

Program Goals and Overview

JICA's Path for Development Activities

Based on the Development Cooperation Charter, JICA will focus on the following priority issues with a view to putting human security into practice and attaining the Sustainable Development Goals (SDGs).



Ethiopia: Project on Capacity Building for Dissemination of Quality and Productivity Improvement (KAIZEN)

1 Contributing to Global Issues

JICA will commit itself to strengthening its organization-wide efforts to achieve the SDGs and incorporate this commitment in its assistance in individual partner countries. It will further promote cooperation in addressing climate change based on the 21st Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21) and reducing disaster risks based on the Sendai Framework for Disaster Risk Reduction and the Sendai Cooperation Initiative for Disaster Risk Reduction, as well as in such sectors as global health and food security. JICA also proactively shared its activities at the G7 Ise-Shima Summit, the World Humanitarian Summit, and other international forums.

2 Promoting "Quality Growth"

JICA will offer assistance in a range of fields—including the development of industrial human resources, health, education, support for persons with disabilities, and agriculture—for "quality growth" that is inclusive, sustainable, and resilient. To promote "quality infrastructure investment," JICA will steadily implement follow-up measures for the "Partnership for Quality Infrastructure" that the Japanese government recently announced. It will also work to strengthen activities that include external communication. In addition, JICA will put more effort into narrowing the development gap. Moreover, it will take into consideration "Sport for Tomorrow," a program that the Japanese government is promoting in light of the 2020 Tokyo Olympic and Paralympic Games.

3 Realizing a Peaceful and Secure Society

JICA will promote the sharing of universal values through its assistance in strengthening governance and establishing legal and judicial frameworks. It will appropriately provide peacebuilding assistance that flexibly accommodates political and security situations while paying adequate attention to ensuring the safety of the personnel involved. As part of its support for Syria, JICA will steadily provide assistance to the regions and local governments in neighboring countries that accept refugees. While actively supporting an active role for women and their empowerment, JICA will work on appropriate measures for the Japanese government's national action plan based on UN Security Council Resolution 1325.

4 Promoting Regional Initiatives

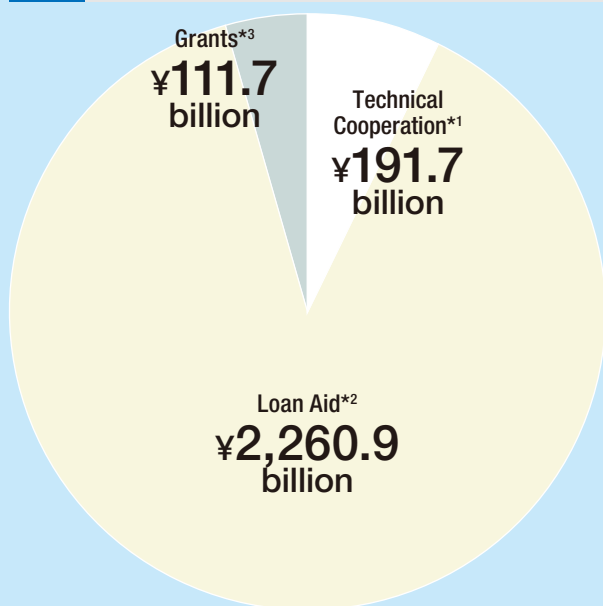
JICA will conduct activities that will help to enhance regional connectivity in ASEAN, Africa, South Asia, and other regions based on JICA's economic corridor development approach. It will also provide assistance that is associated with the Fifth Tokyo International Conference on African Development (TICAD V) and contribute to TICAD VI in August 2016. In addition, JICA will extend support related to strategic master plans in Africa and deliver on Japan's commitments in Southeast Asia that were made at the Japan-ASEAN Summit. For the Pacific region, JICA will support human resources development under its program titled "Pacific Leaders' Educational Assistance for Development of State."

Overview of JICA's Activities in Fiscal 2015

Overview of Operations

Looking at JICA's operations in fiscal 2015 (Table 5 and Table 6), Technical Cooperation implemented by JICA amounted to ¥191.7 billion, an increase of 8.7% from the previous fiscal year. Turning to Grants, JICA implemented 154 projects amounting to ¥111.7 billion (Grant Agreement amount). Of Loan Aid, ODA Loan was provided through 71 projects amounting to ¥2,074.5 billion (commitment basis), while Private-Sector Investment Finance amount totaled ¥186.4 billion and was provided to four organizations.

Table 5 Scale of Operations in Fiscal 2015



Note) Exchange rate: US\$1.00 = ¥121.0 (the official Development Assistance Committee [DAC] rate in 2015)

*1 Technical Cooperation expenses excluding management expenses.

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

*3 Amount of concluded Grant Agreements. However, for projects running over several fiscal years, the maximum amount allowed for each fiscal year is counted for that fiscal year.

Table 6 Operations by Type in Fiscal 2015 (Unit: ¥ billion)

	FY2015	FY2014
Technical Cooperation *1	191.7	176.4
Acceptance of training participants	18.6	17.3
Dispatch of experts	64.1	61.4
Dispatch of study team members	47.5	38.2
Provision of equipment	4.4	4.5
Dispatch of Japan Overseas Cooperation Volunteers	8.9	8.3
Dispatch of other volunteers	3.5	3.4
Others	44.6	43.2
Loan Aid *2	2,260.9	1,015.9
Grants *3	111.7	111.2

Note) Because the numbers for each program are rounded to the nearest whole number, the figures do not always match the total numbers.

*1 Technical Cooperation expenses excluding management expenses.

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

*3 Amount of concluded Grant Agreements. However, for projects running over several fiscal years, the maximum amount allowed for each fiscal year is counted for that fiscal year.

Overview of Trends for the Past 10 Years

Tables 7 to 9 show trends in the scale of JICA's programs for Technical Cooperation, Loan Aid and Grants over the past 10 years.

In fiscal 2015 the Loan Aid commitment amount increased largely from the previous fiscal year by 122.6%, totaling ¥2,260.9 billion. Meanwhile, the scale of Grants increased by 0.4% to a total amount of ¥111.7 billion in fiscal 2015.

Table 7 Technical Cooperation Expenses for the Past 10 Years (Unit: ¥ billion)

FY2006	151.2
FY2007	146.1
FY2008	150.8
FY2009	176.0
FY2010	168.8
FY2011	188.9
FY2012	167.8
FY2013	177.3
FY2014	176.4
FY2015	191.7

Table 8 Loan Aid Commitment Amounts for the Past 10 Years (Unit: ¥ billion)

FY2006	763.7
FY2007	901.2
FY2008	929.4
FY2009	967.6
FY2010	538.9
FY2011	949.4
FY2012	1,226.7
FY2013	985.8
FY2014	1,015.9
FY2015	2,260.9

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

Table 9 Scale of Grants for the Past 10 Years (Unit: ¥ billion)

FY2006	110.4	The total amount provided under Exchange of Notes concluded in the relevant year (that portion for which JICA was responsible for the promotion of Grants)
FY2007	96.4	
FY2008	74.0	37.1
FY2009	34.8	102.0
FY2010	12.9	105.2
FY2011	3.6	107.4
FY2012		141.6
FY2013		115.8
FY2014		111.2
FY2015		111.7

Note) JICA was responsible for expedition of implementation of Grants until fiscal 2007. From October 2008, JICA has also been performing project management of a portion of Grants.

Assistance by Region

Looking at disbursements of Technical Cooperation by geographic region, Asia accounted for 38.1%, Africa 21.5% and North and Latin America 8.5%, in descending order.

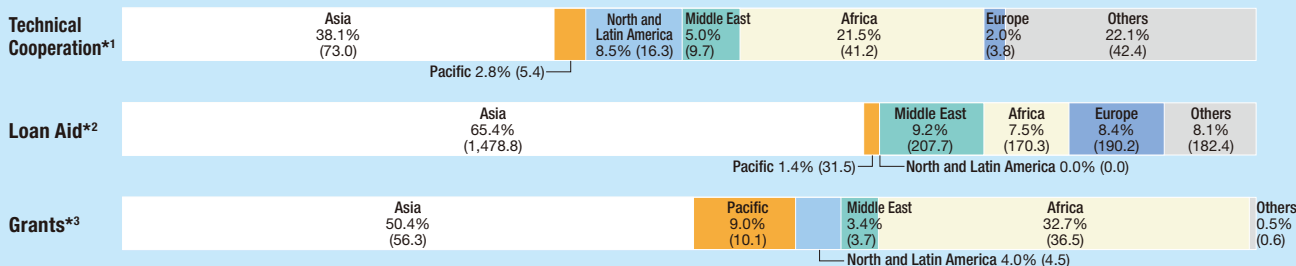
Looking at commitment amounts for new Loan Aid by region in fiscal 2015, Asia accounted for 65.4%, Middle East 9.2% and Europe 8.4%. Continuing from fiscal 2014, Asia's share has been considerably high.

On the other hand, as for Grants, Asia accounted for 50.4%, Africa 32.7% and the Pacific 9.0%. As in fiscal 2014, Asia and Africa accounted for a large proportion of Grants.

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

Table 10 Composition of Assistance by Region in Fiscal 2015

(Unit: %, ¥ billion)



*1 Expenses that include expenses required for dispatching volunteers and Japan Disaster Relief Team.

*2 Total commitment amounts of ODA Loans and Private-Sector Investment Finance. Commitments with the African Development Bank are included in "Africa" not "Others."

*3 Amount of concluded Grant Agreements. However, for projects running over several fiscal years, the maximum amount allowed for each fiscal year is counted for that fiscal year.

Assistance by Sector

Disbursements of Technical Cooperation by sector were, in descending order, 19.2% for public works and utilities, 12.6% for planning and administration, 12.5% for agriculture, forestry and fisheries, and 11.1% for human resources.

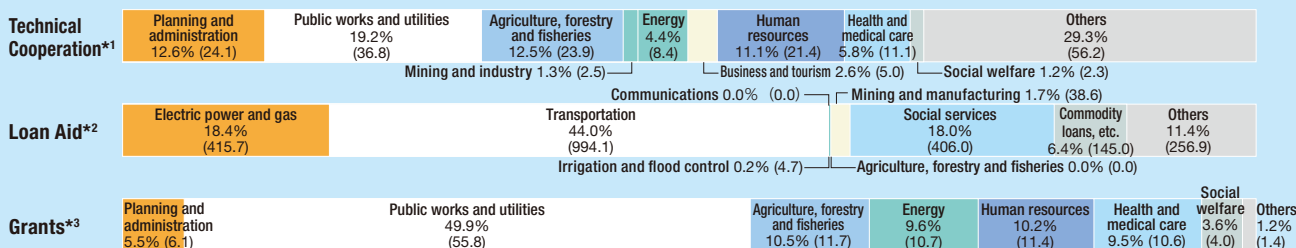
For Loan Aid, the largest share is 44.0% for projects in the transportation sector, including railways and roads. This was

followed by electric power and gas at 18.4% and 18.0% for social services.

For Grants, the largest share was made to public works and utilities at 49.9%, followed by agriculture, forestry and fisheries at 10.5% and human resources at 10.2%.

Table 11 Composition of Assistance by Sector in Fiscal 2015

(Unit: %, ¥ billion)



*1 Expenses that include expenses required for dispatching volunteers and Japan Disaster Relief Team.

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

*3 Amount of concluded Grant Agreements. However, for projects running over several fiscal years, the maximum amount allowed for each fiscal year is counted for that fiscal year.

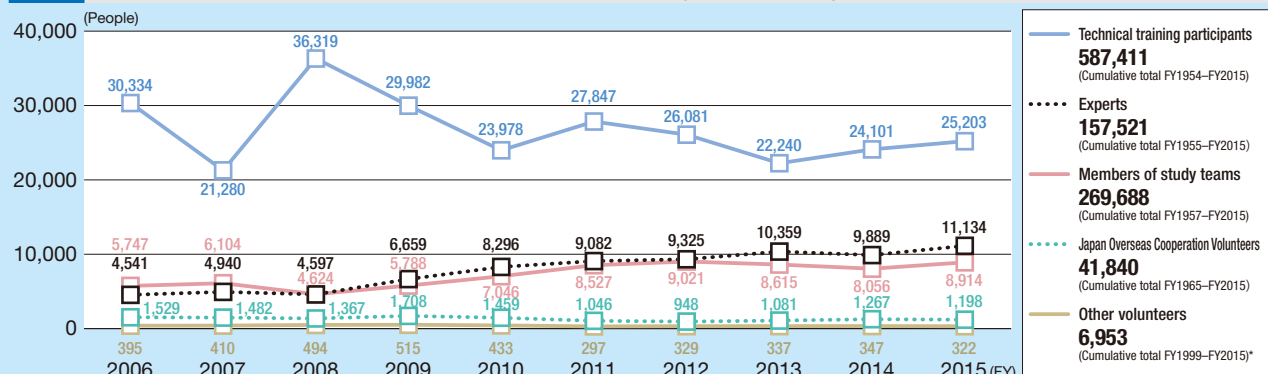
Trends in Number of Personnel by Type of Technical Cooperation

The number of newly dispatched personnel by type of JICA program in fiscal 2015 was as follows. The number of technical training participants was 25,203, while JICA dispatched 11,134 experts, 8,914 study team members, 1,198 Japan Overseas Cooperation Volunteers and 322 other volunteers. As a result, to date JICA has accepted a total of 587,411 technical training participants (FY1954–FY2015) and dispatched a

total of 157,521 experts (FY1955–FY2015), 269,688 study team members (FY1957–FY2015), 41,840 Japan Overseas Cooperation Volunteers (FY1965–FY2015), and 6,953 Other Volunteers (FY1999–FY2015).

Trends in the number of personnel by type of cooperation since fiscal 2006 are shown in Table 12.

Table 12 Trends in Number of Personnel by Type of Technical Cooperation (cumulative total)



* Includes Senior Volunteers, Senior Volunteers for Japanese Communities Overseas, Youth Volunteers for Japanese Communities Overseas and UN Volunteers. Until 1998, these figures had been included in other types of cooperation.

Note) The dispatch of emigrants ended in FY1995. The cumulative total from fiscal years 1952 to 1995 was 73,437.

Overview of Financial Statements

General Account

1. Overview of Balance Sheet

For the business year ended March 31, 2016, total assets amounted to ¥252,012 million, increasing ¥13,515 million from the previous business year, primarily due to the ¥23,060 million increase in cash and bank deposits. Total liabilities were ¥199,871 million, increasing ¥12,999 million year-on-year, primarily due to the ¥13,703 million increase in funds for grant aid.

(Unit: Millions of yen)

Assets	Amount	Liabilities	Amount
Current assets		Current liabilities	
Cash and deposits	97,615	Operational grant liabilities	46,637
Securities	84,000	Funds for grant aid	130,378
Others	26,311	Others	19,792
Non-current assets		Non-current liabilities	
Tangible assets	41,901	Contra accounts for assets	2,531
Intangible assets	54	Others	531
Investments and other assets	2,132		
		Total liabilities	199,871
		Net assets	
		Capital	
		Government investment	63,217
		Capital surplus	(17,867)
		Retained earnings	6,792
		Total net assets	52,142
Total assets	252,012	Total of liabilities and net assets	252,012

2. Overview of Statement of Income

For the business year ended March 31, 2016, ordinary expenses amounted to ¥246,619 million, decreasing ¥6,700 million from the previous business year. The major factor of the decrease was the ¥15,376 million year-on-year decrease in expenses for grant aid. Ordinary revenues totaled ¥248,252 million, decreasing ¥6,087 million year-on-year. The major factor of the decrease was the ¥15,376 million decrease in revenues from grant aid.

(Unit: Millions of yen)

	Amount
Ordinary expenses	246,619
Operating expenses	236,630
Expenses for technical cooperation projects	73,433
Expenses for public participation-based cooperation	16,513
Expenses for assistance promotion	16,373
Expenses for operation support	28,288
Expenses for grant aid	91,152
Others	10,872
General administrative expenses	9,631
Financial expenses	324
Others	33
Ordinary revenues	248,252
Revenues from operational grants	152,871
Revenues from grant aid	91,152
Others	4,230
Extraordinary losses	38
Extraordinary income	48
Reversal of reserve fund carried over from the previous Objective period	253
Total income for the current business year	1,896

Note) • Because the amounts are rounded to the nearest million, the total amount does not always match the sum of each amount.
• See JICA Annual Report Data Book 2016 for detailed financial conditions.

Finance and Investment Account

1. Overview of Balance Sheet

For the business year ended March 31, 2016, total assets amounted to ¥11,578,306 million, increasing ¥241,584 million from the previous business year, primarily due to the ¥278,610 million increase in loans. Total liabilities were ¥2,311,215 million, increasing ¥110,645 million year-on-year, primarily due to the ¥52,945 million increase in borrowings from government fund for Fiscal Investment and Loan Program.

(Unit: Millions of yen)

Assets	Amount	Liabilities	Amount
Current assets		Current liabilities	
Loans	11,502,091	Current portion of borrowings from government fund for Fiscal Investment and Loan Program	219,212
Allowance for loan losses	(153,208)	Others	72,220
Others	177,155	Non-current liabilities	
Non-current assets		Bonds	477,305
Tangible assets	8,610	Borrowings from government fund for Fiscal Investment and Loan Program	1,537,319
Intangible assets	236	Others	5,159
Investments and other assets		Total liabilities	2,311,215
Claims probable in bankruptcy, claims probable in rehabilitation and other	63,845	Net assets	
Allowance for loan losses	(63,845)	Capital	
Others	43,422	Government investment	7,862,158
		Retained earnings	
		Reserve fund	1,369,796
		Others	102,762
		Valuation and translation adjustments	(67,625)
		Total net assets	9,267,091
Total assets	11,578,306	Total of liabilities and net assets	11,578,306

2. Overview of Statement of Income

For the business year ended March 31, 2016, total income amounted to ¥102,762 million, decreasing ¥11,676 million from the previous business year. This decrease resulted from ordinary revenues which decreased ¥19,014 million to ¥190,130 million and ordinary expenses which decreased ¥4,286 million to ¥90,402 million. The major factor of decrease in ordinary revenues was the decrease in dividends on investments which decreased ¥11,817 million year-on-year, while the decrease in ordinary expenses was primarily due to the decrease in provision for allowance for loan losses, decreasing ¥6,278 million from the previous business year.

(Unit: Millions of yen)

	Amount
Ordinary expenses	90,402
Expenses related to operations of cooperation through finance and investment	90,402
Interest on bonds and notes	5,751
Interest on borrowings	21,180
Interest on interest rate swaps	8,228
Operations consignment expenses	22,204
Operating and administrative expenses	12,542
Provision for allowance for loan losses	10,798
Others	9,699
Ordinary revenues	190,130
Revenues from operations of cooperation through finance and investment	189,266
Interest on loans	161,474
Dividends on investments	24,369
Others	3,423
Others	864
Extraordinary losses	6
Extraordinary income	3,041
Total income for the current business year	102,762

Note) • Because the amounts are rounded to the nearest million, the total amount does not always match the sum of each amount.
• See JICA Annual Report Data Book 2016 for detailed financial conditions.