

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 Agencies—Japan International Cooperation Agency, JICA has developed a corporate governance structure.

Specifically, 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 General Affairs Department, who takes charge of its promotion in the organization. The status of internal control is monitored on a regular basis, and reported to and deliberated on the Board of Directors.

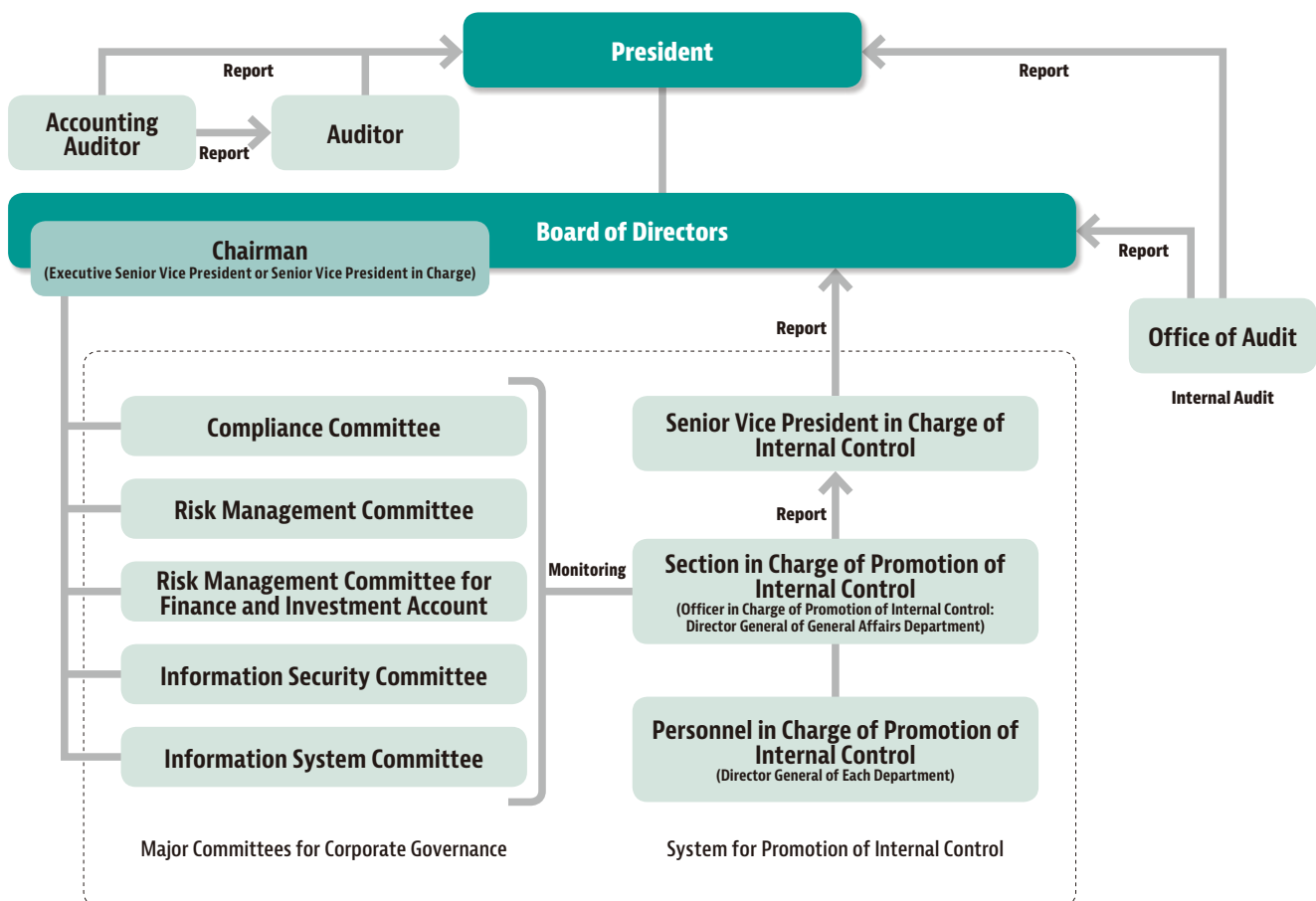
JICA has also established the Office of Audit as an inde-

pendent section that conducts internal audits to ensure the efficiency and effectiveness of its operations. Furthermore, JICA receives audits from auditors and accounting auditors, and maintains the quality of its governance by firmly following up the results of the audits.

Moreover, JICA strives to raise awareness regarding internal control by developing rules for internal control and a series of manuals to set out standard operating procedures, and also promote internal control activities through reference document: "Internal Control at JICA."

For important areas of internal control, JICA sets up committees that deliberate on relevant issues and take necessary precautions. JICA has also established contact points for internal and external whistleblowing to ensure that needed information is communicated from parties inside and outside of JICA.

Corporate Governance



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 prepares its five-year Medium-term Plan and an Annual Plan, and operates based on these Plans in order to achieve the Medium-term Objectives set by competent ministers (e.g., Minister of Foreign Affairs for JICA). JICA also performs self-evaluations at the end of each fiscal year and each five-year Medium-term Plan period. Through these efforts, JICA aims for more effective and efficient operation of projects with the PDCA cycle.

More precisely, JICA prepares self-evaluations on its annual operational performance, compiles them into a Performance Report, submits it to the competent ministers, and publishes it. The ministers evaluate the report, give feedback to JICA and also publish it, and may order JICA to improve its operational management based on the results of the ministers' evaluation. At the end of each Medium-term Objectives period, the ministers conduct overall review on JICA's operations and organization, examining the necessity for the continuation of each operation and the retention of the organization itself, and take necessary measures to reflect these decisions in the next Medium-term Plan based on the results.

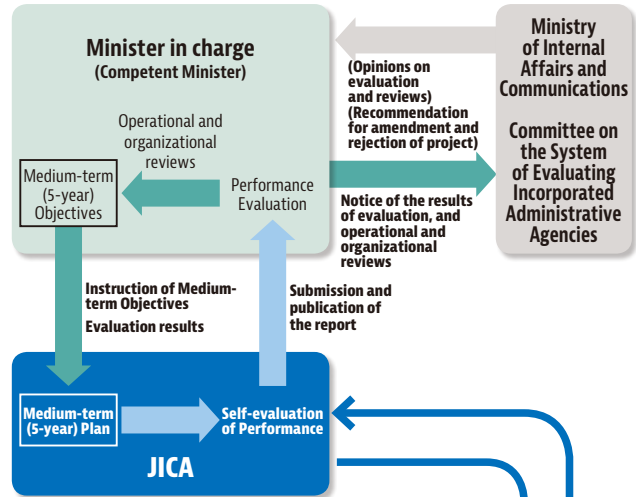
Meanwhile, the Committee on the System of Evaluating Incorporated Administrative Agencies, established under the Ministry of Internal Affairs and Communications, states its opinions, as necessary, on the content of Medium-term Objectives, Medium-term evaluations conducted by the competent ministers, and the necessary measures to be taken at the end of a Medium-term Objectives period, as described in the previous paragraph. This mechanism ensures the objectivity of the evaluation system.

● Results of Performance Evaluation for 3rd Medium-term Plan and Fiscal 2016

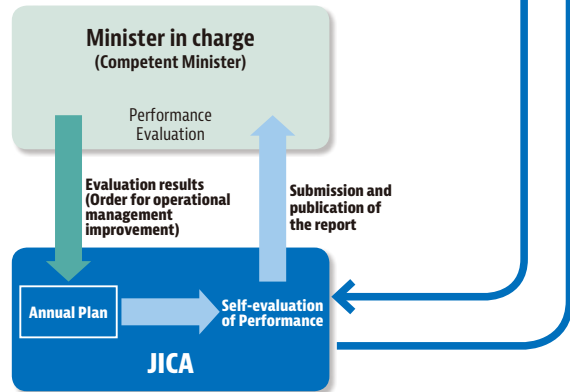
The 3rd Medium-term Plan (fiscal years 2012 to 2016) prioritized formulation and implementation of quality projects that are based on a concept of human security, with focus on poverty reduction, sustained economic growth, addressing global issues, and peacebuilding, which are the Japanese government's priority issues for development cooperation. JICA has been promoting strategic initiatives based on analyses of each country, region, issue, and sector. Such initiatives include promotion of a program approach that incorporates Technical Cooperation, Finance and Investment Cooperation, and Grants in a comprehensive manner; strengthening of partnerships with the private sector, local governments, NGOs, and universities; and enhancing contribution to Japan's leadership roles in the international community. To support the good implementation

Framework for Performance Evaluation and Operational Management Review

Medium-term (Five-Year) Planning and Evaluation Cycle



Annual Planning and Evaluation Cycle



of these projects, JICA would continuously take measures to improve the flexibility of organizational management, promote competitiveness and transparency in its contracting process, and enhance cost efficiency. As a result, the competent ministers have made a positive evaluation of JICA's overall performance in light of the 3rd Medium-term Plan, and stated that JICA had basically achieved the Mid-term Objectives on the whole. The ministers also highly evaluated JICA's performance for the Annual Plan for fiscal 2016, saying that JICA achieved results that exceeded initial intended targets. The main results are listed in a table [➔ see page 78].

Regarding "safety measures," however, the evaluation grade was C, meaning that the performance failed to meet objectives. This was a reflection of the case of the terrorist attack in Dhaka, Bangladesh, in July 2016. With this in mind, JICA has been committed to further strengthening of security measures [➔ see "Security and Safety Management" on page 81].

Overview of Performance Evaluation Results for Fiscal 2016 (Grade by Item)¹

Item	Major results
Grade S (Items having produced remarkable results that exceeded the initial goals)	
Addressing Global Issues	<ul style="list-style-type: none"> Accelerated target achievement of the public commitment to providing training on disaster reduction in partner countries Promotion of Build Back Better in the aftermath of the earthquake in Nepal
Implementation of Strategic Economic Cooperation for the Global Outreach Strategy	<ul style="list-style-type: none"> Contribution to the "Expanded Partnership for Quality Infrastructure" initiative announced regarding the G7 Ise-Shima Summit Meeting Promotion of partnership with the Asian Development Bank (ADB) and expansion of Private-Sector Investment Finance projects
Volunteer Programs	<ul style="list-style-type: none"> The Ramon Magsaysay Award granted to the Japan Overseas Cooperation Volunteers (JOCVs) Contribution to the Bonn Call to Action at the annual conference of the International Forum for Volunteering in Development (Forum)
Grade A (Items having produced results that exceeded the initial goals)	
Poverty Reduction (Contribution to the Achievement of Millennium Development Goals [MDGs])	<ul style="list-style-type: none"> Contribution to promoting Universal Health Coverage (UHC)² in Africa at the Sixth Tokyo International Conference on African Development (TICAD VI) Development of international guidelines on the Maternal and Child Health (MCH) Handbook Launch of the new Initiative for Food and Nutrition Security in Africa (IFNA)
Sustainable Economic Growth	<ul style="list-style-type: none"> Promotion of quality infrastructure development, such as co-financing with the ADB and the Inter-American Development Bank (IDB), and technical assistance for the construction of high-speed railway in India Contribution under TICAD VI, such as geothermal power generation, <i>Kaizen</i>, and the widespread promotion of the Smallholder Horticulture Empowerment and Promotion (SHEP) approach
Peacebuilding	<ul style="list-style-type: none"> Refugee-related assistance, such as a presentation at the World Humanitarian Summit, support for the Jordanian government in issuing <i>sukuk</i> (Islamic bonds), and assistance to Syrian refugees Accomplishing the target number of accepted training participants in the Promotion and Enhancement of the Afghan Capacity for Effective Development (PEACE) Project
Enhancing the Capacity to Manage and Plan Programs and Projects	<ul style="list-style-type: none"> Formulation of JICA's policy on the Sustainable Development Goals (SDGs) Support for efforts to achieve the SDGs by the Japanese government, African countries, and the Indonesian government
Contribution to Japan's Leadership in the International Community	<ul style="list-style-type: none"> Contribution to the success of TICAD VI A presentation at the World Humanitarian Summit Improvement of Japan's presence in the global initiative to achieve the SDGs
Research	<ul style="list-style-type: none"> Increase in the ranking of the JICA Research Institute to 35th in the Global Go To Think Tank Index Utilization of research outcomes and findings, such as a presentation at the World Humanitarian Summit, citation in the <i>Human Development Report 2016</i> of the United Nations Development Programme, and the dissemination of research findings on China's external assistance
Partnerships with Diverse Actors, Including NGOs and Private Businesses	<ul style="list-style-type: none"> External certification of JICA bonds in receiving the Bond Issuer of the Year award Expansion of partnerships with regional banks and contribution to regional revitalization
Public Relations	<ul style="list-style-type: none"> TICAD VI, thematic public relations, such as the Rio de Janeiro Olympics, and the Maternal and Child Health Handbook Extending PR reach to youth
Technical Cooperation, Finance and Investment Cooperation, and Grants	<ul style="list-style-type: none"> Establishment of programs for receiving foreign students in Japan, such as the Innovative Asia program Offer of the Japan Understanding Program to long-term training participants
Disaster Relief Activities	<ul style="list-style-type: none"> Contribution to the eradication of yellow fever in the Democratic Republic of the Congo Progress in the development of the framework for Emergency Medical Team (EMT) registration, for example WHO's certification of the Japan Disaster Relief medical team as EMTs, contribution to the formulation of international EMT standards, and strengthening international and domestic EMT networks
Operations Evaluation	<ul style="list-style-type: none"> Start of process analyses of generating project outcomes Contribution to the certification of JICA bonds as green bonds

1. Details of JICA performance evaluations by the competent ministers, including those for fiscal 2016 and the 3rd Medium-term Objectives period, are available for reference on the website of Ministry of Foreign Affairs.

2. UHC is defined as "ensuring that all people can use the promotive, preventive, curative, rehabilitative and palliative health services they need, of sufficient quality to be effective, while also ensuring that the use of these services does not expose the user to financial hardship."

Compliance and Risk Management

JICA's Compliance Policy

- (1) JICA shall improve the transparency and fairness of its operations and financial activities in order to secure public trust.
- (2) JICA shall contribute to the sound development of the international community through development assistance in order to secure the trust of the international community.
- (3) JICA shall meet the needs of developing regions and swiftly and flexibly provide quality services.
- (4) JICA shall consider natural and social environments when conducting its operations.
- (5) JICA shall communicate well with various levels of society and maintain an organizational culture of transparency.

● Compliance Framework and Risk Management

JICA bears heavy social responsibilities and is charged with a public mission as an incorporated administrative agency. In order to discharge this social responsibility while responding to the expectations of the general public and the international community, as well as in light of changes in the environment surrounding Japan, it is becoming increasingly important to ensure transparency and fairness of its operational management in accordance with laws, internal regulations, and social norms. A compliance system is essential for appropriate operational management. Based on this understanding, JICA has defined principles of conduct as compliance policy.

Compliance is one of the objectives of internal control. To properly embed a compliance framework, an Incident Reporting system, Whistleblowing system, and an Outsider Reporting system have been established to prevent violations of laws and internal regulations, to secure proper and prompt response to violations, and to prevent the reoccurrence of violations. JICA also works on prevention of fraud and corruption to avoid bribery and other unacceptable acts to be identified in the projects funded by JICA. JICA has also distributed a compliance manual to all of its officers and staff. This manual identifies, organizes, and systematizes those compliance policies, laws, rules, and social demands that must be observed and serves as behavioral guidelines for each of the officials and staff.

In order to deliberate and consider various issues related to compliance, the Compliance Committee, which is chaired by the Executive Senior Vice President, is held regularly, and also

monitors any compliance-related matters that violate laws and internal regulations.

Identification and assessment of risks are fundamental components of internal control. JICA defines risks as factors that will act as barriers to its operations. To achieve organizational objectives and plans, such as the Medium-term Plans, in an effective and efficient manner, JICA assures implementation of risk management systems and performs risk identification and assessment for the smooth running of its projects.

All departments in JICA annually review and assess risks that are relevant to their operations. On that basis, JICA classifies potential major risks to its management and operation. Important major risks are identified, discussed, and confirmed by the Risk Management Committee and the Board of Directors. Measures against each risk are discussed and examined to strengthen organizational responses.

● Activities in Fiscal 2017

JICA continued to operate the Consultation Desk on Anti-Corruption, which was reinforced in fiscal 2014, as well as the Whistleblowing system and the Outsider Reporting system. As part of its efforts to prevent inappropriate demands by counterpart governments and executing agencies, JICA assists them in developing their capacity for good governance and anti-corruption through training, dispatch of experts, and technical cooperation projects.

For improvement of compliance awareness, JICA held training sessions for its staff members based on the compliance manual and also conducted seminars to prevent the mishandling of paperwork that is likely to occur in an organization. In addition, training sessions were also provided to experts and other related personnel.

JICA offers various training opportunities and seminars and dispatches support personnel to overseas offices to encourage its staff members and related personnel to raise their compliance and risk awareness.

Financial Risk Management of Finance and Investment Cooperation

The operations of the Finance and Investment Cooperation involve various risks, including credit risk, market risk, liquidity risk, operational risk and other risks. The nature as well as the volume of risks in JICA's operations and the ways to deal with them differ from the risks and countermeasures at private financial institutions. Nonetheless, it is essential for JICA to have appropriate risk management just as at a financial institution. In line with the global trend of increasingly focusing on risk management among financial institutions and regulators, JICA is constantly improving risk management of its Finance and Investment Cooperation.

More specifically, risk management of Finance and Investment Cooperation is positioned as a managerial issue that needs to be addressed systematically by the entire organization. JICA has thus adopted a risk management policy for its operations. Under the policy JICA identifies, measures and monitors various risks. The objective of this policy is to ensure sound and effective operations and to earn returns commensurate with risks. JICA has established the Risk Management Committee for Finance and Investment Account that examines important issues related to integrated risk management.

● Credit Risk

Credit risk refers to the potential loss from difficulties or failure to recover credit assets due to the deteriorating financial condition of a debtor. The main area of Finance and Investment Cooperation is lending. Consequently, the control of credit risk is a major part of JICA's risk management. Sovereign risk makes up a considerable part of the credit risk that accompanies ODA Loan operations. JICA, as an official financier, evaluates sovereign risk by making full use of information gathered through communication with the governments and relevant authorities in the recipient countries, multilateral institutions such as the International Monetary Fund (IMF) and the World Bank, other regional and bilateral donor organizations, and private financial institutions in developed countries. As for Private-Sector Investment Finance (PSIF), JICA assesses the risk associated with lending to private entities as well as country risk and currency risk.

1. Credit Rating System

JICA has established a credit rating system as part of the organization's operating procedures that is to cover all the borrowers. Credit ratings are the cornerstone of credit risk management, being used for conducting individual credit appraisals and quantifying credit risks. Credit ratings are divided into two categories: sovereign borrowers and non-sovereign borrowers. A different credit rating system is used for each category. Ratings are subsequently updated as appropriate.

2. Self-Assessment of Asset Portfolio

When managing credit risks, it is important to make proper self-assessments of the loan portfolio and implement write-offs and loan-loss provisions in a proper and timely manner. Based on the Financial Inspection Manual prepared by Japan's Financial Services Agency, JICA has developed internal rules for assessment. To ensure an appropriate checking function in this process, the first-stage assessment is conducted by the relevant departments in charge of lending and investment, and the second-stage assessment is conducted by the credit risk analysis department. An accurate understanding of asset quality is essential to maintain JICA's financial soundness as well as for disclosure.

3. Quantifying Credit Risk

In addition to individual credit risk management, JICA is working on quantifying credit risks with a view to evaluating the risk of the overall loan portfolio. To do that, it is important to take into account the characteristics of JICA's loan portfolio, a significant proportion of which consists of long-term loans and sovereign loans to developing and emerging countries. Also, JICA takes into account multilateral mechanisms for securing assets such as the Paris Club, which is a unique framework for debt management by official creditor countries. By incorporating these factors in the credit risk quantification model, JICA measures credit risks and utilizes it for internal controls.

● 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 and/or interest rates.

JICA bears risks arising from long-term fixed rate interest loans due to the characteristics of its lending activities. In this regard, JICA is enhancing its capacity to absorb interest rate risk by using capital injections from the General Account Budget of the Japanese government.

Furthermore, interest rate swaps are carried out exclusively for the purpose of hedging interest rate risk. In order to control counterparty credit risk of interest rate swaps, the market value of transactions and credit worthiness of each counterparty are constantly assessed and collateral is secured when necessary.

JICA hedges exchange rate risks, which may arise from foreign currency-denominated loans and the Japanese ODA Loan with Currency Conversion Option, by way of issuing foreign currency-denominated bonds, as well as currency swaps, etc.

Moreover, when foreign currency-denominated investments are extended in PSIF, the valuation of investments is exposed to exchange risks. JICA manages this risk through regular and

continuous monitoring of exchange rate fluctuations in the currency of the country in which the counterparty is located.

● **Liquidity Risk**

Liquidity risk refers to risk of having difficulty securing sufficient funds due to a deterioration of JICA's credit or to an unexpectedly large increase in expenditures or an unexpectedly large decrease in revenues.

JICA uses many measures to avoid liquidity risk through management of its cash flow. This includes efforts to secure multiple sources of funds such as Agency Bonds and borrowing under the Fiscal Investment and Loan Program.

● **Operational Risk**

Operational risk refers to potential losses incurred from work processes, personnel activities, improper systems, or other external events. For JICA, this refers to risks that stem from its operations, systems, and internal or external misconduct. JICA manages operational risks as part of efforts to promote its compliance policy.

Security and Safety Management

JICA is committed to the safety of partners in international cooperation so as to ensure safe and secure activities in field operations. Following the Dhaka terrorist attack and the evacuation of JICA-related personnel from South Sudan, both in July 2016, JICA has been enhancing security measures in line with the "Final Report of the Council on Safety Measures for International Cooperation." This report was compiled by the Ministry of Foreign Affairs of Japan and JICA based on requests from partner companies and organizations. Special emphasis is placed on continued efforts to raise risk awareness through providing security information and alerting international cooperation partners so that they will not be involved in incidents or accidents. JICA provides practical and lecture-based training at JICA's domestic and overseas offices in order that prompt action can be taken in an emergency.

JICA will continuously review and improve these reinforced security measures to ensure the safety of partners on the ground.

● **Security Reinforcement Measures**

1. Collecting, Analyzing and Promptly Providing Security Information to JICA Partners

JICA is continuously engaged in collecting and analyzing security information to cope with changes in security trends, including international terrorism. Timely and appropriate provision of updated information, necessary directions, and alerts allows JICA partners in the field to promptly avoid danger. JICA is thus in contract with experts such as external security consultants and security information providers to obtain various forms of information and strengthen its capacity for crisis management and analysis. JICA is also strengthening collaboration with international organizations in the field through sharing information and daily interaction. The information thus collected constitutes a basis to assess

the threat level of project sites and to examine the security measures to be taken in each country.

2. Providing Wider Access to Security Measures

To ensure the safety of JICA partners, JICA establishes a Travel Regulation and a code of conduct to follow during their travel and stay and revises it as the security situation changes. In fiscal 2017, JICA opened a page dedicated to security measures on its website, making it available for international cooperation partners, regardless of whether they are in contract with JICA or not—to obtain JICA's travel regulation and code of conduct for each country.

3. Security Measures for Residences and Project Sites

In preparation for rapid deterioration of security or emergency situations, JICA continues to work on reinforcing security at its overseas offices and accommodations. During fiscal 2017, security missions were dispatched to review the security measures of ongoing project sites in 25 countries. JICA also undertook a study to reinforce protection measures, including evacuation sites at 10 overseas offices. Additionally, JICA reinforced on-site security measures, including bulletproof cars and satellite phones.

4. Security Training in Japan and Abroad

In fiscal 2017, JICA offered various forms of training to partner companies and organizations engaged in international cooperation. Specific training included lectures on recent trends in general crime and terrorism as well as practical training designed to teach hands-on defense skills for coping with security risks. In fiscal 2018, JICA plans to expand the target of its security training to security managers of partner companies and organizations who dispatch their employee overseas. It also plans to offer such training in selected cities in Japan in

addition to Tokyo. Besides, JICA is now developing self-study training materials, including video-based ones. Since 2003, JICA has been working with the Office of the United Nations High Commissioner for Refugees (UNHCR) eCentre, based in Bangkok, Thailand, to offer security training to overseas staffs.

Counter-terrorism Safety Seminars and Self-Defense Training Sessions Held in Fiscal 2017

Type of seminar and training	No. of seminars/trainings or no. of host countries	No. of participants and viewers
Lecture (in Japan)	12	1,023 participants
Practical training (in Japan)	12	769 participants
Practical training (abroad)	44 countries	3,103 participants
Total	—	4,895 participants
Webinar	—	6,431 views



Practical counter-terrorism training for ODA partners

5. Preparations and Training for Emergencies

In an emergency, responding appropriately to different situations with JICA partners is crucial. JICA thus conducts emergency contact drills at all of its overseas offices to ensure the systematic provision of information to partners and to take appropriate measures, including safety confirmation in emergencies such as disasters. JICA also performs simulation training in order to confirm the division of roles between headquarters and overseas offices as well as to test contact methods to confirm the safety of JICA partners and confirm how to evacuate them based on assumed scenarios. In this way, JICA takes advantage of such training to prepare for timely and appropriate action in times of emergency.

In fiscal 2017, JICA also revised the emergency response manual to reinforce emergency contact arrangements. In addition, JICA increased the number of security management officers in high-threat countries, which is expected to promote risk awareness and security management in field operations.

6. Raising of the Crisis Management Awareness of Partners

Apart from the efforts to enhance security measures, JICA provides safety guidance to partners and works to raise their risk awareness through pre-departure briefings, sending security advisory missions to selected countries, and organizing security seminars to the partners who are working in the field. JICA has a 24-hour standby system in place to securely receive emergency call from abroad and promptly make initial responses.

Special emphasis is placed on partners working in high-threat countries for peacebuilding or reconstruction assistance. JICA continuously provides updated security information and alerts them to strictly comply with the code of conduct to ensure their safety. JICA also reinforces protection measures based on their environment.

Information Security and Personal Information Protection

Up to now, JICA has engaged in information security and protection of personal information by developing internal regulations for information security and personal information protection.

To further strengthen information security, JICA fully revised the Information Security Management Rules and the Information Security Management Bylaws in April 2017 to comply with the Common Standards of Information Security Measures for Government Agencies under the Basic Act on Cyber Security which was amended in April 2016.

To reinforce personal information protection, JICA revised the Implementation Bylaws Concerning Personal Information

Protection in May 2017 to comply with the Act on the Protection of Personal Information Held by Independent Administrative Agencies, etc., which came into effect the same month. JICA is now making preparations to comply with the EU General Data Protection Regulation (GDPR), which went into force in May 2018.

Today, there is a growing need for stricter information security and personal information protection. JICA will redouble its efforts to meet this need by introducing new security equipment, providing its employees with practical and lecture-based training, and establishing and training computer security incident response teams (CSIRTs).

Information Disclosure

In accordance with the Act on Access to Information Held by Independent Administrative Agencies, JICA, through its website and other means, provides access to below information:

● Information Related to the Organization

Objectives, overview of operations, relationships with Japanese government programs; overview of organization; laws and regulations; salary and retirement allowance for board members; salary and retirement allowance for staff; business continuity plan; etc.

● Information Related to Operation

Business Report; Performance Evaluation Report; Medium-term Objectives; Medium-term Plan; Annual Plan; etc.

● Information Related to Finance

Financial statements, etc.

● Information Related to the Evaluation and Audit of the Organization, Operation, and Finance

Performance evaluation documents; administrative evaluation and supervisory reports; accounting audit reports; etc.

● Information Related to Procurement and Contracts

Information related to noncompetitive negotiated contracts; bidding lists; etc.

● Information on Related Entities

Recipients of financing activities; the status of related public-interest corporations; etc.

● For More Information

Please refer to the JICA website for details.

Information Related to Disclosure

→ [JICA website](#) "Home" page

→ Information Disclosure

<https://www.jica.go.jp/disc/index.html> (Japanese only)

Information Related to the Protection of Personal Information

→ [JICA website](#) "Home" page

→ Privacy Policy

<https://www.jica.go.jp/english/policy/index.html>

Efforts to Improve Management of Organization and Operations

Based on the Medium-term Objectives and Plan, JICA has been working on improvement of the organizational management and operations. Above all, JICA has placed priorities on areas such as the development of organizational foundations for strategic operational management and the optimization and streamlining of administrative operations.

Specific case examples are as follows:

● Development of Organizational Foundations for Strategic Operational Management

In light of development assistance policies, assistance needs in developing countries, and changes in the external environment, JICA reviewed the organizational structure of its headquarters in order to achieve more value-added operations such as the promotion of collaboration with universities under JICA's Development Studies Program as well as of quality infrastructure development.

JICA set up the Management Advisory Council and the International Advisory Board to develop a framework for formulating strategies with the help of external insights.

● Optimization and Streamlining of Operational Management

JICA promotes the streamlining of administrative services to improve flexibility to meet domestic and international expectations for Japan's development cooperation. JICA worked on the following operational improvements in fiscal 2017:

- ▶ Improvement of operation systems
JICA optimized and streamlined operational management through system improvement as well as the introduction of newly developed common ICT platforms.
- ▶ Rational and appropriate procurement
JICA streamlined contract procedures and improved the implementation structure for proposal-based programs and the JICA Partnership Program.
- ▶ Appropriate procurement at overseas and domestic offices
JICA continued to develop reference material for procurement procedures at its overseas and domestic offices. It also continued to reinforce support arrangements at its headquarters.

Efforts to Better Global Environment

As a member of the global community, JICA is committed to addressing environmental issues in concert with sustainable development toward the conservation of the global environment that surrounds humans and all forms of life. During 2004, JICA announced its Environmental Policy and obtained certification to ISO 14001, an internationally standardized environmental management system (EMS). In 2013, JICA switched to its own EMS to cope with various environmental problems and regulations more appropriately and flexibly.

● JICA Environmental Policy

As stated in the Law on General Rules of Japan International Cooperation Agency, JICA's mission is to "Contribute to the promotion of international cooperation and to the sound development of Japan and the international socioeconomy by contributing to the development or reconstruction of the economy and society, or economic stability of overseas regions which are in the developing stage," particularly to global environmental protection in compliance with environmental laws and regulations. Furthermore, in order to prevent and reduce negative environmental impacts that result from JICA's activities, JICA will utilize an environmental management system and continuously work to improve it.

The system will be based on the following policies:

- ▶ Promotion of environmental measures through international cooperation activities
Based on the Japanese government's Official Development Assistance (ODA) policies, JICA will promote cooperation activities for the protection and improvement of the environment.
- ▶ Promotion of activities for general environmental awareness
With the aim of raising public awareness, JICA collects information about environmental issues.
- ▶ Promotion of environmentally friendly activities within JICA offices and facilities
JICA promotes environmental programs to reduce any negative impacts caused by its activities in all facilities.
- ▶ Compliance with environmental laws and regulations
JICA will consistently adhere to relevant environmental laws and regulations.

For details on other activities, refer to the following website:

→ [JICA website](https://www.jica.go.jp/english/our_work/social_environmental/index.html)

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