

## New JICA's Message

### The Launch of New JICA and Its Vision

Accompanying the revision of the JICA Law in October 2008, JICA's operations were merged with the Overseas Economic Cooperation Operations of the Japan Bank for International Cooperation (JBIC), thereby bringing Japan's Technical Cooperation, Loan Aid and Grant Aid under a unified organization. JICA becomes one of the world's largest bilateral development aid agencies with an annual budget of over ¥1 trillion and an overseas network spanning approximately 100 countries. To advance its vision of "Inclusive and Dynamic Development," New JICA is committed to providing the highest quality international aid based on four missions: addressing a global agenda, reducing poverty through equitable growth, improving governance and achieving human security.

#### New JICA Will Work to Realize Its Vision by Fulfilling Four Missions

##### Mission 1: Addressing a Global Agenda

The advance of globalization brings many positive effects, sparking economic development and providing people with new opportunities. But it has a negative side too, including uneven wealth distribution and such cross-border issues as climate change, infectious diseases, terrorism and the spread of economic crises. These effects pose a threat to the stability and prosperity of Japan—which depends on resources from around the world—as well as the rest of the international community. The threat is particularly severe for developing countries. New JICA will make full use of Japan's experience and technologies as it works in concert with international society to comprehensively address an array of globalization-related issues faced by developing countries.

##### Mission 2: Reducing Poverty through Equitable Growth

Impoverished people in developing countries are particularly susceptible to the effects of economic crisis, conflict and disaster, and are constantly exposed to the risk of even deeper poverty. Moreover, growing wealth gaps are a destabilizing factor in societies. Helping people to escape poverty and lead healthy, civilized lives is a vital task not only for the growth of developing countries but also for the stability of the international community. Poverty reduction requires an expansion of employment opportunities through equitable growth, which improves the lives of impoverished members of society by increasing their access to public services like education and healthcare. New

Vision  
Inclusive and Dynamic Development

#### Missions

1. Addressing global agenda
2. Reducing poverty through equitable growth
3. Improving governance
4. Achieving human security

#### Strategies

1. Integrated assistance
2. Seamless assistance
3. Promoting development partnerships
4. Enhancing research and knowledge-sharing

#### Activity Guiding Principles

1. Achieving synergies of the merger (Speed-Up, Scale-Up, Spread-Out)
2. Tackling complex, difficult issues flexibly using the field-based approach
3. Fostering expertise for providing professional solutions
4. Efficient and transparent operations

JICA will provide support for human resources development, capacity building, policy and institutional improvements, and provision of social and economic infrastructure, thereby pursuing sustained poverty reduction through equitable growth.

##### Mission 3: Improving Governance

A state's capacity for governance refers to its status as a society that can take the resources available to it and direct, apportion, and manage them efficiently and in ways that reflect the will of the people. Improving

governance is of vital importance to the stable economic growth of developing countries. However, these states often have underdeveloped legal and judicial systems and administrative organs, which present obstacles to efforts to reduce poverty through economic growth. New JICA will offer support aimed at improving the fundamental systems needed by a state, as well as systems for effectively providing public services based on the needs of people, and fostering the institutions and human resources needed to manage those systems appropriately.

#### **Mission 4: Achieving Human Security**

The advance of globalization leads to an increase in various cross-border threats and exposes many people in developing countries to civil strife, disasters, poverty and other humanitarian threats. The concept of human security places individual human beings at its core, seeking to defend them from fear and want: fear of things like conflict, terrorism, disaster, environmental destruction, and infectious disease; and want in the face of poverty and in social services and infrastructure. By building up people's abilities to address these issues themselves, this approach aims to build societies in which people can live with dignity. In order to defend the weakest members of society from these various threats, New JICA will support efforts to bolster social and institutional capacity and to increase people's ability to deal with threats themselves.

#### **New JICA Provides Assistance Based on Four Main Strategies**

##### **Strategy 1: Integrated Assistance**

New JICA will pursue the integrated management of three modalities of assistance—Technical Cooperation, Loan Aid and Grant Aid—to offer comprehensive support that organically combines such elements as policy and institutional improvements in developing countries; human resources development and capacity building; and improvements in infrastructure. We will also make use of diverse approaches and take advantage of the expanded scale of our operations to tackle issues that go beyond borders and affect entire regions or span multiple sectors. Through such integrated assistance, New JICA will pursue international cooperation with even more development impact in terms of both its quality and scale.

##### **Strategy 2: Seamless Assistance**

New JICA brings together a wide variety of aid approaches to provide seamless assistance that spans everything from prevention of armed conflict and natural disasters to emergency aid following a conflict or disaster, assistance for prompt recovery, and mid- to long-term development assistance. Developing countries are at various stages of development, from the least developed countries where most of the population lives in poverty to middle-income countries that are on a growth path but are still wrestling with the problems of wealth gaps in society. New JICA will provide assistance in ways that best match the level of development in each recipient nation, taking a long-term perspective and offering seamless assistance to ensure sustainable development into the future.

##### **Strategy 3: Promoting Development Partnerships**

New JICA aims to be a good partner for developing countries, accurately grasping their changing needs through a fieldwork focus and by supporting self-help efforts swiftly and effectively through a results-oriented approach. We will also promote public-private partnerships, pooling the experience, technologies, and resources of local governments, universities, nongovernmental organizations, private enterprises and other actors. This includes promoting participation by Japanese citizens in Japan Overseas Cooperation Volunteers and Senior Volunteers. Furthermore, to fulfill our responsibilities as one of the largest donor organizations in the world with more than 40 years of experience, we will strengthen partnerships with international organizations and other donor institutions. Through such partnerships, we will promote the creation of a broad framework for development assistance in a global community that is seeing growth in the number organizations active in the international cooperation field and increasingly diverse forms of aid provided to developing countries.

##### **Strategy 4: Enhancing Research and Knowledge-Sharing**

In the face of advancing of globalization and the rise of new international cooperation actors, global trends in the issues affecting developing countries are undergoing sweeping change. Through the establishment of the JICA Research Institute, New JICA will apply

the wisdom it has gained in the field, building broad networks of academics from Japan and around the world to create valuable new knowledge in the field of international development assistance. This knowledge will enhance not only Japan's efforts but will be applied as widely as possible. To play a leading role in guiding the newest development trends, we will enhance our research and knowledge-sharing capacities. We will also undertake surveys and research grounded in actual assistance projects, focusing on subjects from both a regional perspective and an issues-based perspective.

#### **To Fulfill Its Mission, New JICA Has Established Four Activity Guiding Principles**

##### **Activity Guiding Principle 1: Achieving Synergies of the Merger**

By smoothly combining diverse aid modalities, we will make use of our synergies by speeding up the aid process, scaling up pilot and model projects, and spreading them out in other regions and communities.

##### **Activity Guiding Principle 2: Tackling Complex, Difficult Issues Flexibly Using the Field-Based Approach**

By accurately grasping the development needs on the ground and designing activities with their focus on the field, we will deal flexibly with complex, difficult and intertwined development issues.

##### **Activity Guiding Principle 3: Fostering Expertise for Providing Professional Solutions**

As an organization specialized in international cooperation, we will perform internationally competitive work, putting our experience and wisdom gained in the field to work and using our expertise and knowledge-sharing capabilities to quickly and accurately address a wide range of development issues.

##### **Activity Guiding Principle 4: Efficient and Transparent Operations**

By managing and evaluating our operations efficiently and transparently, we will remain constantly committed to renewing and streamlining our organization, thereby maintaining a high level of accountability.



## About the New JICA

New JICA was reborn as one of the world's largest bilateral aid agencies.<sup>1</sup> As Japan's development aid enters a new phase and possibilities expand, how have the activities of New JICA changed?

JICA will further strengthen and promote a new system of development assistance through the following policies.

### 1. Integrated Administration of Three Aid Modalities with Leadership Provided by Seven Regional Departments

With each regional department<sup>2</sup> providing leadership and coordination, JICA will formulate a medium-term aid policy that integrates three aid modalities.<sup>3</sup> This will include the use of the Country Assistance Policy, Cooperation Strategy and Rolling Plan for each country overseen by the regional department. Utilizing this approach, JICA will strive to develop synergies based on optimal operation of aid modalities covering a range of development issues in each region and country, and by capitalizing on the strengths of each of the three aid modalities.

### 2. Introduction of the Unified Preparatory Survey

JICA has standardized a study process for project identification and formulation, which in the past had been different for each aid modality, thereby ensuring flexibility and speed in the preparation stage of project implementation. At the same time, JICA introduced the Preparatory Survey to increase synergies between the three aid modalities. As a result, JICA is able to provide systematic and strategic aid from a broad perspective that is not limited by aid modality. JICA followed this by building a system to provide rapid, comprehensive support for the wide-ranging needs of partner countries.

(Please refer to page 126 for details about the Preparatory Survey.)

### 3. Utilization of the Cooperation Program

To effectively implement cooperation that produces the highest possible development benefits, it is important to plan procedures and methods while taking into account the optimal operation of each method so as to achieve results in the priority development issues identified for each country. In its cooperation programs, JICA sets high development targets, which are difficult to achieve by an individual project, and comprehensively plans and manages these projects. JICA has prepared "Guidelines for Strengthening the Strategic Character of JICA Cooperation Programs" and is increasing the use of cooperation programs.

### 4. Monitoring and Post-Project Evaluation

Since the establishment of New JICA, we are building a system that routinely follows up on the integrated administration of the three aid modalities. Through coordination of modalities and evaluation on a program basis, JICA is able to utilize the lessons learned and the points identified for future improvement. These are reflected in the future integrated administration of the three aid modalities. JICA also reviews assessment methods best suited to the evaluation of JICA cooperation programs.

(Please refer to page 165 for details on the project evaluation system.)

### 5. Strengthened Cooperation with Other Development Aid Agencies in Japan

New JICA has further strengthened its education and utilization of personnel engaged in international cooperation by promoting citizens' participation through vigorous public relations and development education, partnerships with NGOs and universities, and expanded partnerships with private enterprises. A variety of organizations, including NGOs, research institutes, local governments and universities, are each bringing their own unique strengths and character to the development cooperation field. For its part, JICA will make use of its network of personal contacts. As it works with a broad network of people and organizations to create mutual benefits and complement cooperation activities, JICA will provide development aid that produces strong synergies in order to further deepen cooperation.

(Please refer to page 140 for details about cooperation with various organizations.)

<sup>1</sup> "Bilateral aid agencies" indicate organizations that dispense direct aid to partner countries. Bilateral development aid is distinct from the investment of funds in international organizations and multilateral aid contributions.

<sup>2</sup> JICA comprises seven regional departments: Southeast Asia I and Pacific department; Southeast Asia department 2; East and Central Asia and the Caucasus Department; South Asia Department; Latin America and the Caribbean Department; Africa Department; and Middle East and Europe Department.

<sup>3</sup> The three aid modalities are Technical Cooperation, Loan Aid and Grant Aid.

## Developing Synergies

By building a system for integrated planning and implementation of technical and financial cooperation, not only has New JICA shortened the process of project identification and formulation, it has achieved synergies resulting from integration. Prior to the merger, a greater amount of time and significant resources were employed in coordination and decision-making among multiple agencies.

By organically combining diverse aid methods, New JICA will speed up the aid process from project identification to project formulation, scale up pilot projects and model programs that have significant development benefits, and spread out the benefits to other regions and communities.

### Egypt

#### Feasibility Study for Construction of Cairo Metro Line 4

##### Reduced Period Prior to Commencement of Project Formulation and Avoidance of Duplicate Studies

In the past, it took more than one year from request to implementation for feasibility studies pertaining to the implementation of ODA loans. However, following the merger and introduction of the unified Preparatory Survey, the period from request to study implementation has been reduced by almost 50%, thereby facilitating the early commencement of studies.



Traffic congestion in Cairo

### Pakistan

#### Agricultural Infrastructure and Rural Development Program

##### Technical Cooperation Results Enhanced through Financial Cooperation

Through an ongoing joint project, the pre-merger JICA and JBIC provided assistance for the repair of an aqueduct and the establishment of a farmers' organization and provided other development support through ODA loans. In the area of Technical Cooperation, JICA assisted in the formulation of guidelines for strengthening farmers' organizations. Following the merger, through the implementation of additional Technical Cooperation projects, JICA verified its model for establishing farmers' organizations using the same guidelines. Consequently, it is now able to more effectively manage technical and financial cooperation and has formulated a practical plan for spreading out and expanding such programs in the targeted regions through new soft loans. Through an integrated approach, the project attempts to build a model for Technical Cooperation that can be expanded across the region using ODA loans while also enhancing project quality.

### Mongolia

#### Social Sector Support Program Support to Achieve Policy Actions through Comprehensive Management of Technical and Financial Cooperation

This program covers the four fields of social welfare, health care, education and urban planning. A policy matrix was prepared and the policy actions to achieve it were formulated together with the Asian Development Bank (ADB). In the course of preparing the policy matrix and policy actions for the two fields of education and urban planning, the pre-merger JICA would establish policy actions for these fields based on past Technical Cooperation results, and the achievement of established policy actions was made a condition for the extension of loans. The improvement of the lives of city residents is facilitated through the implementation of policy actions.

### Message from an Expert

## "Japan Is a Country That Can Contribute Its Own Experience and Ideas to the World."

Izumi Ohno, Professor, National Graduate Institute for Policy Studies



Professional development aid groups in particular have high expectations for New JICA. JICA must strengthen those departments responsible for country and regional aid policy so that cooperation

combining various forms of aid flexibly and comprehensively may be extended based on the needs of

each developing country. In decisions on aid program content, JICA must further strengthen the authority and functions of its local field offices. At the same time, it should talk locally with relevant parties in partner countries and other donors and concentrate on developing core personnel who can coordinate discussions on the Japan side.

In addition, the newly established JICA Research Institute\* should compile, systematize and disseminate information on Japan's aid programs along with knowledge on development experience in Asia. It should also identify best practices in the field

and share them with other countries. I would like to see Japan and developing countries forge closer ties with the international community to form an intellectual infrastructure. Makoto Iokibe, President of the National Defense Academy of Japan has said, "From the Meiji Period, Japan modernized and became the first non-Western country to stand on an equal footing with the countries of the West. This just goes to show that any country can play a key role in world history, regardless of origin. Such a precedent is highly encouraging to the non-Western world. In that sense, Japan is a global brand."

Japan is a country that can contribute experience and ideas to the world that no other donor has.

\* For details on JICA Research Institute, please refer to page 124.