Private-sector investment finance	2,000
	Total	23,100
Source of funds	Capital investment from the Government of Japan (GOJ)'s General Account	505
	Borrowings from the Fiscal Investment and Loan Program (FILP)	18,825
	FILP Agency Bonds	800
	Other Own funds, etc.	2,970
	Total	23,100

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 November 1, 2025)

Headquarters

Headquarters (Kojimachi)

TEL: +81-3-5226-6660 through 6663
Nibancho Center Building, 5-25 Niban-cho, Chiyoda-ku, Tokyo 102-8012, Japan

Headquarters (Takebashi)

TEL: +81-3-5226-6660 through 6663
Takebashi Building, 4-1 Ohtemachi 1-chome, Chiyoda-ku, Tokyo 100-0004, Japan

Headquarters (Ichigaya/JICA Global Plaza)

TEL: +81-3-3269-2911
Ichigaya Building, 10-5 Ichigayahonmuracho, Shinjuku-ku, Tokyo 162-8433, Japan

Domestic Offices

Hokkaido Center (Sapporo/Hokkaido Global Plaza)

TEL: +81-11-866-8333
4-25, Minami, Hondori 16-chome, Shiroishi-ku, Sapporo City, Hokkaido 003-0026

Hokkaido Center (Obihiro)

TEL: +81-155-35-1210
1-2, Nishi 20-jo Minami 6-chome, Obihiro City, Hokkaido 080-2470

Tohoku Center

TEL: +81-22-223-5151
20th Floor, Sendai Daiichi Seimei Tower Bldg., 6-1, Ichiban-cho 4-chome, Aoba-ku, Sendai City, Miyagi 980-0811

Nihonmatsu Training Center

TEL: +81-243-24-3200
4-2, Aza Nagasaka, Nagata, Nihonmatsu City, Fukushima 964-8558

Tsukuba Center

TEL: +81-29-838-1111
3-6, Koyadai, Tsukuba City, Ibaraki 305-0074

Tokyo Center

TEL: +81-3-3485-7051
49-5, Nishihara 2-chome, Shibuya-ku, Tokyo 151-0066

Yokohama Center

TEL: +81-45-663-3251
3-1, Shinko 2-chome, Naka-ku, Yokohama City, Kanagawa 231-0001

Komagane Training Center

TEL: +81-265-82-6151
15, Akaho, Komagane City, Nagano 399-4117

Hokuriku Center

TEL: +81-76-233-5931
4th Floor, Rifare (Office Tower), 5-2, Honmachi 1-chome, Kanazawa City, Ishikawa 920-0853

Chubu Center / Nagoya Global Plaza

TEL: +81-52-533-0220
60-7, Hiraike-cho 4-chome, Nakamura-ku, Nagoya City, Aichi 453-0872

Kansai Center

TEL: +81-78-261-0341
5-2, Wakinojima Kaigandori 1-chome, Chuo-ku, Kobe City, Hyogo 651-0073

Chugoku Center

TEL: +81-82-421-6300
3-1, Kagamiyama 3-chome, Higashi Hiroshima City, Hiroshima 739-0046

Shikoku Center

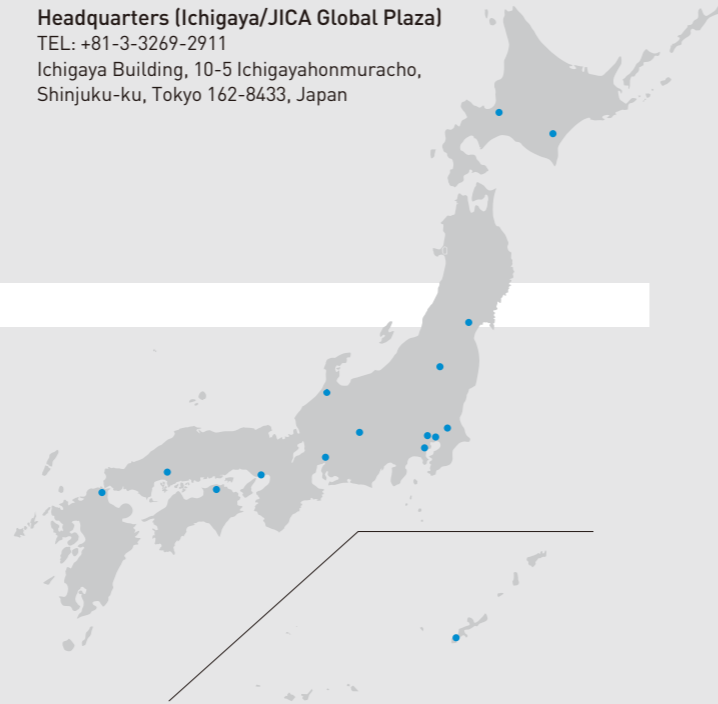
TEL: +81-87-821-8824
First Floor, Kagawa Sanyu Bldg., 3 Kajiya-machi, Takamatsu City, Kagawa 760-0028

Kyushu Center

TEL: +81-93-671-6311
2-1, Hirano 2-chome, Yahata Higashi-ku, Kitakyushu City, Fukuoka 805-8505

Okinawa Center

TEL: +81-98-876-6000
1143-1, Aza Maeda, Urasoe City, Okinawa 901-2552



Overseas Offices (Alphabetical order)



Asia

Afghanistan Office
Bangladesh Office
Bhutan Office
Cambodia Office
China Office
Georgia Office
India Office
Indonesia Office
Kyrgyz Republic Office
Laos Office
Malaysia Office
Maldives Office
Mongolia Office
Myanmar Office
Nepal Office
Pakistan Office
Philippines Office
Sri Lanka Office
Tajikistan Office
Thailand Office
Timor-Leste Office
Uzbekistan Office
Viet Nam Office

Pacific

Fiji Office

Marshall Islands Office
Micronesia Office
Palau Office
Papua New Guinea Office
Samoa Office
Solomon Islands Office
Tonga Office
Vanuatu Office

North & Latin America

Argentine Office
Belize Office
Bolivia Office
Brazil Office
Chile Office
Colombia Office
Costa Rica Office
Cuba Office
Dominican Republic Office
Ecuador Office
El Salvador Office
Guatemala Office
Haiti Office
Honduras Office
Jamaica Office
Mexico Office
Nicaragua Office

Panama Office
Paraguay Office
Peru Office
Saint Lucia Office
Uruguay Office
USA Office
Venezuela Office

Africa

Angola Office
Benin Office
Botswana Office
Burkina Faso Office
Cameroon Office
Côte d'Ivoire Office
Democratic Republic of the Congo Office
Djibouti Office
Ethiopia Office
Gabon Office
Ghana Office
Kenya Office
Madagascar Office
Malawi Office
Mozambique Office
Namibia Office
Niger Office
Nigeria Office

Rwanda Office
Senegal Office
Sierra Leone Office
South Africa Office
South Sudan Office
Sudan Office
Tanzania Office
Uganda Office
Zambia Office
Zimbabwe Office

Middle East

Egypt Office
Iran Office
Iraq Office
Jordan Office
Morocco Office
Palestine Office
Syria Office
Tunisia Office

Europe

Balkan Office
France Office
Türkiye Office
Ukraine Office

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

Organization

Title	Japan International Cooperation Agency (JICA)
President	TANAKA Akihiko
Location	Headquarters (Kojimachi) Nibancho Center Building, 5-25 Niban-cho, Chiyoda-ku, Tokyo 102-8012, Japan Tel: +81-3-5226-6660 through 6663 Headquarters (Takebashi) Takebashi Building, 4-1 Ohtemachi 1-chome, Chiyoda-ku, Tokyo 100-0004, Japan Tel: +81-3-5226-6660 through 6663 Headquarters (Ichigaya) Ichigaya Building, 10-5, Ichigayahonmuracho, Shinjuku-ku, Tokyo 162-8433, Japan Tel: +81-3-3269-2911
Establishment	October 1, 2003
Capital	¥8,498.1 billion (as of July 1, 2025)
Full-time Staff	2,000 (as of November 1, 2025)
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.

Guide to JICA's Website

For detailed information on JICA's activities, please see our website. The ODA Project Website provides a wide range of information including photos and videos about JICA's projects in an easy-to-understand format. JICA also publishes Annual Evaluation Reports, which provide information on JICA's evaluation activities as well as summaries of project evaluation results.

JICA's website

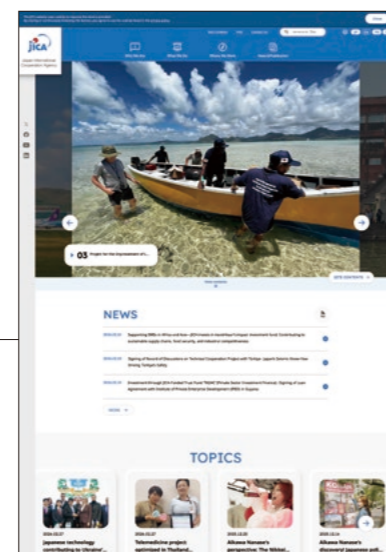
<https://www.jica.go.jp/english/>

ODA Project Website

<https://www.jica.go.jp/oda/index.html?wovn=en>

JICA Annual Evaluation Report

<https://www.jica.go.jp/english/activities/evaluation/reports>



JICA REPORT 2025 Realizing a Sustainable World

Published in March 2026

Edited and Published by

Japan International Cooperation Agency (JICA)
Nibancho Center Building, 5-25 Niban-cho, Chiyoda-ku,
Tokyo 102-8012, Japan
Phone Number: +81-3-5226-6660 through 6663

Edited in Cooperation with

DENTSU LIVE INC.
Dentsu Ginza Building, 7-4-17 Ginza, Chuo-ku,
Tokyo 104-0061, Japan
Phone Number: +81-3-6257-8888

POLICY DESIGN Inc.
Shinjuku Island Tower 20F, 6-5-1 Nishi-Shinjuku, Shinjuku-ku,
Tokyo 163-1320, Japan
Phone Number: +81-3-6880-3072

If this publication arrives damaged, please contact us for a replacement copy.
©2026 Japan International Cooperation Agency
Printed in Japan

JICA

REPORT 2025

Realizing a Sustainable World



From
the People of Japan

JAPAN INTERNATIONAL COOPERATION AGENCY

