



JICA 2018



**JAPAN INTERNATIONAL COOPERATION AGENCY
ANNUAL REPORT**

Mission

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

JICA, an incorporated administrative agency in charge of administering Japan's ODA, is one of the world's largest bilateral aid agencies supporting socioeconomic development in developing countries in different regions of the world.

Under its new vision set out in July 2017, JICA supports the resolution of issues in developing countries through a flexible combination of various types of assistance methods as illustrated below.

ODA
(Official
Development
Assistance)

**Bilateral
Assistance**

JICA

Multilateral Assistance
(Financial contributions to international organizations)

Technical Cooperation

Finance and Investment Cooperation

Grants

Emergency Disaster Relief

Public-Private Partnerships

Citizen Participation

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.

Actions

- 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.

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Emergency Disaster Relief

Public-Private Partnerships

Citizen Participation

More than **2,000** places in **29** countries

The number of health facilities where the 5S-KAIZEN-TQM approach was introduced with the support of JICA (FY2007–2017)

3.05 million ha

Total area of forestland where trees were planted through JICA's cooperation for forest restoration (FY2000–2016)

Challenging Global Issues

68,633 people

The number of people in Asia who have developed their capacity in the field of industrial development with support from JICA (FY2015–2017)

60,381 people in **23** countries

The number of farmers who received training for the promotion of market-oriented agriculture through the Smallholder Horticulture Empowerment and Promotion (SHEP) approach in Sub-Saharan Africa (FY2014–2017)

More than **15** million children

The number of children who benefited from improved quality learning environments provided through JICA's support (FY2015–2017)

Performance (FY2017)

146

Developing countries/regions receiving assistance

11,098

Experts newly dispatched

17,138

Training participants newly accepted

96

Overseas offices³

15

Domestic offices³

1,909

Staff members³

10

Local governments with which JICA concluded a comprehensive cooperation agreement or a memorandum of understanding (MOU)⁴

36

Universities with which JICA concluded a comprehensive cooperation agreement or an MOU⁴

43

Japanese regional financial institutions with which JICA concluded a memorandum of cooperation (MOC)⁴

Cooperation Menu and Outline of Operations (FY 2017)

526

technical cooperation projects ongoing (in 89 countries/regions)

59

new ODA Loans and Private-Sector Investment Finance projects, for which commitments were signed (with 21 countries and 4 organizations)

157

new Grant projects,¹ for which G/As were signed (with 56 countries/regions)

20

times dispatched/provided (to 15 countries/regions)

148

new projects adopted under main proposal-based programs

1,171

Japan Overseas Cooperation Volunteers newly dispatched

Middle East and Europe

22

countries/regions targeted for assistance

Total value of JICA programs
¥170,143 million

East Asia and Central Asia

10

countries targeted for assistance

Total value of JICA programs
¥75,240 million

Assistance by Region² (FY 2017)

Southeast Asia and the Pacific

24

countries targeted for assistance

Total value of JICA programs
¥326,944 million

South Asia

8

countries targeted for assistance

Total value of JICA programs
¥474,154 million

Africa

49

countries targeted for assistance

Total value of JICA programs
¥122,608 million

Latin America and the Caribbean

33

countries targeted for assistance

Total value of JICA programs
¥36,679 million

History

August 1974

Japan International Cooperation Agency
JICA

October 2003

Japan International Cooperation Agency
JICA
(The Incorporated Administrative Agency)

October 2008

Japan International Cooperation Agency
JICA
(The Incorporated Administrative Agency)

March 1961

Overseas Economic Cooperation Fund
OECF

October 1999

Japan Bank for International Cooperation
JBIC

Overseas Economic Cooperation Operations
(ODA Loans)

International Financial Operations

Ministry of Foreign Affairs

Grants¹

Note

1. Excluding Grants that the Ministry of Foreign Affairs will continue to directly implement considering diplomatic necessity.

2. Total value of JICA programs include Technical Cooperation (Training Participants, Experts, Study Teams, Provision of Equipment, JOCV and Other volunteers, and Other costs), Finance and Investment Cooperation (Disbursements), and Grants (Newly concluded G/As) in fiscal 2017.

· Figures exclude JICA's cooperation for multiple countries and/or multiple regions and international organizations.

· The regional total for Middle East and Europe includes JICA's costs for dispatching Study Teams to developed countries.

3. As of July 1, 2018.

4. Total number of conclusion of agreements and MOUs/MOCs as of March 31, 2018.



Message

**Building the Future with
a Wide Range of Partners
in Japan and Overseas**



“Leading the world with trust” JICA announced its new vision in 2017.

With the announcement of our new vision, we have reaffirmed JICA’s mission of realizing human security and quality growth. JICA should take the lead in forging bonds of trust among peoples and countries across the world, by working together with a wide range of partners from Japan and overseas and respecting their ownership.

Ten years ago, in October 2008, JICA and the Overseas Economic Cooperation Operations of the then Japan Bank for International Cooperation (JBIC) consolidated and formed the new JICA, which enabled the new JICA to implement technical cooperation, ODA Loans, and Grants in an integrated manner. Since then, with the synergies resulting from this merger, JICA has tackled the challenges faced in the process of globalization and worked to realize equitable growth and poverty reduction, improvements in governance, and human security. JICA is also aiming at strengthening our collaboration with local governments, private-sector companies, and universities to further contribute to resolve the issues that developing countries are facing and to promote Japan’s local revitalization. We believe that collaboration with a wide range of partners, as stated in the Sustainable Development Goals adopted at the United Nations Summit in 2015, will greatly boost our programs and initiatives.

The year 2018 also marks the 150th anniversary of the Meiji Restoration in 1868, and in this milestone year, we launched the JICA Development Studies Program in collaboration with universities in Japan. Young leaders of developing countries will be invited to Japan to learn from Japan’s modernization, brought about by its opening to the world and democratic reform, which are the greatest achievements arising from the Meiji Restoration. Including the various lessons gained through the process of modernization, they will also learn about Japan’s development cooperation. We firmly believe this will form a solid foundation that will underpin future prosperity and development of their home countries. We are confident that this program will further deepen the mutual trust between Japan and partner countries.

JICA is carrying out the 4th Medium-term Plan (fiscal years 2017 to 2021), which started in fiscal 2017. JICA is also enhancing safety measures in light of the terrorist attack in Dhaka, Bangladesh, and the evacuation from South Sudan in July 2016.

Under our vision of “Leading the world with trust,” we at JICA work tirelessly to achieve our mission, hand in hand with a wide range of partners both in Japan and overseas.

Shinichi Kitaoka
President
Japan International Cooperation Agency (JICA)
September 2018

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JICA Websites and Others

For detailed information of JICA's activities, please see our websites. "ODA mieruka site" is a website for visualizing ODA, which presents information such as photos of ODA projects. JICA also publishes Annual Evaluation Reports, which provide information on current evaluations activities as well as summaries of evaluation results.

JICA Website

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



ODA mieruka site

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



Annual Evaluation Report 2017

https://www.jica.go.jp/english/our_work/evaluation/reports/2017/index.html



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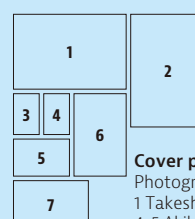
Data Book 2018

* For statistics on program results, financial statements and financial conditions, please refer to the Data Book 2018.

<https://www.jica.go.jp/english/publications/reports/annual/index.html>

JICA Annual Report 2018 Figures and Maps

1. This annual report summarizes the activities of JICA in fiscal 2017 (April 1, 2017 to March 31, 2018).
2. The figures contained in the report are those for the fiscal year mentioned above in the case of JICA and for the calendar year 2017 (January 1, 2017 to December 31, 2018) in the case of ODA. Please note that some figures are provisional values and figures may vary according to the timing and method of calculation.
3. All sums indicated with a dollar sign (\$) refer to US dollars and are calculated at an exchange rate of \$1.00 = ¥ 112.2 (the official Development Assistance Committee [DAC] rate in 2017).
4. All maps contained in the report are approximate. National borders that are under dispute or unclear have been entered merely for convenience.



Cover photos

Photographers:

1 Takeshi Kuno; 2, 3 Toshitaka Nakamura;
4, 5 Akihito Yoshida; 6 Kaku Suzuki; 7 Daisuke Shibata

Ten Years of New JICA

Four Major Initiatives by New JICA

1 Integrated Administration of Technical Cooperation, Finance and Investment Cooperation, and Grants for Synergy

An optimal combination of diverse aid modalities has enabled integrated and seamless assistance. Furthermore, a one-stop system designed to achieve optimal operations and meet diverse needs has also contributed to (1) address increasingly diverse and extensive development issues; (2) maximize JICA's operational effectiveness and support policy implementation by the Japanese government toward peace, stability, and prosperity for the international community; and (3) enhance the presence of Japan's ODA in the global community.

2 Closer Partnership with Private Sector

Viewing private-sector activity as a major driver for economic growth in developing countries, JICA has launched new schemes to support Japanese small and medium enterprises (SMEs) overseas business development and resumed the program of Private-Sector Investment Finance (PSIF). JICA links its networks with the ideas and technologies of the private sector to address challenges facing developing countries. JICA's support for this process includes partnership with Japanese regional financial institutions to assist SMEs in expanding their business overseas.

Projects adopted under
Public-Private Partnerships/
Partnerships with the
Japanese Private Sector
(FY2013–2017)

818

Loan and equity
commitments under PSIF
(FY2011–2017)

22

Developments within JICA

October
New JICA is launched
under the revised JICA
Act.

October
NGO-JICA Council is
established.

December
JICA's first FILP Agency
bonds (JICA bonds) are
issued.

January
Partnership
agreement on Science
and Technology
Research Partnership
for Sustainable
Development (SATREPS)
is concluded with the
Japan Science and
Technology Agency.



Assisting the development of
highly accurate diagnosis of
parasitism based on genetic
epidemiology at the Institut
Pasteur du Laos

March
Proposal-based
Preparatory Survey for
PPP Infrastructure is
launched.

July
New JICA Guidelines
for Environmental and
Social Considerations
are enforced.

November
First project after
resumption of Private-
Sector Investment
Finance is signed.

December
JICA becomes the
first governmental
organization to
issue retail bonds to
individual investors.

March
Support for Japanese
SMEs Overseas Business
Development using ODA
is launched.

July
Private sector
partnership volunteer
program is established.



A private sector partnership
volunteer from a precision
measurement firm in Kyoto
gives instruction on machine-
tool handling at an engineering
college in Thailand under the
program

2008

2009

2010

2011

2012

Movements in Japan and the international community

September
"Lehman collapse" global
financial crisis

June
World Health Organization
(WHO) declares a new flu
pandemic.

September
UN MDGs summit
October
Tenth Meeting of the
Conference of the Parties
to the Convention on
Biological Diversity
(COP10) in Nagoya
December
Arab Spring begins in
Tunisia.

March
Great East Japan
Earthquake



Former JICA training
participants of Palestine hold
candles and pray for the souls
of victims of the Great East
Japan Earthquake.

July
South Sudan gains
independence.

June
UN Conference on
Sustainable Development
(Rio+20) in Brazil

In October 2008, New JICA was launched by merging with the Overseas Economic Cooperation Operations of the Japan Bank for International Cooperation (JBIC) and taking over ODA Grant operations of the Ministry of Foreign Affairs (MOFA), excluding those that MOFA continued to directly implement out of necessity for diplomatic policy. Delivering Technical Cooperation, Finance and Investment Cooperation, and Grants in an integrated manner, JICA became one of the largest bilateral aid agencies in the world. Ten years have passed since new JICA started its operations aimed at providing more strategic assistance and strengthening implementation structure. This feature looks back on the steps new JICA has taken toward a new era of ODA.

3 Closer Partnership with Communities and Universities

In addition to two aid modalities: the dispatch of Japan Overseas Cooperation Volunteers (JOCVs) and the JICA Partnership Program, which is based on partnership with NGOs and other actors, JICA has strengthened partnerships with local governments and research institutions, including universities, to achieve the dual goals of assisting developing countries in addressing development issues and contributing to local revitalization in Japan. JICA has also expanded the acceptance of participants in sector-specific and country-specific training (foreign students in degree courses) under the African Business Education Initiative for Youth and other programs.

Total no. of degree-course participants accepted (October 2008–April 2018)

5,509 from 104 countries

August
Emergency aid to control Ebola outbreak

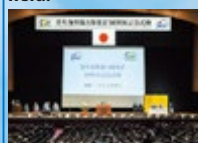
September
First batch of students under African Business Education Initiative for Youth (ABE Initiative) arrive in Japan.



Long-term training participants from Africa discussing business expansion with officials at Japanese firms

November
JICA's first government-guaranteed foreign bonds are issued.

November
Fiftieth anniversary ceremony of JOCVs is held.



Ceremonies are held in many parts of world.

November
Dollar-denominated loans are created.

4 Efforts to Address Global Challenges

JICA has been addressing the Sustainable Development Goals (SDGs), which were agreed on in 2015 by the international community, following the Millennium Development Goals (MDGs). By leveraging Japan's expertise and working closer with domestic and international partners, JICA has contributed to the formation of international initiatives such as Universal Health Coverage (UHC) and worked to achieve human security and quality growth as well as a world in which "no one will be left behind."



January
Seminar to mark the 30th anniversary of International Emergency Relief Group Medical Team is held.

January
First infrastructure project after full resumption of Private-Sector Investment Finance is signed.

July
Memorandum of cooperation with a regional financial institution is signed, the first of its kind.

July
Ramon Magsaysay Award is given to JOCVs.

November
Invitation to accept Syrian refugees as students is initiated.

February
Feasibility Survey for SDGs Business is established.

July
New vision of "Leading the world with trust" is established.

October
Tenth anniversary of New JICA

2013

2014

2015

2016

2017

2018

June
Fifth Tokyo International Conference on African Development (TICAD V) in Yokohama

June
Infrastructure Systems Export Strategy is endorsed by Cabinet.

August
WHO declares a state of emergency on the Ebola outbreak in West Africa.



SATREPS participants extract blood, organs, and other samples from a bat in Zambia

February
Development Cooperation Charter is endorsed by Cabinet.

March
Third UN World Conference on Disaster Risk Reduction in Sendai

May
Partnership for Quality Infrastructure is announced by the Japanese government.

July
Third International conference on Finance for Development in Ethiopia

September
2030 Agenda for Sustainable Development is adopted.

December
Paris Agreement on Climate Change is adopted.

July
Terrorist attack in Dhaka, Bangladesh

August
TICAD VI in Kenya, the first TICAD held in Africa



JICA holds 18 official side events

September
UN Summit for Refugees and Migrants

August
Fiftieth anniversary of ASEAN



Opening ceremony for Vietnam-Japan University, a joint creation of the two countries

December
UHC Forum 2017 in Tokyo

HIGHLIGHTS

2017

In fiscal 2017, many of JICA's long-term activities came to fruition, and also offered a new direction. We strengthened cooperation with our partners both in Japan and overseas, and accelerated our response to diversifying needs.

First Issue of Social Bonds in Japan

May 2017 — JICA awarded "Bond Issuer of the Year"

JICA became Japan's first social bond issuer. In recognition of this achievement, in May 2017, JICA was awarded "Bond Issuer of the Year" in the DEALWATCH AWARDS (Straight Bond division) by Thomson Reuters Markets KK. As interest in resolving social issues through investment grows, JICA bonds, as a vehicle that links investors' desire to make a social contribution and development in developing countries, are receiving increased attention.



DEALWATCH AWARDS presentation ceremony

Fifteen Years Disseminating the History of Japanese Emigration and the Achievements of Emigrants

August 2017 — Japanese Overseas Migration Museum exceeds 500,000 visitors

The Japanese Overseas Migration Museum features reference material, documents, photographs and other resources and exhibits to accurately represent the stories of Japanese emigrants, primarily to the Americas, within the history of Japanese people, as international cooperation pioneers who helped to mold new civilizations in new lands. The Museum was opened in 2002 in Yokohama, the port of departure for the first Japanese emigrants to Hawaii 150 years ago. On August 25, 2017, the total number of visitors to the Museum passed the half-million mark.



"Journey to the Americas." Trunks filled with the personal belongings of emigrants

"As Quickly as Possible, as Many as Possible" — Disaster Relief Work in Mexico

September 2017 — Japan Disaster Relief Team: 30 Years On

September 2017 marked thirty years since the enactment of the Law Concerning the Dispatch of the Japan Disaster Relief Team (JDR Law) stipulating that when major disasters strike overseas, JICA is to organize and dispatch disaster relief teams to the disaster-stricken areas. In that same month, a Japan Disaster Relief rescue team was sent to Mexico following a major earthquake there. The team operated tirelessly, even through the nights, and the team's efforts were reported on daily in Mexico. When the team's work was finished and it was time to withdraw, they received much praise and words of appreciation from local residents.



Rescue team in Mexico

First JOCV to Myanmar is a Swimming Coach

October 2017 — JOCV heads to Myanmar

In November 2016 Myanmar became the 88th country to sign an agreement with Japan for the dispatch of Japan Overseas Cooperation Volunteers (JOCVs), and from October 2017, the dispatch of JOCVs to Myanmar began. First to go was Ryuki Homma as a swimming coach. And swimmers coached by him celebrated their first victory at a competition held in December. The dispatch of JOCVs in the health sector began in February 2018, and with these dispatches, a new page was added to the 52-year history of JOCVs.



52 years since foundation of JOCVs. Ryuki Homma, the first JOCV to Myanmar, coaching his group

Economic Corridor Linking a Great Continent from North to South, and Underpinning Africa's Economic Growth

October 2017 — Completion of the Tanzania Road Sector Support Project (1 and 2)

The economic corridor Trans-Africa Highway No.4 proposed in 1970 was a massive scheme extending more than 10,000 km linking South Africa and Egypt, and symbolized the vastness of the African continent. Together with the African Development Bank, JICA provided cooperation for building the remaining unsurfaced section of the highway in Tanzania. Combined with preceding projects, surfacing was completed on the section of more than 400 km in October 2017. The new road will create links between people across national borders, and promote more active exchanges.



The highway heading north from Tanzania's capital Dodoma

Toward the Achievement of Health for All

December 2017 — Co-hosting the UHC Forum 2017

About 600 high-level government officials and representatives of international organizations from 61 countries attended the UHC Forum 2017 in Tokyo. Universal Health Coverage (UHC) is defined as ensuring that all people have access to the quality essential health services they need without suffering financial hardship. Co-hosted by JICA, the Forum adopted the Tokyo Declaration on Universal Health Coverage, and reaffirmed the commitment to accelerate progress toward achieving UHC by 2030.



JICA President Kitaoka, with Prime Minister Abe, United Nations Secretary General António Guterres, and other leaders, takes the stage. [Photo: Shinichi Kuno]

Japan's First SDGs Platform by Regional Industrial, Academic, Public and Private Sectors

December 2017 — Establishment of the Kansai SDGs Platform

JICA's domestic offices function as domestic bases for each of the regional areas that they play a role as a hub linking those areas with developing countries. On December 16, 2017, JICA Kansai Center launched the Kansai SDGs Platform in conjunction with private companies, NGO/NPO, universities and research institutions, and local governments and government agencies in the Kansai region. JICA serves as the secretariat together with the Kansai Bureau of Economy, Trade and Industry, and the Headquarters Secretariat of the Union of Kansai Governments. This collaboration among such a broad range of actors is expected to generate ideas and technologies to resolve global and regional issues.



JICA President Kitaoka delivering a keynote presentation at the symposium celebrating the platform's establishment to a diverse group of regional participants

Major Topics of Fiscal 2017

April	Opening of the Hokkaido Global Plaza
April	Sri Lanka: Dispatch of a Japan Disaster Relief Team (Expert Team) in response to the garbage mound collapse
May	★ JICA awarded "Bond Issuer of the Year"
May	Georgia: Establishment of the first overseas office in the Caucasus
June	Myanmar: Introduction of textbooks developed with JICA technical cooperation at all primary schools
July	Five proposals adopted as the result of the first notice of the new scheme Feasibility Survey for SDGs Business
July	Establishment of JICA's new vision "Leading the world with trust"
August	First students under the Japanese Initiative for the Future of Syrian Refugees arrive in Japan
August	★ Japanese Overseas Migration Museum exceeds 500,000 visitors
September	★ Japan Disaster Relief Team 30th anniversary
September	Somalia: Decision to start the first new technical cooperation project in 26 years
October	Mongolia: Operations begin at Tsetsii Wind Farm, established by JICA's first Private-Sector Investment Finance project in the renewable energy field
October	★ Myanmar: First JOCV to Myanmar
October	★ Tanzania: Completion of the road sector support project (1 and 2)
November	Jamaica: Signing of JICA's first dollar-denominated loan agreement for the Energy Management and Efficiency Programme
November	Tanzania: JICA co-sponsors Tanzania's first women's track meet "LADIES FIRST" with the Ministry of Information, Culture, Arts and Sports
December	★ JICA co-hosts the UHC Forum 2017
December	★ Establishment of the Kansai SDGs Platform

2018

January	Serbia: Became the 89th country to sign an agreement for the dispatch of JOCVs
February	Laos: Opening of the Laos-Japan Friendship Bridge (commonly called Sekong Bridge) built with Grants
March	Cuba: Opening of JICA office
March	Partnership agreement signed with Ama-cho, Shimane Prefecture. Extending experience and knowledge of regional revitalization to developing countries



Vanuatu: A scene at a beach in the southeastern part of Efate Island
[Photo by Kaku Suzuki]

Program Overview

Japan's ODA

What is ODA?

Various organizations and groups, including governments, international organizations, non-governmental organizations (NGOs) and private companies, carry out economic cooperation to support socioeconomic development in developing countries. The financial and technical assistance that governments provide to developing countries as part of this economic cooperation are called Official Development Assistance (ODA).

ODA is broadly classified into two types: bilateral assistance and multilateral assistance. Multilateral assistance consists of financing and financial contributions to international organizations, while bilateral assistance is provided in three forms: Technical Cooperation, Finance and Investment Cooperation, and Grants. In addition, other schemes of bilateral assistance include the dispatch of volunteers.

Table 1 Economic Cooperation and ODA

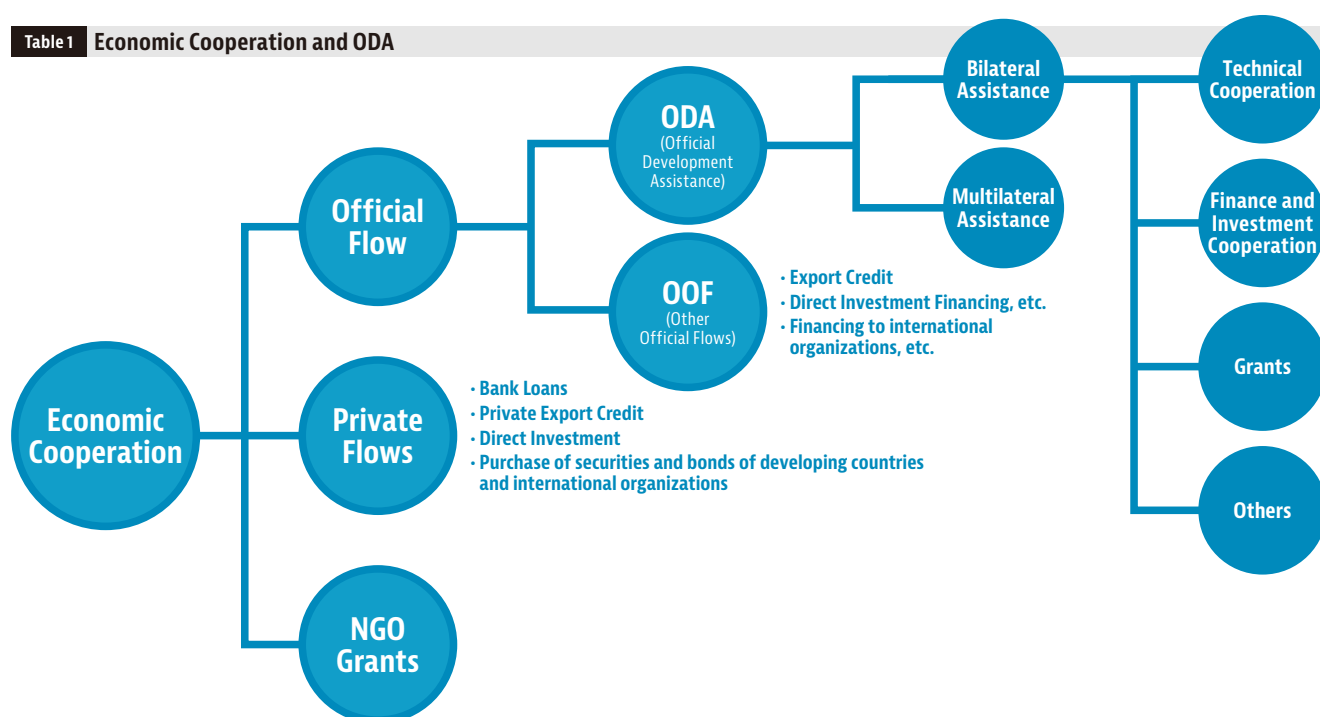


Table 2 Japan's ODA by Type 2017 (Provisional Figure)

Type		ODA Disbursements (Calendar Year 2017)			Dollar Basis (US\$ million)			Yen Basis (¥ billion)			Percent of Total ODA Total
		Current Year	Previous Year	Change from the Previous Year (%)	Current Year	Previous Year	Change from the Previous Year (%)	Current Year	Previous Year	Change from the Previous Year (%)	
ODA	Grants	2,621.64	2,812.31	-6.8	294.103	305.987	-3.9	22.9			
	Technical Cooperation*	2,884.18	2,777.57	3.8	323.556	302.207	7.1	25.2			
	Total Grants	5,505.81	5,589.88	-1.5	617.659	608.194	1.6	48.2			
	Loan Aid	2,530.76	1,422.13	78.0	283.908	154.731	83.5	22.1			
	Total Bilateral ODA (Net Disbursement Basis)	8,036.57	7,012.01	14.6	901.567	762.926	18.2	70.3			
	Contributions and Subscriptions to International Organizations (Net Disbursement Basis)	3,394.57	3,368.34	0.8	380.813	366.484	3.9	29.6			
Total ODA (Net Disbursement)		11,431.14	10,380.35	10.1	1,282.380	1,129.410	13.5	100.0			
Preliminary Estimate of Nominal Gross National Income (GNI) (US\$ billion, ¥ billion)		5,038.44	5,114.54	-1.5	565,227.80	556,475.60	1.6				
% of GNI		0.23	0.20		0.23	0.20					

(Notes) 1. Figures include disbursements for graduate countries. Please see *JICA Annual Report Data Book 2018*, Table 1, P.5 for figures excluding disbursements for graduate countries.

2. The following 12 countries/regions are graduate countries other than OECD member states that have received ODA: Bahamas, Barbados, Brunei Darussalam, [French Polynesia], [Hong Kong], [New Caledonia], Oman, Saudi Arabia, Saint Christopher and Nevis, Singapore, Trinidad and Tobago, and the United Arab Emirates.

3. 2017 DAC designated exchange rate: US\$1.00 = ¥112.1831 (a depreciation of ¥3.3804 compared with 2016)

4. Individual totals may not be equal to the sums of the individual parts because some numbers have been rounded off.

5. Debt relief includes waiver of ODA Loans and debt reductions of collateralized commercial obligations and sale receivables of rice, but excludes deferring of repayments.

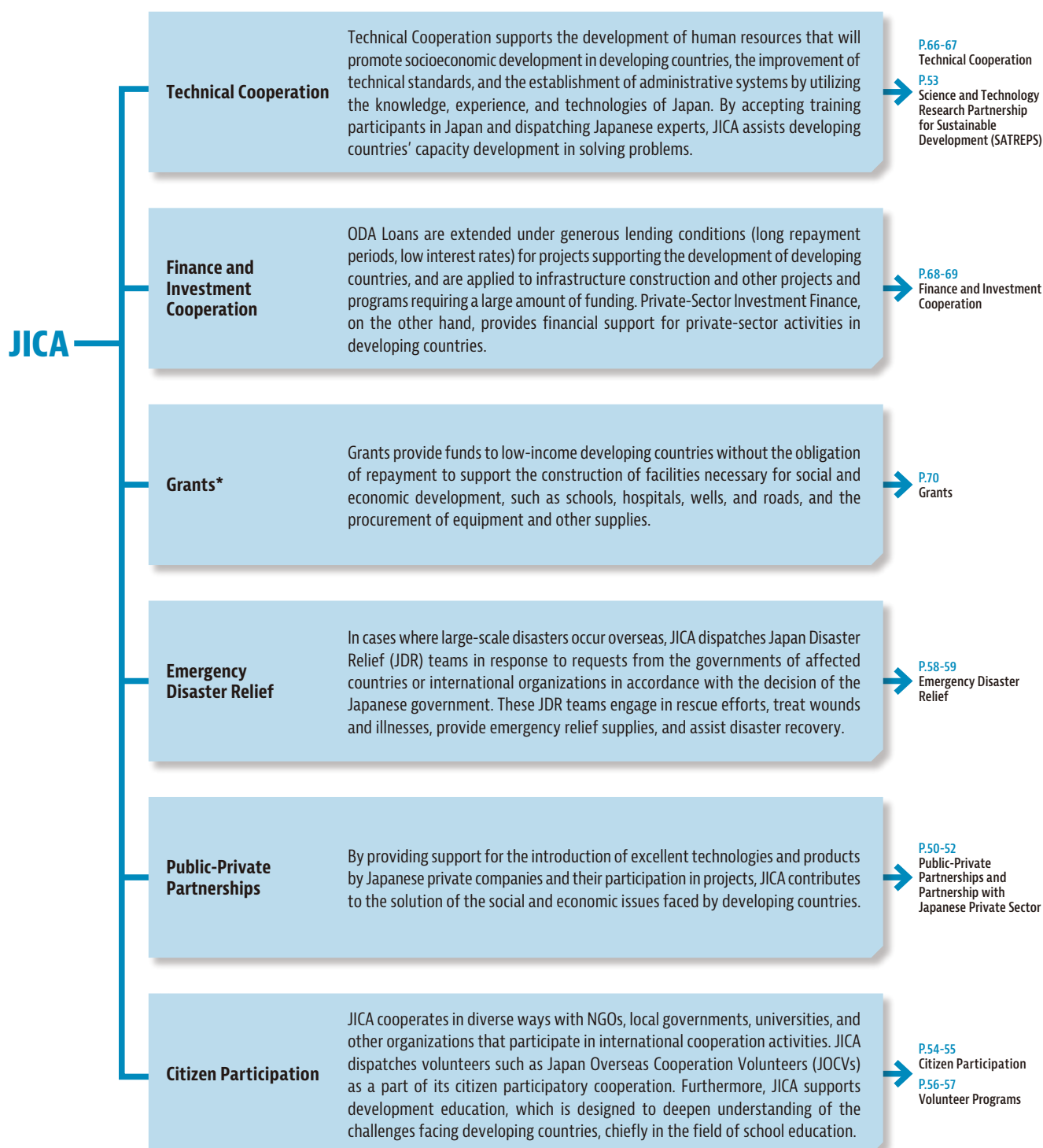
6. In the past, grants through international organizations were treated as "Contributions and Subscriptions to International Organizations." However, from 2006, donations for recipient countries identified at the time of contribution are treated as "Grants" for these countries.

7. Starting with 2011 results, NGO project grants have been included in grants for individual countries.

* Technical Cooperation includes administrative and development education expenses.

JICA: Delivering Japan's ODA

JICA, in charge of administering Japan's ODA, is one of the world's largest bilateral aid agencies. JICA supports socioeconomic development in developing countries through flexible combination of various types of assistance methods, such as Technical Cooperation, Finance and Investment Cooperation, and Grants. It operates in approximately 150 countries and regions of the world.



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

Program Goals and Overview

The 4th Medium-term Plan (Fiscal 2017-2021)

In accordance with the law, JICA conducts its operations based on medium-term plans stipulating five-year cycles. In the 4th Medium-term Plan, which began in fiscal 2017, JICA has formulated plans based on the Development Cooperation Charter and international frameworks such as the Sustainable Development Goals (SDGs), concerning development issues such as infrastructure and economic growth, human-centered development, universal values and peacebuilding, and global issues, along with regional priority issues as well as partnerships with various actors and contributions to international discussions. JICA also sets out detailed measures for strengthening its organizational and operational foundations, security, and internal controls in the Plan.

Through efforts to achieve these plans, JICA will continue to play its expected role both within and outside Japan.

Outline of the 4th Medium-term Plan

Address development issues and global issues and contribute to national interests in Japan through development cooperation

Realize peace, security, and prosperity as well as an international environment with high stability, transparency, and predictability

Contribute to enhancing the international community's confidence in Japan, strengthening the relationship between developing areas and Japan, and formulating the order and the norms of the international community

Contribute to the vitalization of the economy and society in Japan through strengthening the relationship between developing areas and Japan

Operational Focus Areas

- (1) Strengthen the human capacity of individuals who will be key players in their countries' development
- (2) Fortify partnerships between actors in Japan who are involved in, and contributing to development cooperation and regional vitalization
- (3) Contribute to international commitments and serve as a leader in the international community
- (4) Strengthen security measures

Prioritized Approaches

- (1) Promote development cooperation that builds a mutually trusted relationship by emphasizing country ownership and partnership
- (2) Promote human-centered approaches based on the concept of human security
- (3) Strengthen strategic operations and enhance the quality of JICA's operations
- (4) Disseminate clear, uniform information

Concrete initiatives

Efforts to address priority issues

- (1) Secure a foundation and driving force for economic growth
- (2) Promote human-centered development, which supports basic human life
- (3) Share universal values and realize a peaceful and secure society
- (4) Build a sustainable and resilient international community by addressing global challenges

Strengthen Japanese partnerships

Strengthen foundations for implementation
(Public relations, research, operations evaluations etc.)

Regional priority issues

Strengthen security measures

Other important operational management issues

(The promotion of effective and efficient development cooperation; Proactive contribution in international discussions and strengthening partnerships with international organizations, bilateral donors and others; and Strengthen internal controls)

Important policies and initiatives of the Japanese government

Development Cooperation Charter
Related policies
Government commitments

International framework surrounding development cooperation

Sustainable Development Goals (SDGs)
Paris Agreement (climate change)

Directions of JICA's Development Activities for Fiscal 2018

JICA seeks to contribute to the peace, stability, and prosperity of the international community by addressing the priority issues identified in the Development Cooperation Charter of the Japanese government and the 4th Medium-term Plan of JICA. To this end, JICA will redouble its efforts in the following areas with a view to achieving human security and quality growth:



Sudan: Project for Strengthening Vocational Training System Targeting State Vocational Training Centers
[Photo by Akio Iizuka]

1 Operations based on the Free and Open Indo-Pacific Strategy of the Japanese government

JICA will forge ahead with development cooperation activities within the framework of the Free and Open Indo-Pacific Strategy. It will also work to further strengthen partnership in the international community. Special focus will be placed on, among other areas, (1) developing human resources for strengthening intra-regional connectivity, (2) constructing infrastructure and improving the trade and investment climate, (3) building the legal and judicial framework to establish the rule of law, and (4) developing maritime security capacity.

2 Strengthening the capacity of individuals who will be key players in their countries' development

On the occasion of the 150th anniversary of the Meiji Restoration, JICA will launch the JICA Development Studies Program to boost the development of human resources who can spearhead the solution of increasingly diverse and complex development issues. The Program provides the opportunity to systematically learn about Japan's experience of development. Participants who have completed the program are encouraged to put what they have learned in Japan to good use for the development of their countries after returning to their home countries. They are also encouraged to serve as leaders supportive of or knowledgeable about Japan so that bilateral relations are well maintained and strengthened over the mid- to long-term.

3 Vitalization of both developing countries and Japan through the private sector's potential

Toward quality growth—that is, inclusive, sustainable, and resilient growth—JICA will leverage the strengths of the private sector, including Japanese small and medium enterprises (SMEs) and local regions, and mobilize their potential for its operations in developing countries as well as regional vitalization.

4 Promoting the formulation and dissemination of future-oriented cooperation concepts

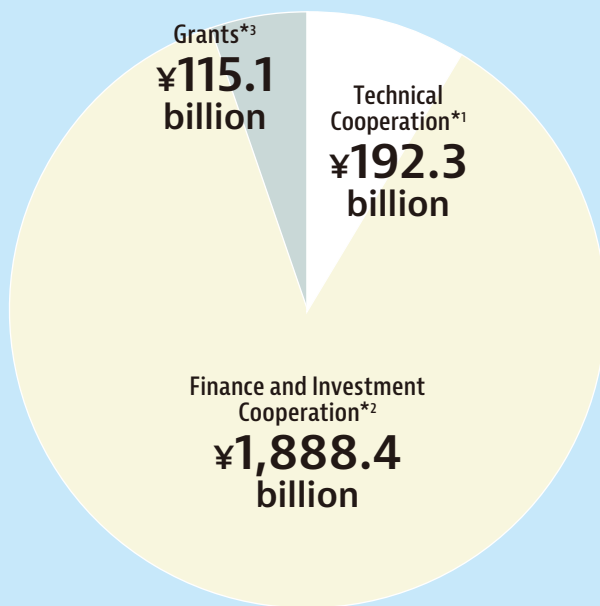
JICA will work harder to incorporate innovative methods and technologies into its development cooperation. It will also work to mobilize various sources of funds to meet strong development needs. Additionally, JICA will redouble its efforts to formulate and disseminate concepts such as Universal Health Coverage (UHC) and the Initiative for Food and Nutrition Security in Africa (IFNA), thereby enhancing its presence in the international community.

Overview of JICA's Activities in Fiscal 2017

Overview of Operations

Looking at JICA's operations in fiscal 2017 (Table 3 and Table 4), Technical Cooperation implemented by JICA amounted to ¥192.3 billion, a decrease of 7.4% from the previous fiscal year. Turning to Grants, JICA implemented 157 projects amounting to ¥115.1 billion (Grant Agreement amount). Of Finance and Investment Cooperation, ODA Loan was provided through 53 projects amounting to ¥1,845.4 billion (commitment basis), while Private-Sector Investment Finance amount totaled ¥43.0 billion (commitment basis) and was provided to six organizations.

Table 3 Scale of Operations in Fiscal 2017



Note) Exchange rate: US\$1.00 = ¥112.2 (the official Development Assistance Committee [DAC] rate in 2017)

*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 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 4 Operations by Type in Fiscal 2017 (Unit: ¥ billion)

	FY2017	FY2016
Technical Cooperation *1	192.3	207.7
Acceptance of training participants	22.0	21.2
Dispatch of experts	58.7	64.5
Dispatch of study team members	33.8	60.2
Provision of equipment	2.3	3.7
Dispatch of Japan Overseas Cooperation Volunteers	8.7	8.7
Dispatch of other volunteers	3.3	3.3
Others	63.5	46.2
Finance and Investment Cooperation *2	1,888.4	1,485.8
Grants *3	115.1	98.0

Note) In some cases, the numbers do not correspond to the figures reflected in the "Total" section because of rounding estimates.

*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 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 5 to 7 show trends in the scale of JICA's programs for Technical Cooperation, Finance and Investment Cooperation, and Grants over the past 10 years.

In fiscal 2017 the Finance and Investment Cooperation commitment amount increased from the previous fiscal year by 27.1%, totaling ¥1,888.4 billion. Meanwhile, the scale of Grants increased by 17.4% to a total amount of ¥115.1 billion in fiscal 2017.

Table 5 Technical Cooperation Expenses for the Past 10 Years (Unit: ¥ billion)

FY2008	150.8
FY2009	176.0
FY2010	168.8
FY2011	188.9
FY2012	167.8
FY2013	177.3
FY2014	176.4
FY2015	191.7
FY2016	207.7
FY2017	192.3

Table 6 Finance and Investment Cooperation Commitment Amounts for the Past 10 Years (Unit: ¥ billion)

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
FY2016	1,485.8
FY2017	1,888.4

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

Table 7 Scale of Grants for the Past 10 Years (Unit: ¥ billion)

	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)	
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
FY2016		98.0
FY2017		115.1

The total amount provided under Grant Agreement concluded in the relevant year (that portion for which JICA was responsible for the implementation and management of Grant projects after October 2008)

Assistance by Region

Looking at disbursements of Technical Cooperation by geographic region, Asia accounted for 39.0%, Africa 18.6% and North and Latin America 7.2%, in descending order.

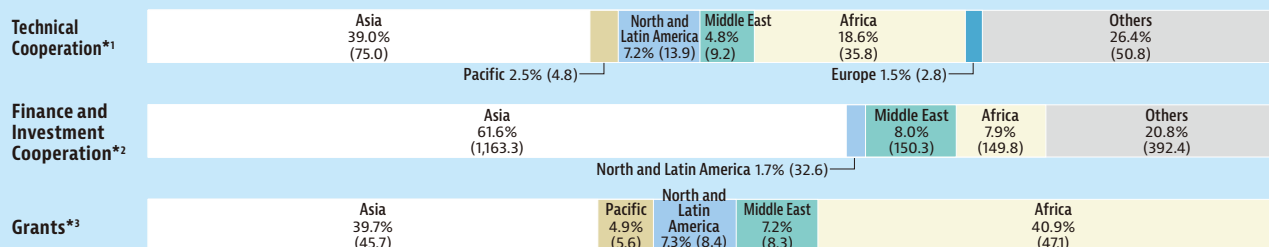
Looking at newly committed amounts for Finance and Investment Cooperation by region in fiscal 2017, Asia accounted for 61.6%, Middle East 8.0% and Africa 7.9%. Continuing from fiscal 2016, Asia's share has been considerably high.

On the other hand, as for Grants, Africa accounted for 40.9% and Asia 39.7%. As in fiscal 2016, Africa and Asia 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 8 Composition of Assistance by Region in Fiscal 2017

(Unit: %, ¥ billion)



Note) In some cases, the numbers do not correspond to the figures reflected in the "Total" section because of rounding estimates.

*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. Commitments with the African Development Bank and the African Development Fund 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, 23.7% for public works and utilities, 11.2% for human resources, 10.6% for agriculture, forestry and fisheries, and 8.8% for planning and administration.

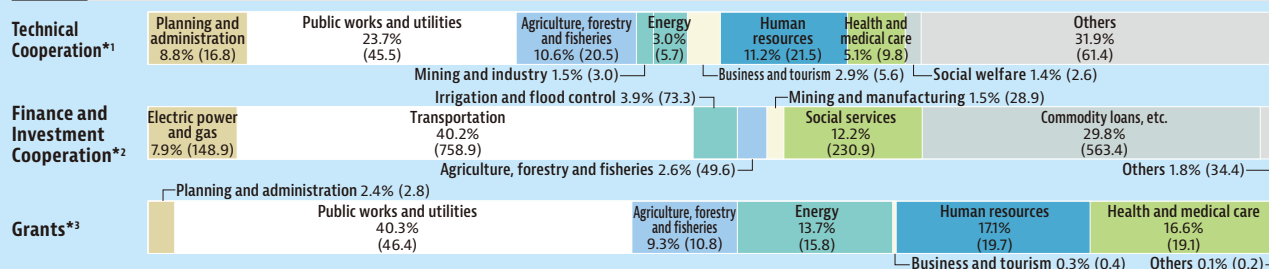
For Finance and Investment Cooperation, the largest portion is 40.2% for projects in the transportation sector, including

railways and roads. This was followed by social services at 12.2% and 7.9% for electric power and gas.

For Grants, the largest share was made to public works and utilities at 40.3%, followed by human resources at 17.1% and health and medical care at 16.6%.

Table 9 Composition of Assistance by Sector in Fiscal 2017

(Unit: %, ¥ billion)



Note) In some cases, the numbers do not correspond to the figures reflected in the "Total" section because of rounding estimates.

*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 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.

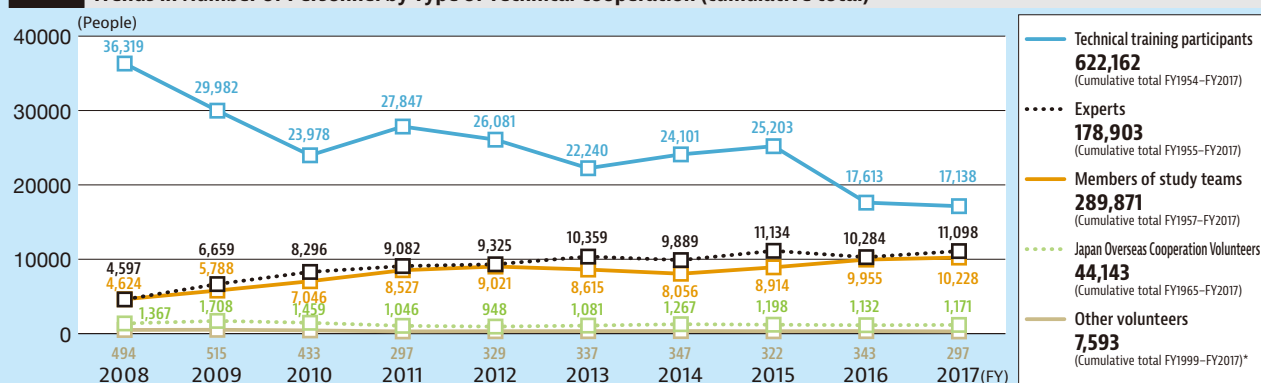
Trends in Number of Personnel by Type of Technical Cooperation

The number of newly dispatched personnel by type of JICA program in fiscal 2017 was as follows. The number of technical training participants was 17,138, while JICA dispatched 11,098 experts, 10,228 study team members, 1,171 Japan Overseas Cooperation Volunteers and 297 other volunteers. As a result, to date JICA has accepted a total of 622,162 technical training participants (FY1954–FY2017) and dispatched a total

of 178,903 experts (FY1955–FY2017), 289,871 study team members (FY1957–FY2017), 44,143 Japan Overseas Cooperation Volunteers (FY1965–FY2017), and 7,593 other volunteers (FY1999–FY2017).

Trends in the number of personnel by type of cooperation since fiscal 2008 are shown in Table 10.

Table 10 Trends in Number of Personnel by Type of Technical Cooperation (cumulative total)



* Includes Senior Volunteers, Youth and Senior Nikkei Communities Volunteers 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, 2018, total assets amounted to ¥271,332 million, increasing ¥16,376 million from the previous business year, primarily due to the ¥111,663 million increase in cash and deposits. The ending balance of cash and deposits of ¥198,210 million includes donated funds for grant aid projects which amount to ¥165,456 million. Total liabilities were ¥205,260 million, increasing ¥36,608 million year-on-year, primarily due to the ¥20,101 million increase in operational grant liabilities.

(Unit: Millions of yen)

Assets	Amount	Liabilities	Amount
Current assets		Current liabilities	
Cash and deposits	198,210	Operational grant liabilities	20,101
Others	29,272	Funds for grant aid	164,071
Non-current assets		Others	15,398
Tangible assets	40,342	Non-current liabilities	
Intangible assets	1,736	Contra accounts for assets	5,208
Investments and other assets	1,772	Others	482
		Total liabilities	205,260
		Net assets	
		Capital	
		Government investment	62,452
		Capital surplus	(20,193)
		Retained earnings	23,813
		Total net assets	66,072
Total assets	271,332	Total of liabilities and net assets	271,332

2. Overview of Statement of Income

For the business year ended March 31, 2018, ordinary expenses amounted to ¥238,184 million, decreasing ¥8,762 million from the previous business year. The major factor of the decrease was the ¥19,119 million year-on-year decrease in operating expenses of which operational grants are the financial source. Ordinary revenues totaled ¥227,716 million, decreasing ¥31,202 million year-on-year. The major factor of the decrease was the ¥43,340 million decrease in revenues from operational grants.

(Unit: Millions of yen)

	Amount
Ordinary expenses	238,184
Operating expenses	229,248
Expenses for priority sectors and regions	72,754
Expenses for domestic partnership	18,666
Expenses for operation support	38,070
Expenses for grant aid	90,152
Others	9,607
General administrative expenses	8,586
Financial expenses	348
Others	3
Ordinary revenues	227,716
Revenues from operational grants	132,494
Revenues from grant aid	90,152
Others	5,071
Extraordinary losses	690
Extraordinary income	90
Reversal of reserve fund carried over from the previous Mid-term Objective period	15,372
Total income for the current business year	4,304

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 2018 for detailed financial conditions.

Finance and Investment Account

1. Overview of Balance Sheet

For the business year ended March 31, 2018, total assets amounted to ¥12,278,942 million, increasing ¥414,795 million from the previous business year, primarily due to the ¥343,024 million increase in loans. Total liabilities were ¥2,665,229 million, increasing ¥283,429 million year-on-year, primarily due to the ¥171,194 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	12,005,004	Current portion of borrowings from government fund for Fiscal Investment and Loan Program	150,179
Allowance for loan losses	(171,804)	Others	63,076
Others	338,539	Non-current liabilities	
Non-current assets		Bonds	683,132
Tangible assets	8,904	Borrowings from government fund for Fiscal Investment and Loan Program	1,761,334
Intangible assets	5,236	Others	7,508
Investments and other assets		Total liabilities	2,665,229
Claims probable in bankruptcy, claims probable in rehabilitation and other	87,063	Net assets	
Allowance for loan losses	(75,454)	Capital	
Others	81,455	Government investment	8,037,408
		Retained earnings	
		Reserve fund	1,546,921
		Others	79,188
		Valuation and translation adjustments	(49,805)
		Total net assets	9,613,713
Total assets	12,278,942	Total of liabilities and net assets	12,278,942

2. Overview of Statement of Income

For the business year ended March 31, 2018, total income amounted to ¥79,188 million, increasing ¥4,825 million from the previous business year. This increase resulted from ordinary revenues which decreased ¥155 million to ¥173,328 million while ordinary expenses decreased ¥5,055 million to ¥94,049 million. The major factor of decrease in ordinary revenues was the decrease in interest on loans which decreased ¥7,467 million year-on-year, while the decrease in ordinary expenses was primarily due to the decrease in provision for allowance for loan losses which decreased ¥13,717 million from the previous business year.

(Unit: Millions of yen)

	Amount
Ordinary expenses	94,049
Expenses related to operations of cooperation through finance and investment	94,049
Interest on bonds and notes	7,327
Interest on borrowings	17,130
Interest on interest rate swaps	7,395
Operations consignment expenses	32,484
Operating and administrative expenses	14,212
Provision for allowance for loan losses	8,244
Others	7,258
Ordinary revenues	173,328
Revenues from operations of cooperation through finance and investment	171,701
Interest on loans	145,294
Dividends on investments	19,319
Others	7,087
Others	1,627
Extraordinary losses	97
Extraordinary income	6
Total income for the current business year	79,188

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 2018 for detailed financial conditions.

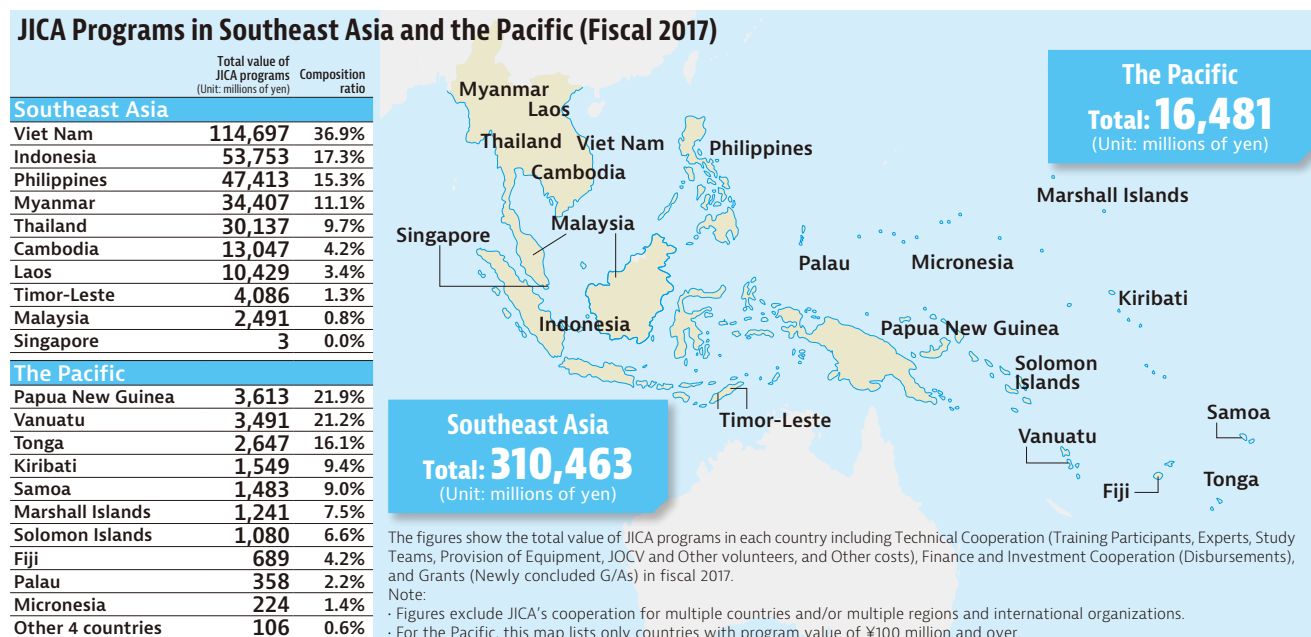


Zimbabwe: Women enjoying dancing
[Photo by Akihito Yoshida]

Activity Report

Southeast Asia and the Pacific

Seeking to Improve Regional Connectivity, Reduce Disparities, and Achieve “Quality Growth”



Southeast Asia

Regional Issues

The Association of Southeast Asian Nations (ASEAN), an intergovernmental organization that comprises 10 of the 11 countries that make up Southeast Asia (Timor-Leste is the only non-member of ASEAN), continues its efforts to deepen regional integration even after the launch of the ASEAN Community in December, 2015. ASEAN celebrated its 50th anniversary in 2017 [→ see page 23]. While this being a major milestone, in order for ASEAN countries to develop and deepen integration, it will be necessary to strengthen connectivity within ASEAN member states, between ASEAN and Japan, and between ASEAN and the world, both in hard and soft aspects.

The original ASEAN member states (Brunei, Indonesia, Malaysia, the Philippines, Singapore, and Thailand) need to promote high-value-added industries and train human resources that support industrial development in order to sustain economic growth without being caught in the so-called “middle-income trap.”¹ The newer ASEAN member states (Cambodia, Laos, Myanmar, and Viet Nam) have also been undergoing the development of economic corridors in recent years. Those are the fruits of the ASEAN integration and enable them to unleash their growth potential. They will need to achieve high economic growth and thereby improve people's lives in order to further narrow the gaps with the original ASEAN member states.

In 2017 Timor-Leste celebrated the 15th anniversary of its independence. In 2011, the country issued the Strategic Development Plan (SDP) 2011–2030, and has moved from

the former reconstruction stage and to full-scale economic development.

Fiscal 2017 Initiatives

1. Promoting Regional Initiatives

In order to support the strengthening of ASEAN connectivity, JICA is aligning itself with ASEAN's various policies on and plans for deepening connectivity from the formulation stage and is providing support for infrastructure development, investment climate and business environment improvement, and legal systems development [→ see the Case Study on page 39]. Furthermore, JICA is also supporting ASEAN in its efforts to strengthen connectivity among the member states by cooperating with the member states, particularly the newer ASEAN member states, in improving basic education, governance, health, agriculture, and water supply, with a view to narrowing the prevalent development gaps within and among the member states. JICA also promotes such cooperation in the forms of South-South cooperation and tripartite or triangular cooperation. JICA contributed to Thailand's transition to a donor country with the conclusion of a partnership agreement (Partnership Arrangement) with Thailand International Cooperation Agency (TICA) in September 2017.

Toward Timor-Leste, JICA supports improvement of transportation infrastructure such as roads, human resource development for high-level industry, technical cooperation and policy recommendations for the promotion of the rural economy, and technical cooperation for capacity development

1. An economic situation in which a fast-growing developing country has reached a middle-income level and successfully reduced poverty, but has lost its international competitiveness in export manufacturing and its past growth momentum, due mainly to rising wages.

of the government in formulation and implementation of development plans.

2. Encouraging "Quality Growth"

JICA encourages quality infrastructure development to meet expanding infrastructure needs, and also to facilitate sustainable and environmentally friendly "quality growth" that improves the lives of local communities through job creation and access to social services.

JICA takes an inclusive approach to infrastructure development in which the process mobilizes a wide range of financial resources, including those from the private sector, as well as strengthening partnerships with international organizations and private businesses. In addition, JICA considers life-cycle costs and implications for the environmental and social aspects in consideration of extending various types of assistance in human resources development, which include support for the development of industrial human resources, the empowerment of women, and the nurturing and networking of pro-Japanese individuals and groups [[→ see the Case Study on page 51](#)].

JICA also works to make the process of formulating each project prompt. One example of this is the ongoing Construction of Jakarta Mass Rapid Transit (MRT) Project, in which the MRT is expected to begin services in 2019 [[→ see the Case Study below](#)].

3. Realizing a Peaceful and Secure Society

JICA's bilateral assistance in this context focuses on strengthening governance and supporting the democratization process. This involves support for ethnic minorities in Myanmar and the prevention of human trafficking in Viet Nam. JICA also addresses regional issues, extending assistance in establishing legal and judicial frameworks, enhancing maritime security capabilities and development support for remote islands.

Future Cooperation

In order to help achieve the Sustainable Development Goals



JICA is helping Viet Nam to build a system for producing measles-rubella vaccine. [Photo provided by Vietnam News Agency, Photo taken by Duong Ngoc]

(SDGs), JICA is aiming at promoting "quality growth" through means such as "quality infrastructure investment," support for women's empowerment and the development of human resources.

JICA will focus on programs and projects that will realize the initiatives the Japanese government has announced, including the Partnership for Quality Infrastructure in ASEAN and the Industrial Human Resource Development Cooperation Initiative.

The Pacific

Regional Issues

JICA provides assistance to 14 Pacific island countries. These countries have diverse languages and their own cultures and customs. While their development status differs, they face common issues derived from the common challenges unique to island countries: they are small, isolated, and remote.

Japan and the Pacific island countries have been holding a summit-level meeting called Pacific Islands Leaders Meeting

Indonesia: Construction of Jakarta Mass Rapid Transit Project

Employing Japan's Railway Technology to Build Indonesia's First Subway



Railcars delivered from Japan

In April 2018 the arrival of railcars exported to Indonesia from Japan attracted great attention.

The completion of the Mass Rapid Transit Project (MRT North-South Line) in Jakarta with Indonesia's first subway is expected to alleviate severe traffic congestion, reduce air pollution and enhance the investment environment in the Jakarta metropolitan area, which is at the core of Indonesia's rapidly expanding economy.

Under the Special Terms for Economic Partnership applied in this ODA Loan project,

the subway is being built using Japan's advanced earth pressure balance shield tunneling method, while Japanese railcars and signaling system have also been adopted. The initial 15.7 km section is scheduled to be opened for service in 2019, and there are also plans to extend this service about 7.8 km to the north, so there are high expectations of Japan's ongoing assistance.

JICA looks forward to working with the Indonesian government to promote the development of quality infrastructure using Japan's leading technologies.



(PALM) every three years since 1997, where leaders discuss the various challenges faced by Pacific island countries. JICA provides a wide range of support for Pacific island countries based on PALM.

Fiscal 2017 Initiatives

1. Maritime Cooperation

JICA provided technical assistance for improving coastal resource management capabilities in Vanuatu and the Solomon Islands. JICA supported port development in Tonga, Samoa, and Vanuatu, and also provided technical assistance for operation and maintenance of vessel and port facilities through the deployment of regional advisers to Fiji.

2. Environmental Management

JICA works with the Secretariat of the Pacific Regional Environment Programme (SPREP) to support institution building for sustainable waste management at the regional and national levels.

In the metropolitan coastal area in Papua New Guinea, untreated sewage was released into the ocean. JICA contributed to improving sanitation for residents and protecting the marine environment by developing a sewage treatment plant in the area.

3. Disaster Risk Management and Climate Change

JICA provided support for reinforcing meteorological training functions for the Fiji Meteorological Service for personnel in Pacific island countries, establishing the Pacific Climate Change Center in cooperation with SPREP, and enhancing resilience against climate change.

4. Stable Supply of Energy

JICA extended bilateral financial assistance and regional technical cooperation to promote the optimal introduction of

renewable energy while stabilizing electric power systems and making efficient use of diesel power generation [[see the Case Study on page 47](#)].

5. Human Resources Development

JICA provides government officials who will play a key role in Pacific island countries with the opportunity to study in Japan under the Pacific Leaders' Educational Assistance for Development of States (Pacific-LEADS). Following the initial 41 participants of the program in 2016, JICA accepted 41 new participants in 2017, and implemented internship programs for the participants at central or local governments.

Future Cooperation

The Eighth Pacific Islands Leaders Meeting (PALM8) was held in Iwaki, Fukushima Prefecture on May 18 and 19, 2018, and the following cooperation and assistance initiatives were announced after discussions among the leaders of Pacific island countries and Japan.

(1) Assistance for maritime safety, including maritime law enforcement and management of marine resources based on a free and open sustainable ocean.

(2) Strengthening the basis for resilient and sustainable development through further promoting the introduction of renewable energy, and assistance in the field of climate change, the environment and disaster risk reduction, trade and investment, and tourism.

(3) Active people-to-people exchanges

JICA will provide comprehensive assistance under the cooperation and assistance initiatives adopted at PALM8.

Samoa: Capacity Enhancement Project for Samoa Water Authority in Cooperation with Okinawa

Utilizing Okinawa's Expertise to Provide Safe Water to Residents



A JICA expert explains water quality testing to an SWA staff member

JICA has been working with water utilities in Okinawa to assist the capacity enhancement of the Samoa Water Authority (SWA) since 2006. In March 2013, JICA signed a comprehensive partnership agreement with Okinawa Prefecture—the first partnership agreement at the prefectural level—under which assistance utilizing the knowledge and expertise of Okinawa, which has many geographical and climate similarities with Pacific island countries, would be expanded.

Based on this, August 2014 saw the start of the Capacity Enhancement Project for Samoa Water Authority in Cooperation with Okinawa. This is one of the rare cases where

the name of a specific prefecture is included in the project name.

Under the project, JICA conducts training in Okinawa and dispatches experts from water utilities in Okinawa to assist in enhancing leak detection, leakage repair and other non-revenue water countermeasures, and strengthening the water quality monitoring system and management at the water treatment plant with a view to improving water quality and enabling SWA to provide a safe water supply to residents. Significant achievements have already been made, including the meeting of water quality standards set by SWA.

Japanese Expertise and Technology Supporting “Quality Growth”

August 2017 marked the 50th anniversary of ASEAN.

Japan and ASEAN have formed an indispensable partnership.

Utilizing Japanese expertise and technology, JICA continues to support “quality growth” in ASEAN.

● Foundation in 1967 with Five Members

From five member countries with a GDP of roughly \$23 billion at the time of its foundation in 1967, ASEAN has today grown to become an enormous economic zone comprising the 10 member countries of Indonesia, Malaysia, Philippines, Thailand, Singapore, Brunei, Viet Nam, Laos, Myanmar, and Cambodia with a combined GDP of \$2.55 trillion as of March 2018.

Geographically close, Japan and ASEAN enjoy a strong relationship. Direct investment from Japan has expanded 5.1-fold over the past 20 years, and there are now more than 10,000 Japanese subsidiaries established in ASEAN. Moreover, in 2017 there were more than 81,000 students from the various ASEAN countries studying in Japan.

● Start of the ASEAN Community

The ASEAN Community was established in 2015 upon the three pillars of “Political-Security Community,” “Economic Community” and “Socio-Cultural Community,” and has been instrumental in forging deeper ties within the region.

The Community’s objective is for ASEAN to evolve into a “community” in the true sense, and to this end, ASEAN must continue placing even greater effort into resolving a range of issues such as strengthening regional connectivity and correcting development disparities.

● Working Together as Partners

JICA is implementing the following initiatives as a means of assisting ASEAN to develop as a single region and also for Japan to grow together with this development. ASEAN is a vital partner to Japan in various areas, and JICA will continue working together with ASEAN while further strengthening the bonds of trust and friendship.

1. Encouraging the flow of goods and people

In addition to roads, bridges and other infrastructure development, JICA is providing assistance to establish customs systems to facilitate the flow of goods and people. For example, JICA is assisting with the local customization and introduction of Japan’s NACCS (Nippon Automated Cargo Clearance System) by Viet Nam (VNACCS) and Myanmar (MACCS). In this way, by improving the efficiency of customs procedures, JICA is helping to strengthen regional connectivity.

2. Strengthening disaster response capabilities

Prone to natural disasters, Japan has a wealth



Thailand: Simulated patients being transported from a disaster area during joint training of Japanese and ASEAN disaster medical assistance teams (Project for Strengthening the ASEAN Regional Capacity on Disaster Health Management)

of experience and knowledge on disaster risk reduction and disaster prevention. Utilizing this expertise, JICA is working to strengthen cooperation in disaster risk reduction and disaster response within the ASEAN region, which also experiences frequent natural disasters.

The Project for Strengthening the ASEAN Regional Capacity on Disaster Health Management is one such initiative. In cooperation with the Thai government, JICA is providing assistance for training for disaster health management personnel in member countries, developing manuals for procedural integration, and enhancing the scientific network within this field in an effort to build integrated regional mechanisms for the disaster



Vietnamese customs officials carrying out customs procedures using VNACCS

health management sector in ASEAN.

This project was commended in the Chairman’s Statement of the 20th ASEAN-Japan Summit in November 2017 as contributing to the realization of the “One ASEAN, One Response” aim of a uniform response to all natural disasters by member countries, which was raised at the ASEAN Ministerial Meeting on Disaster Management in October 2014.

3. Human resources development

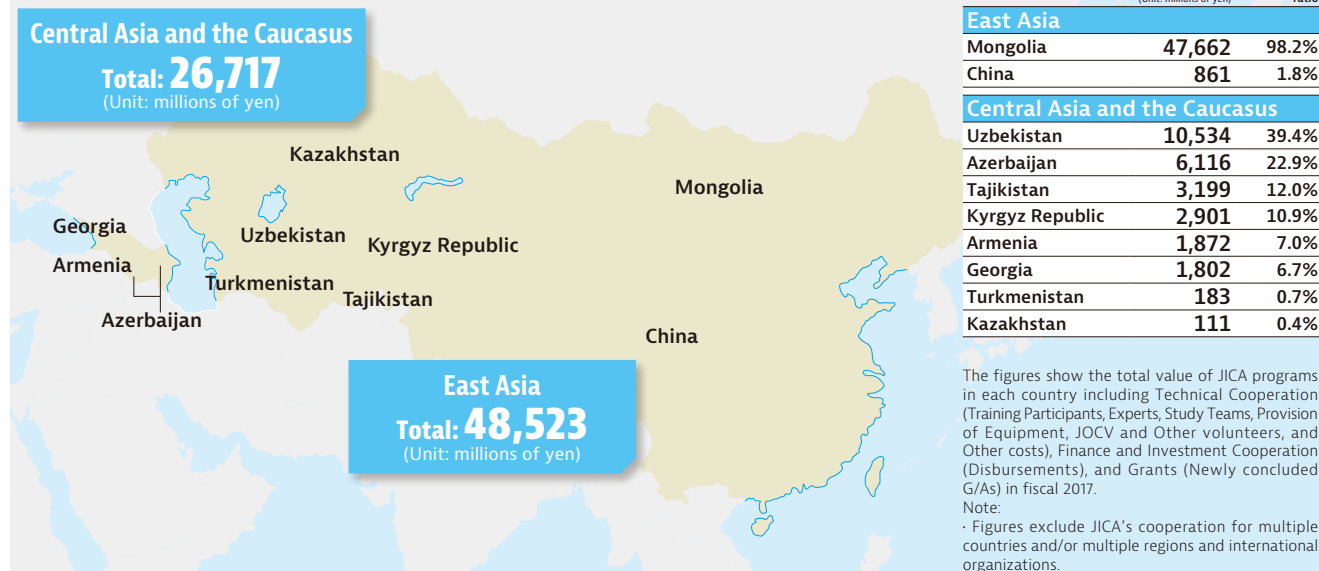
Human resources development is critical for ASEAN countries to improve their growth potential and achieve sustainable growth.

JICA is implementing human resources development projects, including masters and doctorate courses in Japan in which government officials from ASEAN countries study various aspects of Japan’s development experience to apply in their respective countries. One such program is the Global Public Leadership Program, which was launched in 2017. This program enables promising young government officials to take PhD courses at Japanese universities, and is open also to countries that were not covered by the Project for Human Resource Development Scholarship by Japanese Grant Aid (JDS), such as Indonesia and Thailand.

East Asia and Central Asia

Enhancing International Connectivity and Ensuring Comprehensive and Sustainable Development

JICA Programs in East Asia and Central Asia (Fiscal 2017)



Regional Issues

JICA operates ODA in 10 developing countries of the East Asian and Central Asian region: China, Mongolia, the five Central Asian countries, and the three Caucasus countries.

Nine of the countries, except China, are former socialist states and are now transitioning to market-oriented economies. Many of them are subject to influences from the two neighboring major powers, Russia and China. The continued independence and stability of the countries in the region are supposed to benefit not only these countries themselves but also other countries concerned.

However, regional connectivity has weakened after the disintegration of the former Soviet Union, because newly independent states are facing conflict of national interests. Endowed with natural resources, Kazakhstan, Turkmenistan, Azerbaijan, and Mongolia are experiencing rapid economic growth; however, their economies are vulnerable to fluctuating global commodity prices. Their fragile economic structure partly stems from their traditional monoculture economies that depend for growth on underground resources or, in the case of Uzbekistan, cotton flowers.

In recent years, dwindling resource prices, the flagging Russian economy, and slowing Chinese economic growth have put the countries in the region in a difficult economic situation. Tajikistan and the Kyrgyz Republic, in particular, are even exposed to risks for elements of destabilization as their economies, which are not abundant in natural resources, have to rely largely on remittances from their migrant workers in Russia and Kazakhstan.

Fiscal 2017 Initiatives

Since the 1990s, Japan has been engaging with the Central Asian countries and Mongolia as the top bilateral donor. These countries appreciate the contributions of Japan and have high expectations for future cooperation. Especially, they highly evaluate human resource development cooperation such as the Japan Human Resource Development Scholarship (JDS) program, the Japan Center projects, and other Japan-based training programs for learning Japan's approaches to development and promoting market-oriented economies. Therefore, they expect JICA's commitment to human resource development to be continued and expanded. In recent years, some countries have mentioned a need for innovation strategies to promote faster economic development, and thus hope to collaborate with Japanese universities. In line with Japan's assistance strategy, JICA will further discuss and formulate future projects.

With the three Caucasus countries, JICA will pursue activities in fields where expectations for Japan are high as a result of its existing track record of cooperation, such as disaster risk reduction in Armenia and energy fields in Azerbaijan.

The following paragraphs describe JICA's initiatives and major achievements in fiscal 2017.

1. Governance Strengthening

For Mongolia, JICA coordinated with the International Monetary Fund (IMF), the Asian Development Bank (ADB), and the World Bank to provide prompt budget support by ODA Loans. At the same time, JICA supported the country's reforms in three areas: achieving stable macroeconomic management, promoting support for the socially vulnerable, and enhancing economic growth. JICA also assisted Mongolia in revising

guidelines for supervision of securities firms and renovating the related human resource development system as part of efforts to invigorate the country's capital markets.

2. Industrial Diversification

JICA conducted a basic survey on agriculture and stock farming in Mongolia and one on agriculture in Uzbekistan and formulated projects based on the results of the surveys. In November 2017, the President of Mongolia awarded the Order of the Polar Star to a JICA expert for his contribution to the promotion of small and medium enterprises (SMEs) in the country. The prestigious award is the highest honor in Mongolia accorded to non-Mongolian nationals.

3. Infrastructure Development

JICA contributed to enhancing connectivity and narrowing disparities in and out of the region through infrastructure development support such as planning airports, international roads, and power stations. JICA also coordinated with ADB to formulate projects for constructing international corridors in Tajikistan and Georgia [→ see the Case Study below]. In Uzbekistan, construction of the Talimarjan Thermal Power Station No. 2, co-financed by JICA and the ADB, was successfully completed.

4. Human Resources Development

JICA continues to support higher engineering education in Mongolia. Additionally, JICA conducted a basic survey on the *Kosen* (Japanese-style polytechnic education) system in Mongolia and another basic survey on the development of high-level industrial human resources in the five Central Asian countries. A number of JDS graduates assumed high-ranking government posts such as ministers in the cabinet. These examples highlight the achievements of many years of JICA's assistance to human development in the region.

Future Cooperation

JICA will further maintain and deepen good relations with the countries in the region with a focus on the following priorities:



Mongolia: Staff members at the Institute of Veterinary Medicine conduct an epidemiologic survey in Ovorkhangai Province under the Project for Epidemiological Studies on Animal Protozoan Diseases and Development of Effective Diagnostics Measures.

- Strengthening governance, diversifying industries, developing infrastructure, and developing human resources.
- In particular, initiatives that form a base for diversification of industrial activities, such as industrial human resources development. For strengthening governance, development of human resources in the fields of finance, policy, and institution.
- Quality infrastructure development with consideration for regional and interregional connectivity and reduction of domestic disparities.

With regard to China, JICA's additional contribution through providing ODA Loans and Grants, which were a huge part of Japan's ODA, was ended. In line with policies of the Japanese government, JICA's cooperation is currently extended to the common challenges faced by both countries. Examples include measures against cross-border pollution, infectious diseases, and food safety-related issues. Furthermore, in terms of technical cooperation, a mechanism for both Japan and China to properly share costs is being implemented.

Georgia: East-West Highway Improvement Project (I) (II)

Linking Europe and Asia and Serving as a Logistic Hub in the Region



The section is already open and operating. JICA is committed to more assistance toward the completion of the entire East-West Highway.

Situated on the shortest route from Central Asia to Europe, Georgia plays a strategically crucial role in the logistics system in the Caucasus region. In particular, the East-West Highway, a 460-km-long international corridor connecting the country's border with Azerbaijan and the coastal Black Sea area, is one of the core transportation networks in the regional transport cooperation initiative that aims to strengthen the linkage between Central Asia and European countries.

In Georgia, road transport serves as a lifeline for the national economy, as it accounts for more than 40% of freight transport and over 90% of passenger transport. Since

2009, JICA coordinated with other donors and cooperated in the construction of the approximately 57-km-long Zestafoni-Kutaisi-Samtredia section of the East-West Highway.

Primary construction ended in December 2017, and through traffic for JICA's section in the East-West Highway is already operating. The completion of the entire East-West Highway will significantly shorten transportation times, improve access to markets, and alleviate congestion on city streets as the highway bypasses densely populated urban areas.

South Asia

Contributing to “Quality Economic Growth” and
“Foundation-Building for a Free and Democratic Society”



Regional Issues

The South Asian region, where 1.8 billion people live in an area about the size of Europe, embraces a variety of religions, races, cultures, and languages. Located roughly in the center of the Indian Ocean-Rim Economic Region, this region has a great potential for growth, but at the same time contains income disparities and religious conflicts arising alongside development, instability caused by natural disasters, etc.

Stability and growth of the South Asian region are essential to the stability and growth of the whole of Asia. Hence, JICA focuses on human security and extends cooperation to suit needs that are specific to each of these countries, while promoting cooperation to strengthen connectivity within South Asia and with other regions. Under the Japanese government's “Partnership for Quality Infrastructure” and “Free and Open Indo-Pacific Strategy,” JICA also works with other countries and international organizations to implement projects designed to promote quality infrastructure investment and support foundation-building for a free and democratic society.

Fiscal 2017 Initiatives

In fiscal 2017, JICA gave priority to (1) developing economic foundations and improving connectivity, (2) ensuring peace and stability and improving basic public service delivery, and (3) improving access to basic human needs.

JICA activities in these priority areas during fiscal 2017 are described below:

1. Developing Economic Foundations and Improving Connectivity

JICA signed a loan agreement with India for a number of projects and programs. They included the Project for the Construction of Training Institute for Mumbai-Ahmedabad High Speed Rail, the Project for Construction of Chennai Seawater Desalination Plant (I), the North East Road Network Connectivity Improvement Project (Phase 2), and the Gujarat Investment Promotion Program. JICA also signed a loan agreement with Bangladesh for the Dhaka Underground Substation Construction Project as part of its efforts to assist in developing infrastructure and improving the trade and investment climate.

2. Ensuring Peace and Stability and Improving Basic Public Service Delivery

In Nepal, many years of JICA's assistance in the democratization process led to the enactment of a new Civil Code, which replaces the General Code, called “*Mulki Ain*,” of the mid-19th century. For the local elections that were held for the first time in 20 years, JICA invited some commissioners and officials of the Election Commission of Nepal to share the election administration procedures in Japan that would be helpful to improve such procedures in Nepal.

JICA supported the development of the capacity of security authorities, including counter-terrorism capabilities. For example, JICA extended assistance aimed at strengthening airport security by Grants for Pakistan and a technical cooperation project in Bangladesh in this particular sector. Furthermore, JICA supported the training of women police officers in Afghanistan.

3. Improving Access to Basic Human Needs

In India, JICA continued with forest conservation support projects aimed at improving the livelihoods of local residents, including women in rural areas and the socially vulnerable. In Pakistan and Bhutan, JICA went ahead with agricultural and rural development projects designed to contribute to livelihood improvement for low-income households. In the health sector, JICA supported polio eradication in Pakistan and Afghanistan by strengthening institutional capacities to prevent infectious and noninfectious diseases.

JICA assistance in disaster risk reduction (DRR)—which has a close bearing on people's lives—included continued support for earthquake reconstruction in Nepal [➔ see the Case Study on page 27] and activities aimed at making housing quake-resistant in Bhutan. JICA is also supporting DRR in Sri Lanka. JICA assisted formulation of a DRR road map based on the Sendai Framework



Bangladesh: Cooperation in mother and child immunization [photo by Kaku Suzuki]

for Disaster Risk Reduction and also dispatched a Japan Disaster Relief (JDR) expert team to flood- and landslide-affected areas in the southwestern part of the country in May 2017.

For Maldives, a country vulnerable to sea level rise and other natural disasters related to climate change, JICA is supporting establishing an early warning broadcasting system (EWBS).

Future Cooperation

JICA recognizes that South Asia is home to many poor people and is also vulnerable to natural disasters. At the same time, this region is covered by the Free and Open Indo-Pacific Strategy of the Japanese government. With these facts in mind, JICA will give priority to five aspects: (1) strengthening intra- and inter-regional connectivity, (2) enhancing industrial competitiveness, including improving the investment climate, (3) ensuring peace, stability, and security, (4) improving access to basic human needs, and (5) addressing global issues. These five aspects will involve the following four goals:

1. Quality Growth

JICA will contribute to:

- Building foundations for sustainable economic growth
- Building an inclusive economy and accelerating absolute poverty reduction
- Building a society that allows youth to believe in a better tomorrow and supports them in achieving such a tomorrow
- Strengthening connectivity within South Asia and with neighboring regions

2. Foundation-Building for a Free and Democratic Society

JICA will contribute to:

- Building a public sector that is trusted by the people
- Building institutions that allow the people to fulfill their potential
- Achieving human security with special consideration given to the poor, refugees, women, ethnic minorities, and beliefs, among other factors.

3. Downside Risk Management

JICA will contribute to:

- Enhancing preparedness for natural disasters and accelerating post-disaster reconstruction
- Promoting disease control and Universal Health Coverage (UHC)¹ so that the people can lead a healthy life

4. Development Cooperation that Contributes to National Interests of Japan

JICA will contribute to:

- Building trusting relationships between Japan and South Asian countries of increasing strategic importance
- Promoting Japan's economic diplomacy with a focus on exporting infrastructure and supporting SMEs in overseas business
- Strengthening the safety of ODA officials and experts and eradicating corruption by them

1. 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."

Nepal: The Program for Recovery and Reconstruction from the Earthquake

Three Years on after the Earthquake: Toward Build Back Better and Disaster Risk Reduction in the Future



Houses being rebuilt by home-builders who received JICA training

Since the devastating earthquake hit Nepal in April 2015, JICA has been providing physical and nonphysical assistance in recovery, reconstruction, and disaster risk reduction (DRR) under the concept of Build Back Better.

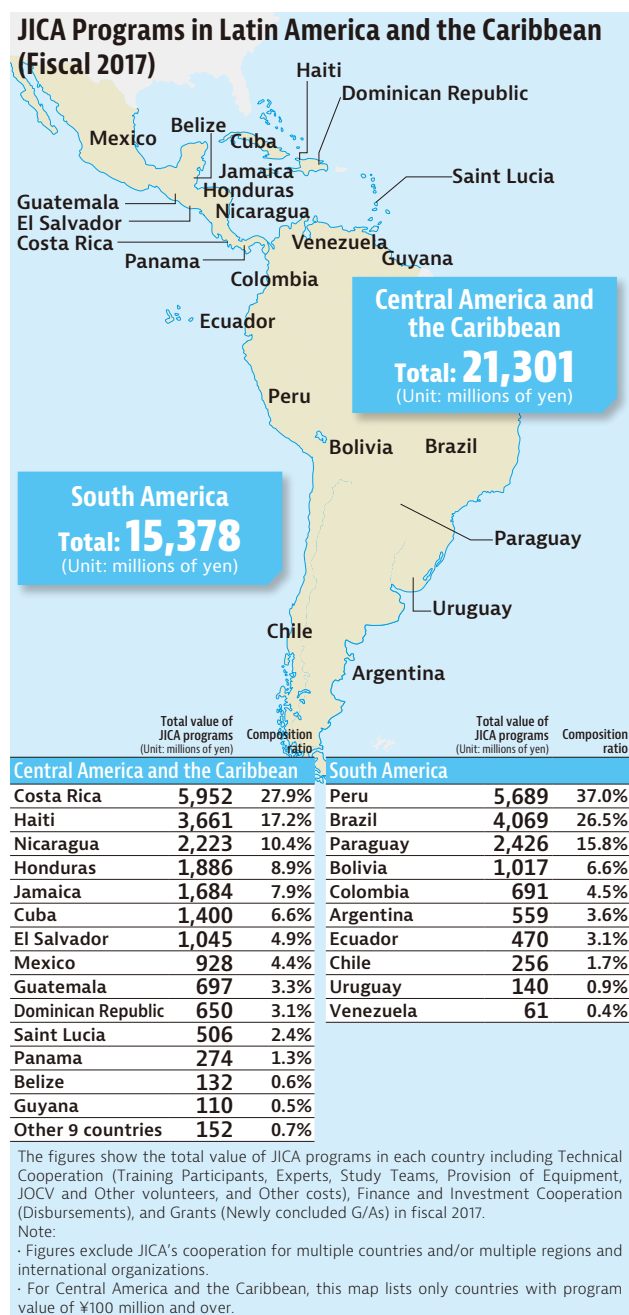
The earthquake destroyed half a million homes, many of which were situated in mountainous regions. The extensive damage prompted JICA to implement the Emergency Housing Reconstruction Project, an ODA Loan project designed to develop quake-resistant construction guidelines, train residents and home-builders, and manage mutual-help associations at the community level while financing the construction of quake-resistant housing.

JICA's assistance has not been limited to housing. It has also supported the reconstruction of schools, hospitals, public facilities, and bridges as well as livelihood rebuilding based on the activities of women's groups through a range of aid schemes, including ODA Loans, Grants, and technical cooperation. Moreover, Japanese experts have been supporting the restoration of temples in the former royal palace, which is recognized as a World Heritage Site.

Furthermore, JICA has supported DRR planning in anticipation of future earthquakes with the Project for Assessment of Earthquake Disaster Risk for the Kathmandu Valley.

Latin America and the Caribbean

Strengthening Relations with the Latin American and the Caribbean Region through Reducing Internal Economic Disparities, Developing Economic Infrastructure, and Addressing Global Issues



Regional Issues

Located on the other side of the earth, Latin America and the Caribbean constitute the region farthest from Japan. Yet, there are many opportunities in our daily lives to feel familiar with the region; we see a number of baseball and soccer players from Latin America and the Caribbean playing in Japan, and we eat salmon and quinoa from the region. The fact that the tsunami in the wake of the Great East Japan Earthquake reached the shores of the region is another reminder of the inextricable ties between the two areas that are geographically farthest from each other.

Latin America and the Caribbean have 33 countries with a total population of 630 million, accounting for 8.4% of the world population. The region's GDP accounts for \$5.1 trillion, about 1.8 times that of ASEAN (as of 2016). Many of the countries in the region have a positive affiliation with Japan due to the presence of more than 2.1 million Japanese emigrants and their descendants (*Nikkei*) and large exports of food and mineral resources to Japan. A number of countries in the region have a track record from which Japan and the world as a whole should learn a lot. For example, Brazil has achieved multiethnic harmony, while Costa Rica, a small country, has been leading the world in addressing environmental issues.

The region's average income is rather high. Countries with high income levels include Mexico, Brazil, and Argentina as well as Chile, which joined the group of high-income countries in January 2018. Although many countries in the region are classified as middle-income countries or higher, the region faces a deep-rooted gap between the rich and the poor as well as special vulnerabilities to climate change and national disasters largely on the part of small island states in the Caribbean.

Fiscal 2017 Initiatives

In light of the above circumstances, JICA's development assistance to Latin America and the Caribbean aims to (1) focus on specific sectors while leveraging its accumulated assets gained through past cooperation, and (2) further strengthen friendly relations with Japan with a view to working together on a global stage. In this context, JICA puts priority on areas such as disaster risk reduction (DRR), climate change measures, and reducing economic disparity as well as infrastructure development that helps to improve the investment climate. JICA also works to strengthen ties with *Nikkei* communities and develop human resources who are familiar with Japanese affairs. JICA's activities in these priority areas during fiscal 2017 include the following:

1. Infrastructure Development

Capitalizing on its many years of experience in constructing as many as 24 bridges by Grant projects in Nicaragua, JICA worked to promote "quality infrastructure" in Latin America and the



Opening ceremony for Las Banderas Bridge in JICA's Grant project, Project for Reconstruction of Bridges on Managua-El Rama Road in Nicaragua

Caribbean. For example, JICA implemented the Rio Blanco–Siuna Bridges and the National Road Construction Project under an ODA Loan to which the Special Terms for Economic Partnership (STEP) apply.

2. Disaster Risk Reduction (DRR)

JICA and the Inter-American Development Bank (IDB) conducted joint research on the disaster resilience of infrastructure. From the perspective of disaster resilience, the joint research reviewed good practices in “quality infrastructure” implemented by Japan and JICA. Lessons learned and recommendations based on research findings were compiled into a report that is now available on the websites of JICA and the IDB. JICA also launched a technical cooperation project known as the Project for Safe and Resilient Cities for Earthquake and Tsunami Disaster in July 2017 in view of the severe damage caused by a major earthquake that hit Ecuador in April 2016.

3. Climate Change Measures

In Bolivia, JICA implements the Laguna Colorada Geothermal Power Plant Construction Project, an ODA Loan, under the scheme of Co-financing for Renewable Energy and Energy Efficiency (CORE) with the IDB. In Ecuador, JICA supported prospecting for geothermal energy in the Preparatory Survey for Chachimbiro Geothermal Power Plant Construction Project.

4. Reducing Economic Disparity

JICA dispatched to Central America a Life Improvement Approach Regional Adviser to support the development of a system for gathering and analyzing cases in which the Life Improvement Approach was adopted, and sharing the results with related countries and personnel. For Guatemala, JICA further promoted the Life Improvement Approach and identified the directions for utilizing it for regional development in order to correct remaining disparities in the country. For

Honduras and Nicaragua, JICA dispatched individual experts and launched a technical cooperation project in order to continue with the efforts to strengthen institutional capacities of local municipalities.

5. Human Resources Development with a Training Program That Offers Opportunities to Study in Japan

JICA launched the Program of Japan Expert Development for Future Leaders in Latin America and the Caribbean, a program that offers opportunities to study in Japan. Under this program, three people from the region came to Japan to study at graduate schools.

6. Regional Cooperation

In October 2015, JICA agreed on an Action Plan with the Central American Integration System (SICA), a political and policy framework aimed at improving coordination among nations in the region. This plan has five priority areas. In fiscal 2017, JICA started making preparations for regional cooperation projects in two of the five areas: logistics and mobility as well as the conservation of biodiversity and wetlands.

Future Cooperation

Moving forward, JICA will provide development cooperation designed to achieve “quality growth” to meet the growing demand for infrastructure, utilizing the strengths of private businesses as appropriate. JICA will also promote renewable energy and energy saving, develop human resources for DRR, support environmental conservation, and help to reduce economic disparities. In addition, JICA will collaborate with private businesses and local governments to strengthen ties with *Nikkei* communities and develop human resources who are familiar with Japanese affairs.

Colombia: Comprehensive Cooperation Aimed at Rebuilding the Lives of Conflict Victims

Accelerating Peacebuilding Assistance after the Internal Conflict Spanning Half a Century Ended



Learning a demining method that uses mine detection dogs
[photo courtesy of CMAC]

Colombia, which was plagued by fierce internal conflicts from the 1960s, saw the conclusion of a peace agreement between the government and the country's largest leftist guerrilla group in November 2016. The country is now engaged in peace restoration efforts.

JICA had been providing various forms of support for people victimized by this major conflict before it finally ended. Since the peace accord was reached, JICA has been accelerating its comprehensive peacebuilding support.

In May 2017, JICA dispatched a Japanese expert to assist internally displaced persons (IDPs) in resettling in their home places and

improving their livelihoods.

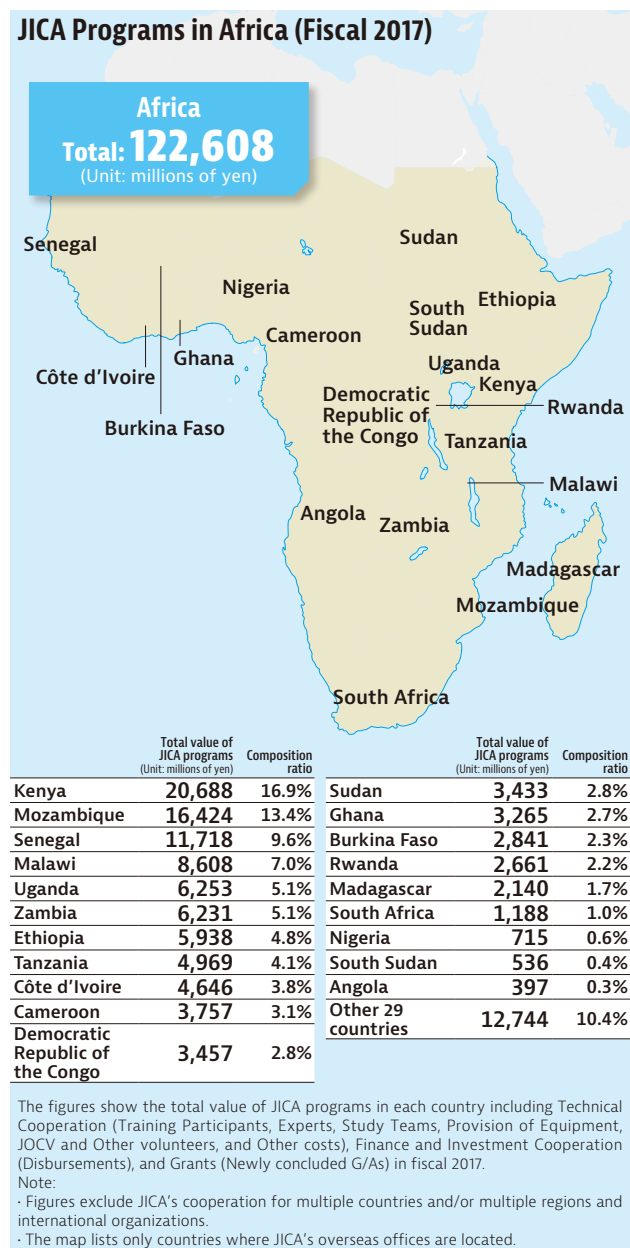
In November 2017, JICA started to provide technical training for Colombian government officials responsible for mine action, a process that was urgently needed to encourage IDPs to return home. This training will be provided in Cambodia and Colombia every year until 2022 in collaboration with the Cambodian Mine Action Centre (CMAC), which is now one of the most experienced mine action organizations in the world thanks to JICA's assistance over a quarter of a century.

JICA will provide continuous support to rebuild the lives of more than seven million IDPs, one of the largest in scale in the world.

Africa

Responding to the Trust from Africa to Japan: Delivering on the Commitment Japan Made at TICAD VI

JICA Programs in Africa (Fiscal 2017)



Regional Issues

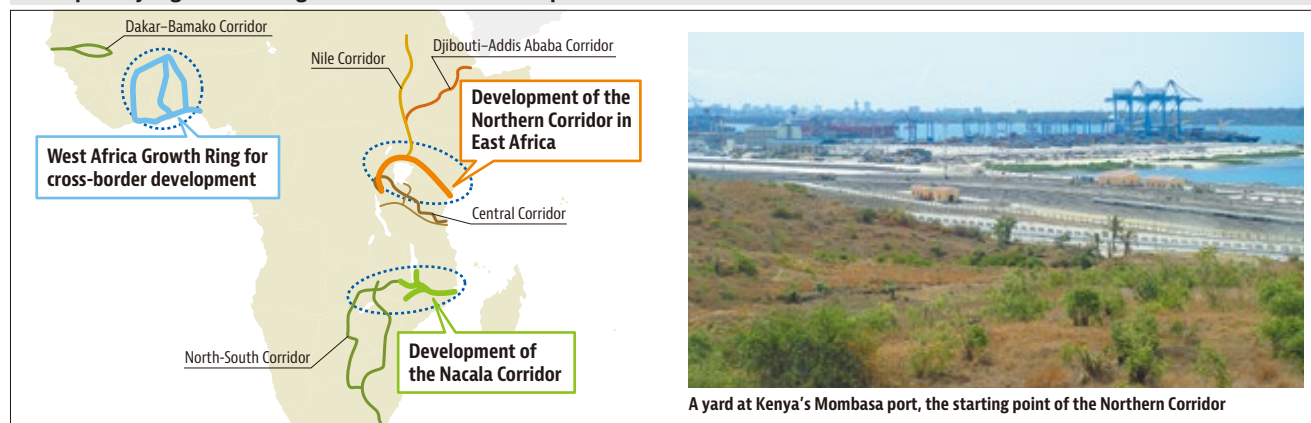
The Sixth Tokyo International Conference on African Development (TICAD VI) in August 2016 reviewed the emerging challenges and developments in Africa and identified three priority areas to be addressed: (1) promoting structural economic transformation through economic diversification and industrialization; (2) promoting resilient health systems for quality of life; and (3) promoting social stability for shared prosperity. Japan announced it would invest a total of some \$30 billion (about ¥3 trillion) in Africa over a three-year period beginning in 2016 under public-private partnerships. Along with these three areas, Japan committed itself to (1) making quality infrastructure investment, (2) implementing the African Business Education Initiative for Youth (ABE Initiative), (3) promoting Universal Health Coverage (UHC), and (4) achieving food security and social stability.

Fiscal 2017 Initiatives

For the first priority area, promoting structural economic transformation through economic diversification and industrialization, JICA focused on three priority regions: (1) the Northern Corridor in East Africa, (2) the Nacala Corridor, and (3) the West Africa Growth Ring. JICA's assistance for these regions covered (1) the formulation of strategic master plans for urban planning, transportation networks, and infrastructure development; and (2) infrastructure development designed to improve the business climate with stable power supply, traffic-jam alleviation, and logistics improvement [→ see the map and picture below]. For the Northern Corridor in East Africa, JICA assisted in (1) formulating a logistics master plan for the corridor, which connects Kenya, Uganda, Rwanda, and Burundi; and (2) developing the Port of Mombasa—from which the corridor originates—which involves a special economic zone development project.

Under the ABE Initiative, JICA invites students from Africa

Three priority regions for integrated cross-border development that were identified at TICAD VI



to study in Japan in order to support human resources development in Africa's private sector. In fiscal 2017, JICA invited 280 students; earlier, JICA had invited a total of 821 students from the region. For the students already studying in Japan, JICA offered internship programs and networking programs with Japanese businesses. The ABE Initiative produced positive outcomes. Notably, some of the first group of students, who came to Japan in fiscal 2014 and had already returned home, are now employed by Japanese businesses or working with them to do business in Africa.

As part of its efforts to promote UHC, JICA co-organized the UHC Forum in Tokyo in December 2017. At the forum, JICA, the World Bank, and the World Health Organization (WHO) discussed how to better deliver UHC, based on case studies on development assistance in Senegal [→ see page 10]. Also, JICA and the Africa Centres for Disease Control and Prevention (Africa CDC) signed a letter of intent for closer mutual cooperation aimed at addressing health crises and preventing the spread of infectious diseases in Africa. In Ghana, JICA launched a technical cooperation project designed to support the introduction of the Maternal and Child Health Handbook across the country.

For social stability, JICA reviewed the Coalition for African Rice Development (CARD), an initiative JICA launched in 2008 with other donors to double rice production. It then agreed with its development partners on a proposed framework for the next phase of CARD. In April 2017, JICA, 24 Africa countries, the United Nations Environment Programme, the United Nations Human Settlements Programme, and Japan's Yokohama City agreed to establish the African Clean Cities Platform (ACCP) for joint commitment to addressing solid waste problems in Africa. As of the end of March 2018, a total of 29 countries are joining the ACCP [→ see the Case Study on page 63]. Furthermore, JICA offered assistance for vulnerable people, especially refugees. In northern Uganda, JICA conducted a fact-finding survey on communities that hosted more than one million refugees from

South Sudan and provided these communities with assistance in education, health, and agriculture [→ see the Case Study on page 35]. In Somalia, which was plagued by conflicts from 1991 onward, JICA initiated a technical cooperation project aiming at creating an environment conducive to promoting youth employment.

JICA worked closely with international organizations and research institutions to deliver effective assistance to address such a wide range of development issues Africa is facing. In October 2017, JICA signed a Memorandum of Cooperation with the Sustainable Development Goals Center for Africa (SDGC/A), based in Rwanda, to contribute to the achievement of the Sustainable Development Goals (SDGs) in the region. In February 2018, JICA signed a loan agreement with the African Development Fund (ADF) of the African Development Bank Group. The purpose was to provide an ODA Loan of up to ¥73,601 million to finance the implementation of projects during the period of the ADF's Fourteenth Replenishment (2017–2019).

Future Cooperation

JICA will reward the trust placed in Japan by African countries in the TICAD process. To this end, JICA will steadily provide these kinds of assistance to deliver on the commitments the Japanese government made at TICAD VI. JICA will also work otherwise to strengthen such bonds of trust between Japan and Africa.

For TICAD 7 to be held in Yokohama in 2019, JICA will explore ways for future cooperation with African countries, stakeholder organizations, and the private sector in view of the outcomes of TICAD cooperation to date.

Kenya: Project for Ecological Sanitation System for Watershed Management and Improving Hygienic Environment in Non-Urban Areas

Private-Sector Technology That Turns Human Waste into Resources Supports Self-Sufficiency for Refugees



A LIXIL employee (left) and local foremen
[photo by Toshihiro Nakamiya at LIXIL Corporation]

LIXIL Corporation, a Japanese manufacturer of water and housing products, took advantage of JICA's Collaboration Program with the Private Sector for Disseminating Japanese Technology to conduct a two-year study (2014–2016) on the possible use of its ecological sanitation waterless toilet system in Kenya, where many people live in poor sanitary conditions. This product is a recycling-based system by which human waste is separated into liquid and solid wastes, which are stored in separate tanks, collected, and turned into fertilizer and utility water.

The two-year study found that the use of flush toilets in a water-scarce country situated in an arid or semi-arid zone polluted water

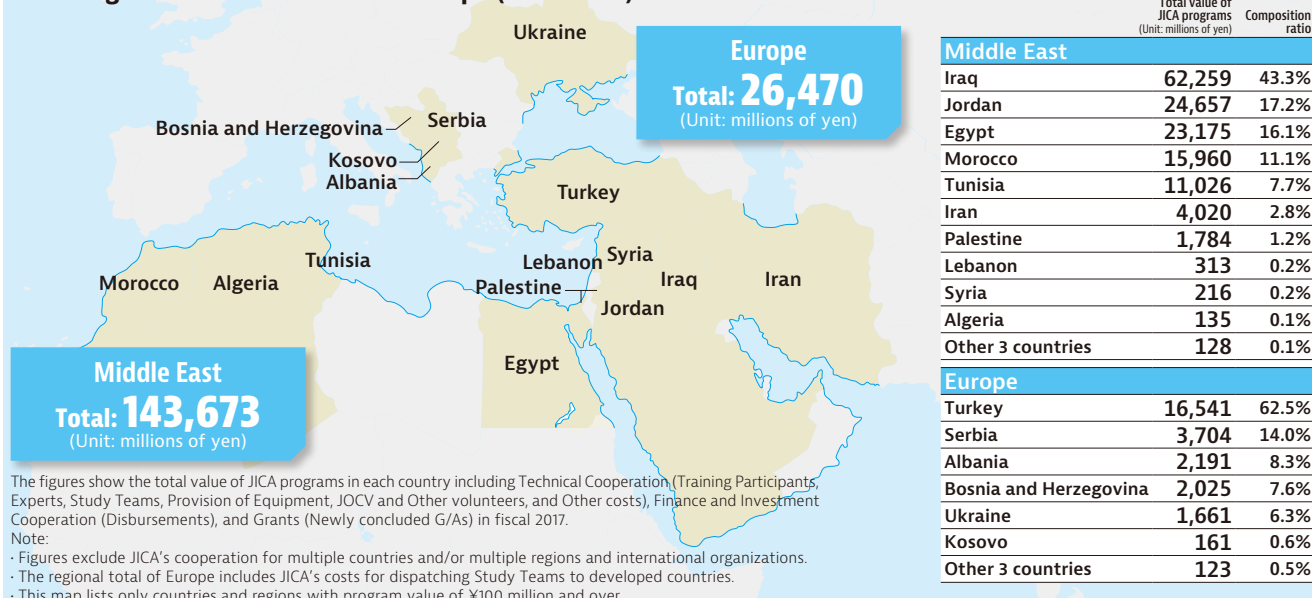
sources in the absence of sewage treatment equipment. With focus on material recycling, this Japanese company redefined the product as a "safe, comfortable, and eco-friendly recycling toilet system" and made a series of improvements to the system.

In February 2018, the company signed a contract with the United Nations Human Settlements Programme to provide ecological sanitation waterless toilets, which are safe and sanitary to use, for the Kalobeyei refugee settlement in Kenya. The system that turns human waste into fertilizer for crop planting is now helping the refugees to become more economically independent.

Middle East and Europe

Toward Regional Stability through Quality Growth, Reconstruction, Capacity Development, Dialogue, etc.

JICA Programs in Middle East and Europe (Fiscal 2017)



Regional Issues

Since the beginning of the Arab Spring in 2011, instability is still a big challenge in many countries in the Middle East. Longer-term cooperation to address issues such as the refugee crisis stemming from the Syrian conflict and the reconstruction in areas liberated from ISIL is required. Specifically, infrastructure development for reconstruction and sustainable economic growth, good governance, investment promotion for the reduction of disparities, which is one of the main reasons of social instability, and the creation of youth employment are needed.

In Europe, consolidation of peace through ethnic reconciliation, as well as economic reconstruction and good governance, are also needed for regional stability and prosperity.

Fiscal 2017 Initiatives

● Toward Regional Stability

In response to the protracted Syrian conflict, JICA began to receive Syrian refugees to give them opportunities to study at graduate schools in Japan under the Japanese Initiative for the Future of Syrian Refugees (JISR). This is a special program designed to develop human resources who will support the country's development in the future, and 19 Syrian students came to Japan in 2017 under the JISR framework [→ see the Case Study on page 33].

JICA also supported two major host countries of Syrian refugees. For Jordan, JICA conducted budget support and infrastructure development cooperation, as well as cooperation with private partners, including the Feasibility Survey for SDGs

Business for software development to support the economic self-sufficiency of refugees among other people, and Private-Sector Investment Finance for the solar power business. For Turkey, JICA conducted infrastructure development cooperation for local governments as well as social welfare services that included mental care for refugees. For Serbia and the Former Yugoslav Republic of Macedonia, which provided migration routes for refugees, JICA implemented medical equipment provision in border areas.

As for contributions to the Middle East peace process, JICA continued support for improving the development and management capacity of the Jericho Agro-Industrial Park in Palestine, which is the flagship project of the Corridor for Peace and Prosperity initiative by Japan. As of September 2018, a total of 12 companies were in operation in this industrial park. For Iraq, JICA implemented various infrastructure development projects, such as the Hartha Power Station Rehabilitation Project (Phase 2), an ODA Loan project designed to stabilize the supply of electric power, which is essential for the country's reconstruction and prosperity.

● Toward "Quality Growth"

In the Middle East and Europe, where many of the countries are middle-income level, JICA promoted "quality growth" for further sustainable, inclusive, and resilient economic growth through cooperation in various fields such as infrastructure development, environment, education and health care, and small and medium enterprises (SMEs), by taking advantage of Japanese advanced technology and expertise.

Infrastructure development cooperation included (1) the development of a metro, a solar power station, and an airport

in Egypt; (2) the Sfax Sea Water Desalination Plant Construction Project, an ODA Loan project designed to support stable supply of safe water in the second-largest metropolis in Tunisia; and (3) the project formulation study for the Kenitra Atlantic New Port Construction Project, an ODA Loan project designed to support investment and private sector development by meeting the growing transportation demand in Morocco.

JICA supported a number of countries in Europe that were aiming to achieve the environmental standards of the European Union in order to accede to the EU. Such support included (1) the installation of flue gas desulfurization systems in aging coal-fired thermal power plants in Serbia and Bosnia and Herzegovina, (2) the development of sewage treatment plants in Ukraine and Albania, and (3) capacity development for solid waste management and other environmental improvement efforts in Kosovo.

In the education and health sectors, JICA enhanced its cooperation projects in Egypt under the Egypt-Japan Education Partnership (EJEP) to support the country's human resources development by taking advantage of the strengths of the Japanese education system. Such cooperation included (1) ODA Loans aimed at accepting Egyptian students in Japan and introducing Japanese-style education in Egypt, especially *Tokkatsu* (special activities) such as classroom cleaning by students and class meetings at primary schools; and (2) technical cooperation in preschool education and technical education. For Iran, JICA signed a Grant agreement on the Project for the Improvement of Medical Equipment in Tehran City, aimed at improving the quality of health care services as part of its assistance that leverages Japan's advanced technology and expertise in this sector.

In addition, JICA continued its cooperation for SMEs, aimed at supporting sustainable economic growth in the Western Balkans, Ukraine, and Moldova, all of which are emerging as export hubs to EU countries. JICA's cooperation was also



Introducing class meetings in public schools in Egypt to foster students' autonomy and cooperativeness

extended to Western Balkan countries as well as Middle Eastern countries endowed with historical heritage to promote tourism for economic revitalization.

Future Cooperation

- To address the refugee issue, which requires longer-term solutions, JICA will continue to support refugees and their host countries in cooperation with various partners. For regional stability, JICA will also support the Middle East peace process through confidence-building in the region, ethnic reconciliation in Europe, and the reconstruction of areas liberated from ISIL and other groups in Iraq.
- For sustainable economic growth, JICA advocates "quality growth" by leveraging Japan's advanced technology and expertise. Such cooperation will include infrastructure development such as sewer system development in Egypt and port development in Morocco, as well as support for education and health care, good governance, and SMEs.
- For the development of human resources who can contribute to reconstruction and development, JICA will enhance comprehensive cooperation that combines a range of schemes, including technical cooperation, financial assistance, and the program that offers opportunities to study in Japan, taking account of introducing Japanese-style education in the region.

Syria: Japanese Initiative for the Future of Syrian Refugees (JISR)

JICA Launches JISR, Inviting up to 100 Syrian Refugees as Students over Five Years



Syrian students learning Japanese

JISR is one of JICA's cooperation programs for the Middle East that the Japanese government announced immediately before the G7 Ise-Shima Summit held in Japan in May 2016. With the Syrian conflict into its eighth year, many young Syrian refugees who fled to Jordan and Lebanon have remained deprived of learning opportunities. This scholarship program will invite up to 100 such refugees over a period of five years to Japan for higher education opportunities, thereby training talent who will support the future rehabilitation of Syria and serve as a bridge between the two countries.

In fiscal 2017, JICA successfully accepted 19 students with support from the Office of the United Nations High Commissioner for

Refugees (UNHCR), the recipient universities in Japan, and the Japanese government agencies concerned.

Supported by the recipient universities and local communities, these students are now studying hard to acquire the capacity to support the future reconstruction of Syria. They and their accompanying families are becoming accustomed to living in Japan, with their children going to kindergartens or nursery schools and their spouses learning at Japanese language classes. The second batch of students arrived in Japan in August 2018, and the application process of the third batch is to start the following month. JICA will continue to implement the program in a steady manner.

Poverty Reduction

Supporting the Development of the Essential Capabilities of the Poor



*Of the 17 Sustainable Development Goals (SDGs), relevant goals are shown in color.

The proportion of the poor in developing countries as a whole has declined from 47% in 1990 to 14% in 2015 due in part to economic development in Asia. Nonetheless, around 35% of the population in Sub-Saharan Africa still suffers from poverty. About 700 million people around the world are still in poverty, living on less than \$1.90 a day. Moreover, those people freed from poverty still remain in a vulnerable situation, easily brought back into poverty if they experience negative events such as illnesses, accidents, political conflicts, natural disasters, and market changes.

JICA promotes human security, aiming to realize a world where no one is left behind or excluded from the benefits of development, as the Sustainable Development Goals (SDGs) address in their principles.

Overview of the Issue

During the course of pursuing the Millennium Development Goals (MDGs), it was revealed that those living in poverty or barely freed from poverty are still facing various risks, and in order to respond to these problems, it is necessary to take measures on social security, protection, and capacity development in various areas. Large-scale natural disasters and environmental destruction as well as terrorism and financial crises seriously affect the lives of the poor, and increase and expand poverty. To cope with these risk factors and promote poverty reduction, versatile and flexible approaches are required.

The definition of poverty is the state in which the following

five capabilities are severely lacking: the ability to ensure a stable and sustainable livelihood, or (1) economic capability; the ability to be healthy, receive basic education, and live in a sanitary environment, or (2) human capability; the ability to cope with various threats to peoples' lives, or (3) protective capability; the ability to participate in a society in which people's dignity as human beings and their culture and customs are respected, or (4) political capability; and (5) socio-cultural capability.

JICA Activities

In order to advance equitable growth and sustainable poverty reduction, JICA will strive to enable each and every person living in poverty to escape it by reinforcing these five capabilities and supporting the development of an environment in which these capabilities can be manifested.

JICA formulates and implements its projects in developing countries in the areas of human resources development and capacity building, improvement of policies and institutions, and development of social and economic infrastructure, centering on the following two concepts: (1) "poverty measures" that aim to directly assist the poor, and (2) "poverty considerations" that do not directly assist the poor but incorporate creative approaches that will increase the projects' benefits to the poor.

Supporting poor people's access to various quality financial services and their active utilization, stabilization of consumption and expenditure, asset formation, responses to risks, and income diversification and income growth, JICA encourages their stable livelihood and participation in the market economy.

Initiatives addressing poverty should be undertaken through a multi-sectoral approach, beyond conventional project processes, and diverse entities other than governmental agencies should play even more important roles. Thus, in addition to receiving support from governmental agencies and collaboration from civil society, JICA will actively promote partnerships with private-sector actors in Japan and abroad in order to support poverty reduction.



JICA worked with the Insurance Institute of Egypt (IIE) to promote microinsurance—which provides the poor with a means to protect their lives from various risks—in Egypt. Specifically, JICA and IIE cooperated to develop curricula for microinsurance diploma courses and provided related training designed to build insurance delivery capacity. The photo on the left shows students making return on investment (ROI) calculations based on customer lifetime value (CLV) in a marketing course.

Peacebuilding

Supporting State Building to Prevent the Outbreak and Recurrence of Conflicts



*Of the 17 Sustainable Development Goals (SDGs), relevant goals are shown in color.

Overview of the Issue

Armed conflicts uproot people's lives. They shatter what was normal in daily life, be it going to work or school, going shopping, or seeing a doctor; they also deprive many people of peaceful life and displace them from the places they are so accustomed to. Conflicts may end someday, but it takes long-term efforts to reconstruct destroyed social systems, rebuild economies and societies, and regain peaceful life.

Preventing conflicts or their recurrence and consolidating peace call for not only military instruments and political instruments such as preventive diplomacy; they also require addressing the root causes of conflicts, such as social disparities and unequal opportunities. Infrastructure rebuilding alone will not suffice. Building a stable state through developing institutions that impartially address the needs of the people and empowering communities and people can bring about peaceful life.

JICA Activities

To assist state building that prevents the outbreak and recurrence of conflicts, JICA focuses on two aspects—a government trusted by its citizens and a resilient society—and provides assistance aimed at developing stable states over the medium to long term.



Palestine: A woman engineer teaching how to supervise construction work in the Refugee Camp Improvement Project

In the immediate post-conflict stage, JICA provides assistance for rehabilitation of public services. Basic administrative functions disrupted by the conflict must be restored swiftly. JICA's assistance is intended to fulfill people's heightened expectations to regain peaceful everyday life, while restoring confidence between people and the government.

Lately, conflicts can often be very lengthy and extensive, causing internal displacement and outflows of refugees. In addition to assistance for these internally displaced persons and refugees, support for their host countries and communities is also among JICA's activities [→ see the Case Studies below and on pages 29 and 33].

Uganda: Integrated Approach to the Refugee Issue

Humanitarian-Development Nexus



Government administrators receiving training on budget planning

Uganda is hosting more than 1.4 million refugees from South Sudan and other neighboring countries.

In northern Uganda, JICA is implementing the Project for Capacity Development of Local Government for Strengthening Community Resilience in Acholi and West Nile Sub-Regions. This project is aimed at deepening mutual trust among local governments, communities, residents, and refugees for stronger community bonds through public service delivery that better meets local needs.

At the Uganda Solidarity Summit on Refugees in June 2017, JICA and the United Nations Development Programme (UNDP) jointly put forward the idea of addressing

the refugee issue through development. JICA emphasized the importance of increasing the capacity of host countries, especially the capacity of their local governments. Following the summit, JICA studied and analyzed the situation and the needs of the host regions, drafted assistance plans aimed chiefly at repairing roads, hospitals, and schools, and shared them with the Ugandan government and international organizations.

These activities are highly appreciated as connecting humanitarian aid with development cooperation. JICA will continue assistance that offers comprehensive support for host countries and encourages the self-reliance of refugees.

Gender and Development

Pursuing Gender Equality and Women's Empowerment



*Of the 17 Sustainable Development Goals (SDGs), relevant goals are shown in color.

Overview of the Issue and JICA Activities

Gender can be defined within social and cultural contexts and can refer to the roles of men and women as well as their mutual relationship.

Generally, the fixed roles and responsibilities of men and women in a society tend to be subconsciously specified according to the sense of value, tradition, and custom of the people in the region. That is to say, various kinds of policies, systems and organizations are also subject to the subconscious determination. In addition, the conventional wisdom and social system in the modern world are likely to be formed based on a male perspective.

In the Sustainable Development Goals (SDGs), Goal 5, Gender Equality, focuses on achieving gender equality and empowering all women and girls. Not simply positioned as one of the 17 goals, this goal is recognized as the indispensable common subject necessary for the achievement of all the development goals. JICA strives for gender equality and women's empowerment by promoting gender mainstreaming—a process of incorporating the gender perspective in all stages of its programs and projects—in light of the issues and needs resulting from different social roles and the power balance in society between men and women.

JICA extends cooperation to create policies and systems that promote gender equality, to boost empowerment

of women through activities including maternal and child health promotion, education for women, support to female entrepreneurs [→ see the Case Study below], capacity building to cope with violence against women, and support for security, and training for victims of human trafficking.

At the same time, efforts are made in various other fields, such as agriculture, natural environmental conservation, disaster risk reduction (DRR), governance, and infrastructure development to run projects in a manner in which the gender perspective is reflected in the results and actions that should be achieved through the projects. For example, JICA's training course Gender and Diversity in Disaster Risk Reduction addresses disaster risk reduction from gender and diversity perspectives. Based on the fact that more women than men have actually been affected in past natural disasters, JICA aims to develop professionals through this training so that the voices of people in diverse situations, including women, can be reflected in the planning processes of disaster-prevention measures. In another case, in its ODA Loan project titled Delhi Mass Rapid Transport System Project in India, JICA addressed many of the issues and needs of women, including the introduction of women-only cars, the deployment of female guards and station attendants, and the installation of emergency notification equipment. All these measures have made public transportation in India safer to use for women, thereby contributing to their greater role in society [→ see the Case Study on page 61].

Africa: Knowledge Co-Creation Program (Group & Region Focus) "Africa-Japan Business Women Exchange Seminar"

Toward Capacity Building and Networking for Women's Entrepreneurship



Visiting a woman entrepreneur in the fashion industry

Women's entrepreneurship creates new value and markets as well as provides a major boost to communities and society. Many women in the developing world, however, face several challenges in starting a business. Challenges involve restricted access to funds and information, policy and institutional limitations, and inadequate opportunities for business networking.

This training seminar was launched as an outcome of the side event of the Fifth Tokyo International Conference on African Development in 2013. So far, the seminar has been carried out five times, attended by a total of 74 people. In the seminar, women entrepreneurs and government officials from such ministries as the ministry of SMEs, with the mandate of supporting entrepreneurs

from African countries, pair up to learn government measures designed to support women entrepreneurs and observe businesses by women entrepreneurs in Japan.

In July 2017, JICA organized a knowledge-sharing seminar in Côte d'Ivoire for former participants of the seminar from neighboring countries. It was impressive to find that many of them have already begun their activities for contributing to society at large. In addition, former seminar participants have been invited to the Emerging Women Entrepreneurs Forum, a side event of the World Assembly for Women held in Tokyo for the last three years. Through such opportunities, JICA continues its support to women entrepreneurs for wider networking and greater leadership.

Climate Change

Tackling the Global Climate Challenge



*Of the 17 Sustainable Development Goals (SDGs), relevant goals are shown in color.

Overview of the Issue

Climate change induces various phenomena such as increased frequency of extreme weather events and natural disasters, thereby undermining the foundation of human welfare, including natural ecosystems and social and economic systems. As it poses a substantial threat to economic growth, poverty reduction, and human security, climate change is a major challenge that should be addressed by the international community as a whole.

In fact, the international community took a major step to fight climate change in December 2015, when the Paris Agreement was adopted at the 21st Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21) as the new international framework to cover the post-2020 period, replacing the Kyoto Protocol.

"Climate Action," as one of the 17 Sustainable Development Goals (SDGs), is a particular focus of attention by the international community.

JICA Activities

JICA has recently developed a paper titled "JICA Climate Change Cooperation Strategy." Based on this strategy, JICA promotes the approach of "mainstreaming climate change," which incorporates the perspective of climate change in each of its development programs and projects. JICA's cooperation

in addressing climate change focuses on the following four priorities:

1. Promoting low-carbon, climate-resilient urban development and infrastructure investment

JICA is supporting development of low-carbon and climate-resilient infrastructure, particularly in developing countries with fast-growing economies.

2. Enhancing climate risk assessment and countermeasures

The effects of climate change have been materializing in every part of the world and thus, consideration of climate risks is essential for all future development projects. JICA assesses climate risks and designs its activities to avoid/reduce such risks.

3. Supporting climate policy and institutional development

Climate change measures require long-term commitment. Accordingly, JICA supports policy and institutional capacity development for developing countries so that they can prepare, implement, and monitor climate actions for mitigation and adaptation and compile greenhouse gas (GHG) inventories.

4. Enhancing conservation and management of forests and other ecosystems

GHG emissions from land use, land use change and forestry (LULUCF) sector account for up to 30% of global cumulative anthropogenic GHG emissions. JICA is promoting sustainable forest management through, for example, strengthening the capacity of community-based forest management.

JICA Became One of the First Japanese Entities to Be Accredited by the Green Climate Fund (GCF)

Utilizing the GCF to Scale Up Climate Change Cooperation



A reforestation activity in Dien Bien Province, Viet Nam

On July 6, 2017, JICA became one of the first Japanese entities to be accredited by the Green Climate Fund (GCF) Board. Established in 2010 at the 16th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP16), the GCF is a multilateral fund that provides financial support for measures to address climate change in developing countries.

In accordance with the Paris Agreement on climate change, JICA supports developing countries in establishing low-carbon and climate-resilient societies. For example, JICA is currently supporting construction of the Pacific Climate Change Center under the Secretariat of the Pacific Regional

Environment Programme (SPREP) in Samoa as a hub for developing regional human resources specializing in addressing climate change.

As a GCF-accredited entity, JICA can now access GCF financing to formulate and implement projects aimed at addressing climate change.

With GCF funding in addition to its own budget, JICA intends to scale up climate change cooperation for developing countries.

Infrastructure

Realizing Resilient and Sustainable Societies



*Of the 17 Sustainable Development Goals (SDGs), strongly associated goals are shown in color.

Urban and Regional Development

Cities in the developing world are faced with a range of challenges due to rapid urbanization and population growth, such as (1) inadequate urban infrastructure, (2) a deteriorating living environment, (3) growing vulnerability to natural disasters, and (4) widening economic disparities. Some developing countries are transforming into stable and mature urban communities as the process of urbanization and population growth are subsiding.

JICA addresses these challenges and problems by capitalizing on Japan's experience in overcoming powerful natural disasters and rapid urbanization that have no parallel in the world. Based on the strategies described below, JICA also seeks to achieve (1) urban policy and management for sustainable cities, (2) balanced national and regional development, and (3) an inclusive society.

1. For Asia, JICA's assistance focuses on urban infrastructure development for growing cities. For maturing cities in middle-income countries, JICA also addresses future urban challenges such as an aging population while suggesting the introduction of asset management.
2. For Africa, which is experiencing rapid urbanization while remaining underdeveloped, JICA advocates the corridor development approach,¹ by which JICA encourages African countries to concentrate their limited development resources on economic corridors so that their economies will get on a sustainable growth track.
3. For Latin America and the Caribbean, a region with a high percentage of urban population, JICA gives priority to disaster risk reduction (DRR) and the environment as this region is prone to natural hazards. Specifically, JICA focuses on nonphysical assistance, offering solutions to the problems facing the region.
4. For the Middle East, where urbanization is rather slow, JICA's assistance is oriented toward urban and community development in the context of peacebuilding and conflict prevention in view of the unstable security situation in the region.

To provide fundamental solutions to the problems cities and regions are facing in developing countries, JICA will analyze the actual situation and issues in the city or region in question and put forward strategies and approaches as a comprehensive program that suits that city or region. To this end, JICA will flexibly combine various available aid modalities.

It is important to meet different needs for urban and regional development in developing countries, ranging from



JICA has supported the formulation of an urban infrastructure development plan to solve urban problems in the City of Davao, the third most populous city in the Philippines, where population growth and traffic congestion are progressing. [Photo courtesy of IM4Davao]

the formulation of development plans to the operation and maintenance of urban facilities. The essential requirements to this end include establishment of necessary legal systems as well as capacity development for the implementing agencies and their staff responsible for urban and regional development. Accordingly, JICA will address these aspects as well.

Transportation

For the eradication of poverty and sustainable economic growth, it is indispensable to provide transportation service that facilitates the efficient movement of people and goods. Conversely, insufficient transport services often constitute a cause of poverty. Given that demand for transportation infrastructure remains to be fulfilled, it is necessary to deliver stable transportation services through closer partnership with the private sector or by making transportation infrastructure more durable and efficient. Sustainable utilization of infrastructure urgently requires improving and consolidating operation and maintenance arrangements as well as training government officials.

The main aim of JICA's cooperation for the transportation sector is to contribute to improvement in the living environment by vitalizing socioeconomic activities through attainment of swift, smooth, and safe transportation of people and goods.

In order to efficiently develop the transportation and road sector, building roads and bridges alone is not enough. It is also necessary to involve assistance designed to make wise use of developed infrastructure. For the development and effective use of infrastructure, JICA is engaged not only in

1. A strategic regional development approach designed to achieve sustainable and robust growth with a focus on a key trunk route (corridor) that serves a pivotal role in the economic activity of a country or a larger region. The idea is to create a virtuous cycle of investment promotion and market expansion by exploiting the industrial potential of that region along such a corridor and accordingly developing infrastructure to revitalize the region as a whole.

technical cooperation in infrastructure development but also in the development of related human resources. This involves training personnel responsible for operating and maintaining the developed infrastructure and building organizational structures for raising the awareness of infrastructure users.

In addition, under the policies of the Japanese government, JICA has embarked on a new type of assistance designed to support infrastructure development projects that are unprecedented in scale and intent on introducing state-of-the-art technology that meets the needs of developing countries. Furthermore, Japan is required to provide assistance related to infrastructure investment and development so as to contribute to the global efforts for the Sustainable Development Goals (SDGs) in accordance with the five principles set out in the G7 Ise-Shima Principles for Promoting Quality Infrastructure Investment document adopted in 2016.

In line with these principles, JICA will provide assistance at multiple levels to close the global infrastructure gap in transportation. This will involve “international transportation” that spans national borders, “national transportation” that ensures balanced development, “urban transportation” that supports sustainable urban development, and “rural transportation” that improves living standards of rural areas [→ see Case Studies below and on pages 21 and 25].

Information and Communication Technology (ICT)

ICT is common infrastructure and an effective tool to solve social issues. Used in administrative, social, and economic fields, it is not an exaggeration to say that ICT has become vital to the functioning of modern-day society. ICT has a broad range of possibilities, and further utilization and application of ICT for various social issues is expected to facilitate more efficient and effective project implementation.

In many developing countries, the rapid spread of broadband

Internet and mobile Internet services has primarily been seen in urban areas. However, when viewing such countries as a whole, the spread of ICT infrastructure and utilization of ICT have been slow in some respects. This leads to a digital divide with developed countries and an ICT gap between urban and rural areas within countries, resulting in a structure of widening economic disparity.

In recent years, developing countries have been facing the issue of how to address cyber security—a global challenge that is difficult to tackle only at the national level. Inadequate policies, institutional arrangements, and security measures render developing countries more vulnerable to cyber threats. They have difficulty building protection against such threats on their own.

To cope with these challenges, JICA’s development strategy in the ICT sector comprises four components: improvement of ICT policy-making capacity, development of human resources to support ICT, development of ICT infrastructure, and promotion of use and application of ICT. This development strategy has been translated into specific measures, including dispatching advisers on digitalization of terrestrial television broadcasting, supporting the training of cybersecurity engineers, developing backbone communication networks, and delivering assistance with the use and application of ICT in sectors such as education, industrial promotion, and disaster risk reduction. In the cyber security sector, JICA works with the framework of cooperation between the Japanese government and ASEAN member states, namely the Japan-ASEAN Ministerial Policy Meeting on Cyber Security Cooperation, to assist these countries in building their cyber security capacities, thereby contributing to safe and secure cyberspace.

To further promote the use and application of ICT in relevant development sectors in developing countries, JICA is currently considering delivering industry-based solutions, business-enabling solutions, and incubating solutions.

ASEAN Region (Myanmar, Cambodia, and Indonesia): Supporting the Computerization of Port-Related Procedures

Toward More Efficient Logistics in the ASEAN Region



Myanmar: The application procedure before the introduction of port EDI entailed arduous documentation.

JICA supports the streamlining of logistics in the ASEAN region and the development of the ASEAN Single Window through the introduction and wider use of a port EDI (electronic data interchange) system.

Port arrival and departure procedures involve an arduous task for shipping companies and agents: they have to prepare similar applications for different administrative agencies and hand them in at the windows of these agencies. Port EDI refers to an information system that processes such procedures electronically. It allows shipping companies and agents to make applications to different administrative agencies simultaneously with one-time entry and transmission.

JICA supports the introduction and wider use of a port EDI in several ASEAN countries to simplify and streamline port administrative procedures.

In Myanmar, JICA’s Grant project supported the development of a port EDI system, which was put into operation in April 2018. In Cambodia, JICA launched a survey with a view to introducing such a system. In Indonesia, JICA is engaged in technical cooperation aimed at expanding the use of the port EDI developed by the country. This involves the visualization of port performance with statistical data obtained through computerization.

Human Resource Development

Education, Social Security, and Health: Investment in People Is the Linchpin of Development



*Of the 17 Sustainable Development Goals (SDGs), strongly associated goals are shown in color.

Education

In the developing world, human resources development (HRD) that takes a holistic view of the education sector—ranging from pre-primary education and quality basic education to technical education and vocational training, and to higher education—plays an important role in allowing people to lead better lives and feel happiness as well as in achieving sustainable socioeconomic development and creating an inclusive society.

However, 263 million school-age children and youths worldwide still remain out of school (UNESCO, 2018). It is estimated that at least 610 million children and youths have failed to acquire minimum proficiency levels in reading and mathematics (UNESCO, 2017). In addition, there are disparities in education due to factors associated with poverty, gender, disability, ethnicity, language, and place of residence. Ensuring quality education for all children is high on the agenda.

Furthermore, the global youth unemployment rate is on the rise, at approximately 13.1% in 2017 (ILO, 2017). It is necessary to expand access to technical and vocational education and training and improve their quality. While access to higher education has been improving steadily, with the gross enrollment ratio jumping 18% in 2005 to 31% in 2016 (UNESCO, 2017), the pace of developing the teaching force, upgrading educational facilities and equipment, and securing research funds is lagging behind, leaving significant challenges in terms of the quality of higher education and research.

In view of these circumstances, JICA assists its partner countries in achieving quality *learning continuity* to meet each individual's learning needs while taking a holistic view of the education sector. Priority is given to three pillars: (1) Improvement in Children's Learning, (2) Human Resources Development for Innovation and Industrial Development, and (3) Education for Building Inclusive and Peaceful Societies. JICA's activities in this sector include development cooperation that capitalizes on the expertise of Japan's government sector, universities, and private sector as well as assistance in the development of human resources essential to nation building.

In addition, JICA promotes global mutual learning that

transcends national and regional borders and accumulates evidence on the outcomes of its activities. It also works with partner-country counterparts and a wide range of actors to devise innovative solutions.

Social Security

Social security improvement is a means to create a more stable society through reducing poverty and enabling people to live a secure life. From a viewpoint of improving the quality of the lives of all citizens, formation of social security systems is a pressing policy issue in developing countries as well. Some Asian countries that are experiencing an aging population and a changing disease structure need to develop new approaches and meet emerging needs, including community-based integrated care systems and long-term care services. There is a great demand for Japan's expertise in these areas; many partner countries express their desire to learn from Japan for developing new systems and improving the operation of the existing ones. JICA offers various forms of assistance to meet such needs.

Building a vibrant nation with inclusive and sustainable growth requires the involvement of a diverse range of people—including persons with disabilities—in socioeconomic activities. The Convention on the Rights of Persons with Disabilities, ratified by more than 177 countries, including Japan, stipulates that participation of persons with disabilities must be secured in international cooperation activities. The elimination of social, cultural, economic, political, or physical barriers that prevent persons with disabilities from social participation is a major challenge.

JICA views persons with disabilities as important contributors to development. Reflecting the perspective of disability and development in all of its development activities, JICA focuses on such specific aspects as (1) mainstreaming disability by engaging persons with disabilities as beneficiaries and contributors; (2) improving the functions of public administration through awareness-raising aimed at facilitating the social participation of persons with disabilities; and (3) improving physical and information accessibility.

Developing countries also face increasing cases of work-related accidents and occupational diseases associated with economic development; however, they often lag behind in addressing occupational safety and health as well as labor standards where related regulatory frameworks and enforcement, and supervision arrangements are inadequate. Developing countries also need to promote youth employment for social stability. To meet these needs, JICA assists in creating



Egypt: Children at a day nursery supported by the Project for Quality Improvement of Early Childhood Development

Thailand: Project on Seamless Health and Social Services Provision for Elderly Persons



an environment where all kinds of people, including persons with disabilities and older people, can work free from anxiety.

Health

Many people in the developing world lose their lives due to inadequate access to health care. It is estimated that about 0.3 million women die from preventable causes related to pregnancy and childbirth, and some six million children under the age of five lose their lives every year. One in every four children is stunted due to malnutrition. As many as nine million people are killed by infectious disease annually. Outbreaks of emerging and reemerging infectious diseases pose a serious threat especially to countries with vulnerable health systems.

Non-communicable diseases such as cardiovascular disease are an emerging threat as well. Aging constitutes a burden not only on public finances but also on family members who provide care for older people. A large portion of health expenditure is borne by out-of-pocket payment of individuals in developing countries whose financial protection systems are still inadequate. The excessive burden of household health expenditure is likely to lead to inequality in health and all other aspects.

To protect people's health, it is important to ensure that all people have access to basic health services without financial hardship, namely, to achieve Universal Health Coverage (UHC). To achieve UHC, it is essential to cooperate with leaders and

officials not only in health but also in other sectors, including public finance. At international conferences, JICA shares the experiences and lessons learned through its activities. It works with various actors to advocate the importance of achieving UHC on many occasions and takes many opportunities to strengthen collaboration with stakeholders in achieving this goal. In December 2017, for example, JICA co-organized UHC Forum 2017 [→ see page 10].

It is effective to control every epidemic outbreak as soon as possible to address the growing threat of cross-border infectious diseases. JICA thus focuses on building resilient health systems in normal times by supporting capacity building and networking of public health laboratories and relevant research institutions.

Improving maternal and child health remains a serious challenge for many developing countries. JICA addresses this challenge at the global level as well as at the national level. For example, JICA has been working with the World Health Organization (WHO) to develop guidelines on home-based records for maternal, newborn, and child health records including the Maternal and Child Health (MCH) Handbook, a tool for strengthening the continuum of care for MCH. JICA also works for nutrition improvement—the lack of which might cause children's deaths and lifestyle diseases later in life—in close coordination among different sectors, including agriculture, sanitation, and education.

As for the emerging threat of non-communicable diseases, JICA focuses not only on improving the therapeutic and diagnostic environment but also on human resources development for prevention and early detection. JICA is assisting each country's effort to tackle the emerging threat by making better use of the existing health systems.

To respond to diverse needs as soon as possible, it is increasingly important for JICA to work with other development partners to accelerate global movement toward achieving UHC, in addition to supporting the efforts of each country.

Honduras: Project for Strengthening Primary Health Care System based on the "National Health Model"

Noticeably Increasing the Ratio of Pregnant Women Who Receive Prenatal Care to Save the Lives of Mothers and Children



A clinic staff member showing patient charts prepared by ESF

Maternal and infant mortality in Honduras is especially high among the countries in Latin America and the Caribbean, standing at 129 per 100,000 live births (maternal mortality ratio) and at 16.6 per 1,000 live births (infant mortality rate). Receiving regular prenatal care is essential for pregnant women to detect risks associated with childbirth at the early stage, leading to reduction of both maternal and infant mortality. However, the number of women who receive such care remained limited.

To rectify the situation, the Government of Honduras introduced family health teams (ESF) made up of doctors and nurses

to identify health problems for each family as early as possible. JICA supported capacity building for ESF in two departments through training and other means. As a result, ESF encouraged pregnant women to receive prenatal care, and the percentage of women who received such care showed a conspicuous increase, from one-third to half in one department and from 80% to as much as nearly 90% in the other department.

The Government of Honduras is now preparing to disseminate such a system nationwide in an effort to deliver health services that will leave no one behind, so that the lives of mothers and children are protected.

Global Environment

Aiming at a Safe Living Environment and a Balance between the Environment and Development



*Of the 17 Sustainable Development Goals (SDGs), strongly associated goals are shown in color.

Natural Environment Conservation

Excessive exploitation and large-scale land use changes have led to the rapid destruction of natural environment worldwide. Those include deforestation, reduction in wetland, deterioration of coastal ecosystems, soil degradation and the extinction of species.

JICA provides cooperation in the following three areas, with the aim of facilitating harmony between human activities and the natural environment, while contributing particularly toward achieving the Sustainable Development Goals (SDGs) 13, 14, and 15.

1. Climate Change Measures through Sustainable Forestry Management

Forests have the function of providing stable supplies of water and timber, conserving the fertility of soil while absorbing and accumulating greenhouse gas (GHG), i.e. CO₂, and mitigating natural disasters such as floods and landslides. Recognizing the importance of such multiple functions of forests, JICA is engaged in REDD+ (Reducing Emissions from Deforestation and Forest Degradation and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries).

2. Resilience Enhancement and Livelihood Improvement through the Sustainable Use of Natural Resources

JICA supports communities in the Sahel and the Horn of Africa with the sustainable use of natural resources and livelihood improvement activities in order to enhance their resilience to climate change by combating desertification.

3. Conservation of Biodiversity through Management of Protected Areas and Buffer Zones

In protected areas and surrounding buffer zones, JICA is providing various forms of support for the conservation of biodiversity: formulation of management plans, implementation of surveys and monitoring, capacity building of persons concerned, introduction of ecotourism, and environmental education.

Environmental Management

Many developing countries are facing more serious environmental problems associated with urbanization. These problems often give rise to health hazards and other menaces that threaten human security. The priority given to economic development frequently results in environmental pollution control being left behind. In many cases, its complexity and multilayered nature of environmental problems defy short-term solutions. Taking these factors into consideration, the SDGs include goals in the environmental management sector.

JICA places special emphasis on precluding pollution and focuses its resources on capacity development for organizations and individuals engaged in environmental management, in cooperation with such stakeholders as local governments, private sectors, universities, and multilateral donors when appropriate [→ see the Case Studies on pages 43 and 63].

1. Solid Waste Management and Establishment of a Sound Material-Cycle Society

As the waste problem is closely associated with the level of national economic development, JICA's assistance accommodates different levels of development of individual partner countries, covering everything from improving public health and sanitation or reducing environmental stress to establishing a sound material-cycle society.

2. Addressing Pollution of the Water, Air, etc.

JICA offers integrated assistance in developing sewerage and building the capacity to operate and maintain its system, water-environment management primarily in urban areas, and addressing air pollution. Through these and other activities, JICA accurately assesses the situation on the ground and, based on such assessments, assists policy, regulatory and institutional development, the construction of facilities, and capacity building for organizations and individuals.

Water Resources

Water supports human life not only as drinking water and domestic water but also as a vital resource for food production and economic activity. It is estimated, however, that as of 2015, over 2.9 billion people lack access to adequate water. Competition over water resources will likely intensify. In this light, the SDGs include Goal 6, a goal to "ensure availability and sustainable management of water and sanitation for all."

Japan now boasts water service coverage of practically 100%. It is also one of the most efficient nations in the world in terms of



Cambodia: A water tower managed by Siem Reap Water Supply Authority under the Project on Capacity Building for Water Supply System [photo by Kenshiro Imamura]

water use. On the other hand, Japan depends on imports for much of its food consumption. This means Japan is relying on water in other countries, including developing countries, in terms of the water necessary to produce such products. This makes Japan responsible for taking part in solving the water resources problems of developing countries.

One of the strengths of Japan's water supply system is its stable and safe water supply made possible with an integrated catchment-to-consumer approach. JICA capitalizes on this particular strength as well as its past achievements and case studies to support safe water supply in developing countries. In the process, JICA works with Japanese local governments, which are the water service providers in Japan [→ see the Case Study on page 22]. JICA also assists in developing scientific information on water resources and strengthening the capacity to formulate and implement plans needed for water resources management.

Disaster Risk Reduction

Developing countries are especially vulnerable to natural disasters. For this reason, once a large-scale disaster strikes a developing country, the outcomes of development and opportunities for sustainable growth for the country will be lost, making it difficult for the country to untangle itself from the downward spiral of disaster and poverty.

The Sendai Framework for Disaster Risk Reduction 2015–2030, adopted in 2015, sets out investment in disaster risk reduction (DRR) and Build Back Better, among others, as the priorities for action, which Japan called for based on its experience. Some of the 17 Goals of the SDGs embrace the perspective of DRR, reflecting the fact that the international community has recognized DRR as a development challenge.

JICA respects this framework. Accordingly, JICA attaches importance to investment in DRR. To encourage necessary investment, JICA helps to strengthen national DRR agencies. JICA

also promotes the mainstreaming of DRR in every development project. If a disaster occurs in a developing country, JICA will assist that country in building a society that is more disaster-resilient than before.

1. Disaster Risk Reduction Measures for Sustainable Development

In order to reduce casualties and property damage by natural disasters, JICA provides the best mix of structural and nonstructural measures and incorporates disaster prevention and mitigation measures in all development projects.

2. Strengthening of DRR Governance

JICA assists partner countries in strengthening their DRR governance. Specific assistance to this end focuses on strengthening institutional DRR capabilities through the development of DRR plans and standards as well as on reinforcing organizations and human resources responsible for DRR.

3. Accurate Assessment of Risks and the Promotion of Public Understanding

JICA assists both in assessing disaster risks in the process of DRR planning and in promoting public understanding of such risks. JICA also supports DRR by local governments, schools, and communities.

4. Speedy and Effective Preparedness and Response

JICA assists in (1) improving forecasting and warning capabilities and (2) developing evacuation and response systems. JICA also dispatches Japan Disaster Relief (JDR) teams to disaster-affected areas [→ see the Case Study on page 59]

5. Build Back Better and Seamless Support

Based on the concept of Build Back Better, JICA's post-disaster assistance focuses on the rehabilitation of infrastructure, the improvement of regulatory and institutional arrangements, and the restoration of livelihoods. JICA also pursues seamless cooperation that covers different phases, from response to recovery and reconstruction [→ see the Case Study on page 27].

Sri Lanka: Project for Formulation of Western Province Solid Waste Management Master Plan

A Project Formulated Following the Dispatch of a JDR Team to the Site of a Garbage Mound Collapse



The JDR team investigating the site of the garbage mound collapse

On April 14, 2017, a 50-m-tall garbage mound collapsed at the Meethotamulla landfill in the city of Colombo, causing many casualties. As requested by the Sri Lankan government, JICA dispatched a JDR expert team to the site on April 19. The expert team consisted of experts from the Ministry of Foreign Affairs; the Ministry of Land, Infrastructure, Transport and Tourism; and the Ministry of the Environment, as well as from JICA.

Many developing country cities are experiencing similar accidents resulting from landfill mismanagement amid population growth and economic development. The expert team provided various suggestions

aimed at preventing additional casualties and managing waste appropriately. They included gas ventilation, drainage control, and slope protection.

The continued use of the landfill beyond its capacity was behind the April 2017 incident. In other words, the incident stemmed from haphazard landfill management in the absence of overall planning. To address this root cause, the Sri Lankan government asked Japan for cooperation in formulating a master plan on solid waste management in the Western Province, which includes the city of Colombo. With the adoption of this project, JICA has recently begun to design the cooperation framework.

Rural Development

Food and Nutrition Security: Attaining the Sustainable Development Goal 2 of Zero Hunger



*Of the 17 Sustainable Development Goals (SDGs), strongly associated goals are shown in color.

Overview of the Issue

Global food production is greatly affected by climate and other natural environmental factors. In particular, food security in developing countries can be worsened in a lean year, causing heavy damage to the poor in urban areas and to smallholders and fishers in rural areas. Global food supply is supported by agriculture, the largest absorber of global employment, accounting for 40% of the working population. This sector also supports the employment and income of the poor in the developing world.

It is important to increase the agricultural productivity and income of the world's smallholders—who are estimated to number 475 million—and meet food demand in developing countries and the world as a whole. Attaining these goals requires disseminating improved varieties, introducing sustainable farming methods, and developing agricultural infrastructure as well as promoting the kind of agriculture that adds more value to agricultural products and better meets food safety needs.

A look at global food security shows that more than 800 million people still do not have sufficient access to food and nutrition. Regional disparities remain huge as well. Compounding the situation are natural hazards resulting from climate change. Going forward, boosting the production of staple grains requires further improving the productivity of farmland with irrigation facilities, among other means. Growing food demand means excessive fishing pressure, which, together with degraded ecosystems due to marine pollution and climate change, is reducing the reproduction capacity of fishery resources. The growing demand for livestock products highlights the need for disease control of animals.

JICA Activities

JICA embraces the idea of food and nutrition security, a comprehensive concept that involves ensuring the stability of nutrition intake and food supply. With this concept in mind, JICA has recently been stepping up its efforts to achieve better food access and utilization, more stable food availability, and closer interrelationships among different approaches in agricultural and rural development. The idea is to help attain Goal 2, Zero Hunger, among the other Sustainable Development Goals (SDGs). Specific activities by JICA to this end include the following:

1. Toward Economic Growth

JICA aims to achieve a stable food supply and increase the

incomes of producers. JICA's development cooperation to these ends is designed to (1) boost food productivity by developing agricultural infrastructure and improving crop production and farm management skills and (2) bolster the entire food value chains covering manufacturing and processing, distribution, and consumption. For Southeast Asian countries, special focus is placed on increasing the safety of agricultural produce and adding more value to it.

JICA has adopted the Smallholder Horticulture Empowerment and Promotion (SHEP) Approach in more than 23 countries, supporting about 3,000 agricultural administrators and extension workers and some 18,000 smallholders in fiscal 2017 alone. SHEP has been jointly developed by JICA and the Kenyan government through project implementation. JICA is also engaged in utilizing ICT and increasing partnership with the private sector and international organizations so that more smallholders will gain access to quality agricultural extension services.

2. Human-Centered Development (Nutrition Improvement)

In August 2016, Japan's Prime Minister Shinzo Abe expressed Japan's commitment to the Initiative for Food and Nutrition Security in Africa (IFNA) at the Sixth Tokyo International Conference on African Development (TICAD VI). Under the IFNA, JICA contributes to nutrition improvement in Africa with a cross-sectoral approach that covers agricultural promotion, health, and education. In the process, JICA capitalizes on Japan's experiences in implementing livelihood improvement programs in particular.

JICA's activities during fiscal 2017 include launching a Group and Region Focus training course for government administrators from developing countries, as well as setting up a secretariat in Johannesburg, South Africa, in partnership with the Planning and Coordinating Agency of the New Partnership for Africa's Development (NEPAD) to start assistance in formulating national strategies.

JICA plans to further contribute to nutrition improvement in Africa with such means as the formulation and implementation of new technical cooperation projects and the dispatch of JICA volunteers.

3. Peace, Stability, and Security

JICA's assistance in securing peace, stability, and security includes (1) enhancing the regional development model and promoting the wider application thereof in the implementation phase of the peace process in Colombia; (2) identifying the directions for assistance in agricultural and rural development in Iraq and designing such assistance; (3) extending assistance

in agricultural and rural development in Afghanistan; and (4) developing institutional capacity primarily in the agriculture sector in South Sudan.

4. Responses to the Global Issue of Food Security

(1) Coalition for African Rice Development (CARD)

CARD's commitment to doubling rice production in Sub-Saharan Africa for a 10-year period ending in 2018, which was made at TICAD IV in 2008, is expected to be fulfilled due in large part to JICA's technical cooperation and financial assistance to participating countries and coordination with international organizations [→ see the Case Study below]. Nevertheless, the supply-demand gap for rice has remained wide in Africa. A number of African countries have asked JICA to continue its commitment to boosting rice production in 2019 and onward.

Fact-finding surveys and consultations with the international organizations concerned during fiscal 2017 have led to the planned launch of CARD Phase 2. In Phase 2, focus will be placed on encouraging stable rice production in view of climate change, improving the quality of rice produced in Africa, and developing the rice industry in partnership with private businesses of Japan and other countries.

(2) Resilience to Climate Change

JICA extends assistance primarily to drought-hit areas with a focus on developing irrigation facilities, organizing water users' associations, developing rice varieties tolerant to adverse climate conditions, and strengthening agricultural extension services. In Indonesia and Ethiopia, JICA works with insurance companies based in Japan and developing countries to support the introduction of index-based weather insurance, an agricultural insurance scheme that allows for prompt insurance payment without the assessment of actual damages on production.

(3) Sustainable Management of Fishery Resources and Promotion of Aquaculture

In fiscal 2017, the fisheries co-management approach, good practices formulated through a JICA project in six Caribbean



Uganda: A local farmer and a Japan Overseas Cooperation Volunteer on a NERICA rice farm before harvest [photo by Koji Sato]

countries, was shared by the member states of the Caribbean Community (CARICOM).

Amid growing need for aquaculture in Africa as an effective means of import substitution and nutrition improvement, the farmer-to-farmer extension approach for inland aquaculture proved successful in Benin. This approach was disseminated to neighboring countries through such channels as JICA's region-wide training programs.

(4) Livestock and Animal Health

JICA extends assistance in livestock and animal health to Mongolia and Kyrgyzstan. This assistance is designed to support the veterinarians with a veterinary education system that complies with international standards as well as better training for the veterinarians in service. It is also aimed at supporting the development of food value chains, including improved health and hygiene management, with a view to promoting intra-regional trade in milk and dairy products. For Myanmar, JICA is making preparations for a project aimed at controlling foot-and-mouth disease in cooperation with international organizations.

Madagascar: Project for Rice Productivity Improvement and Management of Watershed and Irrigated Area (PAPRIZ Phase 2)

Technology Extension to More Rice Farmers



Local farmers rejoicing at the rice harvest

Madagascar produces and consumes more rice than any country in Africa. Per capita annual consumption amounts to 145 kg, far exceeding that of Japan. The acreage under rice cultivation accounts for some 40% of the country's total cultivated acreage. The problem is that the unit rice yield is less than three tons per hectare on average.

This project is thus designed to boost rice productivity in the target areas by training technical officials at Madagascar's Ministry of Agriculture as extension personnel who will teach rice farmers cultivation techniques that accommodate their capabilities.

Farmers in the target areas receive training in rice cultivation techniques and watershed management. The project proposes the use of a starter kit designed to support the Ministry of Agriculture's policy to spread such cultivation techniques across the country.

This kit, manufactured on an experimental basis in cooperation with a private business, contains quality seeds and fertilizers for 10 ares as well as a technical brochure, attracting high expectations from local farmers.

Industrial Development and Public Policy

Creating a Fair, Sustainable, and Growing Society through Partnerships



*Of the 17 Sustainable Development Goals (SDGs), strongly associated goals are shown in color.

Private Sector Development

Sustainable and quality growth in developing countries requires industrial promotion that encourages sustainable expansion and advancement of private sector activity and promotion of a wide range of job creation as a driving force for economic growth. The manufacturing industry, in particular, embraces a comprehensive range of strengths and potential such as: (1) high capacity to absorb labor; (2) potential to create added value and abundant value chains (including those of relevant service sectors); and (3) high potential for foreign trade (export potential) and technological innovation. Thus the promotion of the manufacturing industry is believed to be the cornerstone of national industrial policies that aim for economic growth.

Also, aligning foreign direct investment (FDI) with the promotion of local supporting industries and small and medium enterprises (SMEs) in developing countries will play an important role in three aspects: (1) promoting and advancing the manufacturing industry through value chain formation, (2) training practical industrial human resources, and (3) improving the income of wider segments of the population through labor absorption. This in turn will lead to inclusive economic growth.

On the other hand, the manufacturing industry in recent years is in the process that may be described as the Fourth Industrial Revolution (Industry 4.0) as it accelerates its convergence with information and communication technology and artificial intelligence. Recently, there has been growing interest in technological innovation that leaps the paths that developed countries have trodden and the backflow of new technologies that have been demonstrated and commercialized in developing countries to developed countries (reverse innovation).

In light of these circumstances, JICA is assisting developing countries with private sector development in three major categories: (1) the formulation of industrial promotion policies coupled with institutional and operational development and improvement for a better business climate, (2) the promotion of

investment and the development of special economic zones, and (3) capacity and competitiveness building and industrial human resources development for local SMEs [[→ see the Case Study on page 36](#)].

In the process, JICA aims to



Mexico: The Project for Automotive Supply Chain Development
[photo by Kenshiro Imamura]

serve as a catalyst for mutually beneficial relationships between companies and research institutions in Japan and the private sector in developing countries—relationships in which the former's expertise and experience are put to good use for the latter's development, which in turn benefits the former.

Energy and Mining

Stable energy supply is one of the most fundamental and essential policy issues for the developing world, not least from the perspective of human security. Meanwhile, some 80% of CO₂ emissions originate from the energy sector and about 40% are associated with power generation. Adopting a transition to low carbon is strongly required in accordance with the Paris Agreement of December 2015.

JICA, through its energy sector assistance, is committed to contributing to achieving two of the Sustainable Development Goals (SDGs): Goal 7, ensuring access to energy, and Goal 13, combatting climate change.

1. Energy

JICA's energy policy aims to contribute to ensuring a stable supply of low cost and low carbon energy in developing countries by balancing the 3 L's: low cost, low carbon, and low risk. To this end, JICA has been working on the following two aspects, primarily through human resources development and financial assistance.

(1) Promoting Better Access to Electric Power and Stable Power Supply

JICA provides a range of technical cooperation activities in order to improve access and stable power supply. For example, it supports its partner countries to develop power sector master plans, to build institutional capacity, and to efficiently operate and maintain power facilities. It also provides financial assistance to develop power infrastructure, such as high-efficiency thermal power plants and power grids.

(2) Promoting Low-Carbon Power Sources

JICA supports its partner countries to achieve low carbon growth by providing assistance to include renewables and low carbon power sources in their power mix. For example, JICA is supporting geothermal power development in Asia, Africa, and Latin America and the Caribbean. Its assistance ranges from resource mapping, exploration, plant construction, and plant operation and management. In Pacific island countries and other island nations, JICA is supporting the optimal use of renewable energy under its Hybrid Island Initiative program [[→ see the Case Study on page 47](#)].

2. Mining

Mineral-resource exploration and production require large

amounts of capital and advanced technology. However, many developing countries' governments have weaknesses in mining policy as well as in their legal systems, and lack basic geological information and infrastructure. JICA extends assistance to developing countries to improve the investment environment and develop human resources. In particular, JICA has been working with Japanese universities to enhance the training program it offers in Japan, known as the *Kizuna Program* (*kizuna* means "bonds of friendship" in Japanese). The program is also aimed at building and strengthening a human network involving Japanese people.

Governance

The term "governance" refers to the overall social system and is the basis for the socioeconomic development of developing countries. JICA is conducting various kinds of cooperation as described below from the perspective of assistance in democratic growth and development in developing countries by sharing universal values, such as freedom, the market economy, and the rule of law.

1. Promoting and Consolidating Democracy

JICA extends assistance for a range of measures to strengthen the foundations for democratic rule in developing countries. The assistance covers such measures as improving the capacity of election management committees in order to ensure fair elections, strengthening the functions of parliament, and reinforcing the capacity of the media, which functions as a monitor of the use of power and influence.

2. Promoting and Consolidating the Rule of Law

For promoting the market economy and post-conflict social stabilization, JICA supports human resources development for countries where legal systems need to be established or improved.

3. Establishing the Functions of Fair Public Safety Maintenance and Law Enforcement

Toward better public safety in developing countries, JICA

Nepal: An official at the Central Bureau of Statistics of Nepal filling out a survey sheet during a round of office inspections for the nation's economic census



works with the National Police Agency and prefectural police departments of Japan to provide assistance in community policing (*Koban*) and criminal investigation skills as represented by expertise in fingerprint and palm print identification.

4. Enhancing Administrative Functions and Improving Their Quality

In order to strengthen the comprehensive administrative functions of developing countries, JICA has been working on the enhancement of civil servant training and the planning capacity of local governments for better delivery of public services.

5. Ensuring Effective and Sustainable Fiscal Management

In many developing countries, the fiscal base is fragile, and expenditure management is not disciplined or sustainable enough. To address these problems, JICA assists these countries in making expenditure management more sustainable, bolstering the revenue base, collecting customs duties fairly and appropriately, and facilitating trade.

6. Appropriate Monetary Policy and Financial Systems Development

Many developing countries are in the process of modernizing their financial sector, important infrastructure that supports their economic activities. JICA supports these countries in building their capacity to formulate and implement monetary policy, fostering financial markets, and developing national settlement systems.

Pacific Region: Hybrid Islands Initiative Program

Cooperation in the Era of Renewable Energy



Japanese experts and their counterparts checking the operation of solar power generation equipment

Many of the Pacific island countries have set out high targets for renewable energy (RE) use. On a few small isolated islands, the percentage of RE in total power generation is set to exceed 90%. Yet massive deployment of RE entails the major risk of unstable power supply caused by natural disaster or power output fluctuations due to the weather.

These circumstances call for efforts to achieve the objectives of increased RE share and stable power supply simultaneously. This can be attained by the hybrid operation of "RE and diesel power generators," or in the case of small isolated islands, of "RE and

storage batteries."

To support such operations, the Japanese government and JICA launched the Hybrid Islands Initiative in 2015 as a regionwide cooperation program that capitalizes on the experiences and technologies of the isolated islands in such as Okinawa and Kyushu of Japan. This program takes full advantage of a wide range of assistance schemes, including master planning, feasibility studies, technical cooperation, a training program (in Okinawa), and Grants. The comprehensive cooperation program is contributing to the promotion and expansion of RE use in the Pacific.

Cooperation with Partners

To respond to the various needs of developing countries, collaboration with partners with innovative technologies or abundant experience, such as local governments, private corporations, universities, and NGOs, is imperative. To make good use of the expertise of various actors to support developing countries, JICA implements a variety of collaboration programs. JICA is also aligning with international aid agencies and other relevant actors to deliberate on important issues that need to be tackled by the international community and to widely share the outcomes with the world.

Public-Private Partnerships and Partnership with Japanese Private Sector [photo credit: Dari K Co., Ltd.]
 Science and Technology Research Partnership for Sustainable Development [photo by Akio Iizuka]
 Citizen Participation, Volunteer Programs, and Enhancing Development Partnerships and Actions toward Achieving the SDGs [photos by Shinichi Kuno]

Public-Private Partnerships and Partnership with Japanese Private Sector



The activities of private businesses constitute a major engine for the economic growth of developing countries. JICA promotes active cooperation with Japanese private businesses by leveraging the networks and know-how it has accumulated through its experiences in developing countries over the years.

Citizen Participation



As part of its contribution to development through diverse approaches, JICA encourages and supports international cooperation activities by Japanese citizens. JICA works with NGOs, local governments, universities, research institutions, and other actors to support the development of developing countries and, by extension, contribute to revitalizing local communities in Japan. JICA is also actively involved in development education in collaboration with schools.

Emergency Disaster Relief



When major disasters occur overseas, JICA conducts disaster relief activities according to requests from governments of disaster-affected countries or the relevant parties. JICA's aid in disaster-affected areas includes rescue operations and medical assistance for disaster-affected people and initial reconstruction after disasters. JICA also provides evacuees with necessary supplies such as blankets, tents, and water purifiers.

Enhancing Development Partnerships and Actions toward Achieving the SDGs



JICA collaborates with diverse partners in Japan and abroad to maximize the impact of its activities and contribute to the achievement of the Sustainable Development Goals (SDGs). JICA also shares aid approaches, as well as its development activities, with emerging countries through dialogue.

Science and Technology Research Partnership for Sustainable Development (SATREPS)

To address global issues such as aggravating global warming, natural disasters, and infectious diseases, JICA works with organizations to promote international joint research between research institutes in Japan and developing countries that draws on Japan's advanced science and technology.



Volunteer Programs

JICA supports the activities of Japanese citizens who, with lofty ideals, try to voluntarily contribute to socioeconomic development and reconstruction in developing countries at the grassroots level. They are expected to contribute to solving problems in partner countries while living with local people and familiarizing themselves with different cultures and customs.



Research

JICA carries out research based on experience accumulated through actual cooperation activities. Research outcomes are put to good use in analyzing development issues and formulating JICA's operation strategies in the future. JICA also disseminates such outcomes proactively in Japan and abroad with a view to playing a leading role in shaping trends in development assistance.



Support for Japanese Emigrants and Their Descendants

For many years, JICA has been supporting Japanese emigrants who have settled in Latin America and the Caribbean in settling in new lands and stabilizing their livelihoods there. In recent years, JICA has also focused on welfare of elder people and human resources development, as well as closer partnerships with the private sector, to cope with changing challenges facing the communities of Japanese emigrants and their descendants.

Public-Private Partnerships and Partnership with Japanese Private Sector

New Partnership for Supporting Economic Growth

Making use of the networks and trusting relationships with the governments of developing countries, and the know-how in project implementation in the developing world gained through the execution of Official Development Assistance (ODA) over many years, JICA provides wide-ranging support schemes, as shown below, to produce better developmental results efficiently and effectively through further collaboration with the private sector.

Public-Private Partnerships

● Private-Sector Investment Finance

Economic and Social Development Support in Developing Countries by the Private Sector

Private-Sector Investment Finance (PSIF) is a scheme to support private enterprises that conduct business with positive impacts in certain fields, including infrastructure improvement, poverty reduction, and measures against climate change, through the provision of loans and equity. Through collaboration with private and international financial institutions and combined operations with JICA's other ODA programs and projects, JICA makes efforts to reduce various risks associated with projects and to further increase development outcomes.

In fiscal 2017, JICA committed some ¥43 billion in PSIF for a total of six projects, including the Coffee Value Chain Enhancement Project in Viet Nam and a solar power generating project in Jordan. Of these six projects, three were co-financed with the International Finance Corporation (IFC) or the Asian Development Bank (ADB). The six projects also included the Non-revenue Water Improvement Project in the West Zone of Metro Manila in the Philippines, the first project JICA co-

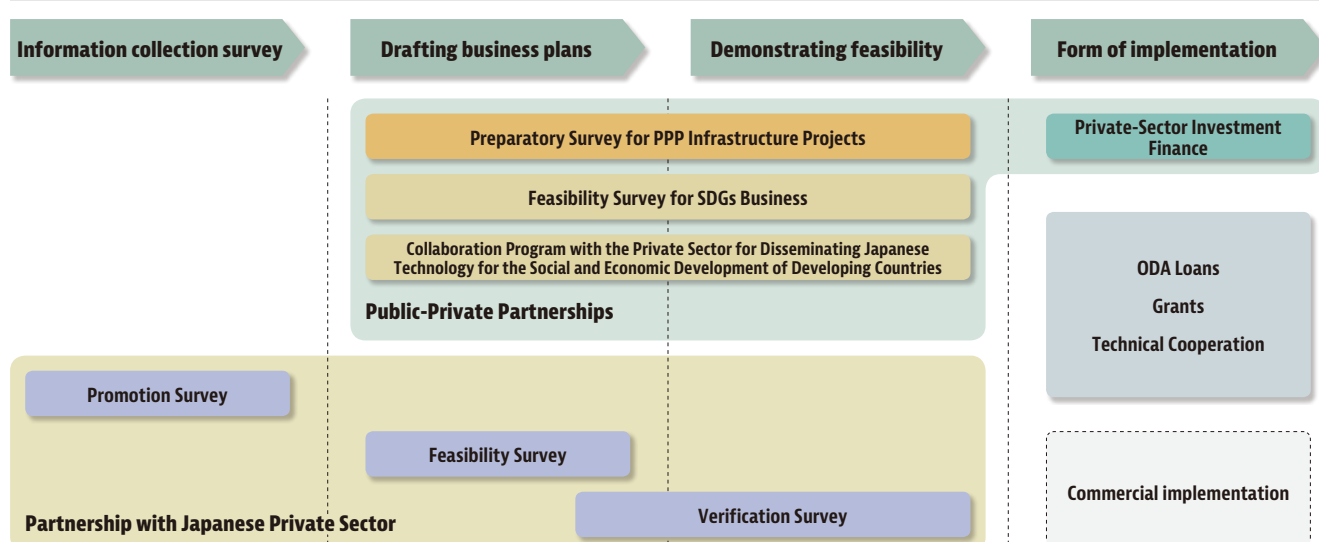
financed with a private financial institution and the first project JICA provided a local currency loan [[→ see the Case Study on page 51](#)].

● Preparatory Survey for PPP Infrastructure Projects Assisting Developing Countries in Designing Infrastructure Projects through Public-Private Partnerships

This scheme is primarily designed to identify and formulate infrastructure projects in the form of public-private partnership (PPP) with the aim of incorporating the expertise of the private sector for greater benefits and efficiency based on a proper demarcation of roles and risks between the public and private sectors. JICA entrusts the necessary surveys to private Japanese companies that have submitted promising proposals so as to develop project plans. JICA is committed to continuously improving this scheme. In fiscal 2017, for example, JICA introduced the two-phased approach, which involves the phase 1 survey and the phase 2 survey.

However, there are many challenges related to PPP infrastructure projects in developing countries. These challenges include difficulties in securing project viability, insufficient recognition of proper public-private role-sharing and risk allocation due to insufficient support from developing country governments, and completion risk due to factors such as delays in construction of related facilities. Therefore, not only supporting individual projects, JICA is also promoting comprehensive efforts for the establishment of projects by providing support to developing countries for enlightenment on the PPP system, assisting establishment of appropriate PPP policies and institutions, and strengthening implementation capacities.

Available Schemes and the Flow of Commercial Implementation



● Feasibility Survey for SDGs Business Supporting the Formulation of Business Plans that Contribute to the SDGs

In achieving the United Nations' Sustainable Development Goals (SDGs), collaboration among every stakeholder has become even more important, and the contribution of private enterprises is even more strongly expected in order to eradicate poverty and enable sustainable development. To support feasibility studies for businesses that could contribute to the SDGs, JICA developed this new scheme in February 2017 by remodeling the Preparatory Survey for the BOP Business Promotion program.

In fiscal 2017, JICA adopted a total of nine proposals that will introduce innovative technologies or have wide implications for addressing various challenges facing developing countries. These proposals include (1) providing the poor in Bangladesh with medical checkup services based on machine-learning technology and AI, (2) employing refugees for software development in Jordan and the Palestinian Territories, and (3) supporting access to genetic resources and benefit-sharing in Mexico.

As more and more businesses express their commitment to the SDGs, JICA aims to further accelerate partnerships with private businesses.

● Collaboration Program with the Private Sector for Disseminating Japanese Technology Boosting the Dissemination of "Japanese Model" Technology that Contributes to the Growth of Developing Countries

The dissemination of "Japanese Model" technology and solution for technological issues in developing countries are regarded as priority issues. As an effort to address these issues, JICA initiated "Collaboration Program with the Private Sector for Disseminating Japanese Technology for the Social and Economic Development of Developing Countries" in fiscal 2013. This program aims to facilitate the understanding of excellent products, technologies, and systems of Japanese companies as

well as to consider the possibility of applying them in developing countries. To this end, the program offers trainings in Japan, and seminars and technology demonstrations in counterpart countries primarily for government officials from developing countries [→ see the Case Study on page 31].

In fiscal 2017, JICA adopted a number of 13 proposals. They range from ensuring stable water supply in partnership with a local government to making policy recommendations on energy-saving and renewable energy technology, and further to assisting developing countries with ICT technology, seismic engineering, noise control, education, and medical technology.

Partnership with Japanese Private Sector

The Japanese government revised the Framework for Supporting Japanese SMEs in Overseas Business in March 2012, and JICA became a member of the all-Japan support system for overseas business development of small and medium enterprises (SMEs). Since then, as of March 2018 JICA had selected an aggregated total of 666 proposals from SMEs for JICA's Partnership with the Japanese Private Sector (proposal-based program). In the Development Cooperation Charter approved by Japan's Cabinet in February 2015, activities by the Japanese private sector, including SMEs, are considered one of the major driving forces to promote the economic growth of developing countries.

With the understanding that ODA is expected to play the catalytic role in tackling various challenges and in accelerating business activities of private sectors in developing countries, JICA continues to forge ahead with partnership with SMEs.

● JICA's Overall Support for Japanese SMEs Overseas Business Development

This program is characterized by its goal of building win-win relationships between developing countries that want to use Japanese products and technologies for addressing their challenges and Japanese SMEs that seek to venture into developing-country markets.

Philippines: Non-Revenue Water Improvement Project in the West Zone of Metro Manila

JICA's First Co-financing with a Private Financial Institution and First Local Currency-Based Loan for PSIF



An employee checking water meters
[photo: Maynilad Water Services, Inc.]

In June 2017, JICA signed a credit agreement with Maynilad Water Services, Inc. (hereafter "Maynilad") for a non-revenue water improvement program being conducted by Maynilad. Through updating water distribution pipes, installing water meters, and procuring a water distribution control system, the agreement was aimed at expanding the coverage and quality of water services in the West Zone of Metro Manila and achieving an efficient water supply with non-revenue water control there.

Under JICA's scheme of Preparatory Survey for PPP Infrastructure Projects, proposed

chiefly by Marubeni Corporation, one of the shareholding companies of Maynilad, project formation began with cooperation from JICA in the planning and formulation stage. In terms of the timing of the project launch, JICA provided seamless assistance under the Private-Sector Investment Finance (PSIF) scheme.

The project is also significant in that it is JICA's first co-financing with a private financial institution, and in that it is also JICA's first local currency-based loan.

In addition, support for SMEs across Japan in expanding their business overseas is expected to help revitalize local communities and the Japanese economy as a whole. For example, local traditional technologies and technologies jointly developed with local universities are giving a much-needed boost to some local economies in Japan through application in developing countries.

In fiscal 2017, JICA organized more than 270 seminars on support for overseas activities by SMEs, attended by over 10,000 people in total. It also held three seminars designed to share the challenges of developing countries. The seminars were evaluated as useful by many participants.

Furthermore, JICA also organized three round-table conferences of external experts aimed at receiving input from third-party experts who have on-the-ground knowledge about ODA projects and Japanese SMEs as well as putting it into developing this program, including system improvement.

● Promotion Survey/Feasibility Survey/Verification Survey

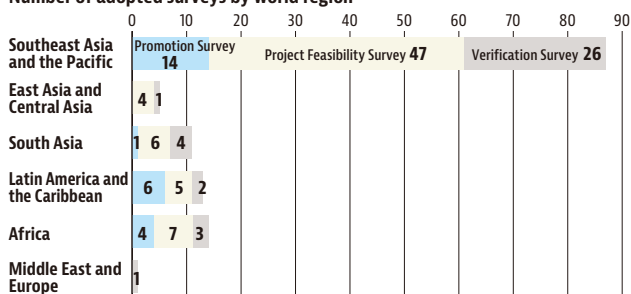
These open proposal-based programs ask Japanese SMEs to come up with proposals for ingenious projects that utilize their products and technologies. JICA called for such proposals twice in fiscal 2017.

In a Promotion Survey, which started in 2012 and of which 113 have been selected so far, basic information is collected and an overseas business plan is drafted in order to examine the possibility of solving development issues through a Japanese company's overseas business development and the possibility for the company to collaborate in related ODA projects. In fiscal 2017, there were 25 surveys selected.

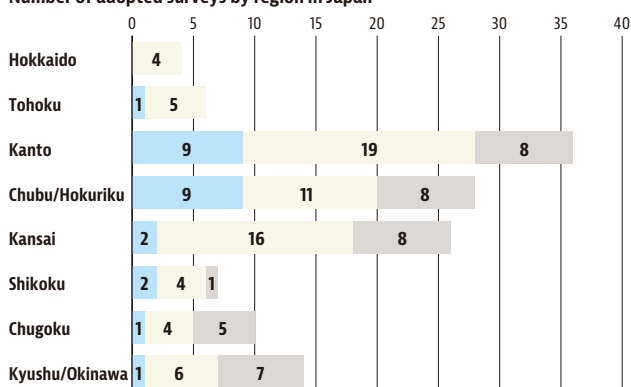
In a Feasibility Survey, which started in 2012 and of which 348 have been selected so far, the feasibility of using the company's products and technologies for overcoming challenges in a developing country is analyzed, while information is gathered

Promotion Survey/Feasibility Survey/Verification Survey in Fiscal 2017

Number of adopted surveys by world region



Number of adopted surveys by region in Japan



and a network with the counterpart government agency is built, all of which are necessary to conduct an overseas development program. In fiscal 2017, there were 69 surveys selected.

In a Verification Survey, which started in 2012 and of which 205 have been selected so far, the compatibility of Japanese SMEs' products and technologies for various socioeconomic conditions in developing countries, and possible dissemination of these technologies and products, are verified [→ see the Case Study below]. In fiscal 2017, there were 37 surveys selected.

Viet Nam: Verification Survey with the Private Sector for Disseminating Japanese Technologies for Overload Vehicle Detecting by Weigh-in-Motion System

Achieving a Breakthrough in Solving Road Problems and Improving Logistics with Japanese Scale Technology



Crackdown demonstration in action
[photo: Tanaka Scale Works Co. Ltd.]

Viet Nam is seeing logistics demand surging amid rapid economic development in recent years. As a result, overloaded trucks are soaring in number. This in turn is causing damage to roads, including depressions in them and affecting break performance, thereby attracting media attention.

These circumstances have prompted Tanaka Scale Works Co., Ltd. based in Sanjo City, Niigata Prefecture, Japan, to introduce a weigh-in-motion system in Viet Nam. In this system, scales embedded in the road surface measure the weight of moving trucks. The system is characterized by its ability to check overloaded vehicles without fail as it is capable of photographing number plates

and sending the data in real time. It is also so robust as to withstand the hot and humid climate of Viet Nam.

Following rigorous scrutiny, Vietnamese authorities approved the system as a standard for the country. Field demonstrations by the Vietnamese police in its crackdown on overloaded vehicles proved the system highly effective. This weigh-in-motion system will be phased in across the country.

This initiative will likely take root in Viet Nam after this verification survey, as Tanaka Scale Works has already established a solid system of offering maintenance services through its subsidiary and local partners in the country.

Science and Technology Research Partnership for Sustainable Development (SATREPS)

Jointly Creating Scientific Knowledge for International Development

Global-scale problems including global warming, natural disaster, and infectious disease have been increasingly serious. The international community is now required to work together to approach such problems, since it is hard for individual countries or regions to tackle them alone. In addition to traditional cooperation systems, innovation by science and technology is also expected to play an important role in providing solutions for responding to complex and growing issues.

Under this circumstance, JICA initiated the Science and Technology Research Partnership for Sustainable Development (SATREPS) in 2008. Utilizing Japan's science and technology, JICA aims at creating newer "knowledge" by international joint research between Japan and developing countries, as well as solving global-scale issues by giving research outcomes back to the real world.

● Implementation System

This program is designed to promote international joint research in which both Japanese research institutions and those of developing countries work together based upon the social needs in developing countries. Its aims are to acquire new knowledge and to utilize research outcomes to the benefit of the society with a view to resolving global issues in four research fields, or five research areas: environment and energy, bioresources, disaster prevention and mitigation, and infectious diseases control.

SATREPS is jointly conducted by the Ministry of Foreign Affairs (MOFA), JICA, the Ministry of Education, Culture, Sports, Science and Technology (MEXT), the Japan Science and Technology Agency (JST), and Japan Agency for Medical Research and Development (AMED).

In SATREPS, research proposals that are submitted from Japanese research institutions to JST/AMED are examined to see if they are consistent with research requests from developing

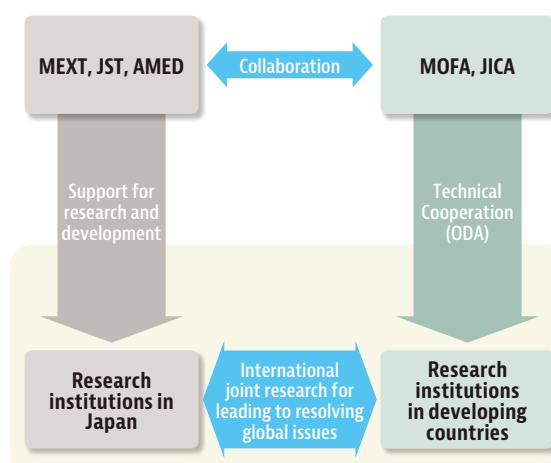


Researchers visit a salmon farm in Chile. They are studying the expansion mechanism of a red tide, which wreaks havoc on coastal fisheries and aquaculture.

Implementation System of SATREPS

SATREPS

- International joint research on global issues by research institutions in developing countries and Japan are promoted by MOFA/JICA and MEXT/JST/AMED in collaboration.
- The objectives are elaboration of outcome leading to problem solving and capacity building of institutions in developing countries.



countries (i.e., matching system), from the perspective of science and technology and ODA. Then, adopted proposals come into practice under the framework of JICA technical cooperation project.

JICA provides funding necessary for technical cooperation projects (e.g., dispatch of Japanese researchers, acceptance of their researchers, provision of equipment, and local activity expenses). On the other hand, JST/AMED support research activities necessary in Japan or third countries.

● Selection of Research Projects/ Implementation Status

In fiscal 2017, there were 99 matches—between 127 ODA requests from developing countries and 130 proposals from research institutions in Japan—that were subject to the selection process. Of these, nine research proposals were finally approved, bringing the accumulated total number of adopted proposals to 124 since this program was launched in 2008. The total number of participating countries, including those in the preparation process, amounted to 47 after El Salvador became a new partner country in joint research.

Citizen Participation

Making International Cooperation Part of Japanese Culture

JICA promotes and supports international cooperation activities by Japanese citizens. Through partnership with citizens, JICA aims to contribute to development issues with various approaches to promote understanding in international cooperation, and further to return the benefits of ties with developing countries to Japanese local communities.

Out of these activities, partnerships with NGOs, local governments, universities, and research institutions as well as support for development education are introduced below.

Partnerships with NGOs and Other Organizations

JICA works to strengthen partnerships with NGOs through (1) dialogue, (2) cooperation, and (3) activity support.

(1) Dialogue

In fiscal 2017, JICA deepened discussions with NGOs about a number of topics through the NGO-JICA Dialogue Meeting and other occasions. These topics included (1) how to improve the quality of projects and engage a wider range of people/organizations under the JICA Partnership Program (JPP), and (2) how to better contribute to local-area vitalization in Japan by utilizing the knowledge and experience gained through our cooperation with developing countries. The Dialogue Meeting confirmed the directions and specifics of future partnership activities.

(2) Cooperation

JICA implements JPP projects jointly with Japanese organizations, including NGOs that are ardent about implementing international cooperation projects. In fiscal 2017, 40 projects for 21 countries were adopted. In addition, the JICA Donation Fund which receives donations from citizens, corporations, and groups, financed 12 projects in nine countries, including Japan.

(3) Activity Support

JICA provides training programs that support the organizational management and enhance project execution capabilities of NGOs and other organizations engaged in international cooperation activities. It also operates the NGO-JICA Japan Desk in 20 countries to enhance cooperation between these

organizations and JICA in the field.

Partnerships with Local Governments

Not limited to contributions to developing countries, JICA is also involved in activities which promote vitalization of regional areas in Japan. For example, JICA cooperates with Japanese local governments, which are positioned as particularly important partners of JICA, in their efforts on internationalization of the regions, overseas activities of local governments and industries, and other related ventures chiefly under the Local Government-Type JICA Partnership Program.

In this context, JICA and local governments have been promoting mutual cooperation by signing enhanced cooperation agreements. In fiscal 2017, JICA concluded such an agreement with Ama-cho, Shimane Prefecture, which is well known for its track record in local revitalization. The agreement confirmed the parties' commitment to work together to support development in developing countries and local revitalization in Japan by utilizing their expertise and experience.

Partnerships with Universities

As challenges faced by developing countries have become even more difficult and complicated, partnerships with universities and research institutions are increasingly important for proceeding with international cooperation initiatives because of their extensive and advanced knowledge.

Partnerships between universities and JICA are put into practice through various approaches, from the participation of faculty members in JICA's research projects to the comprehensive implementation of technical cooperation projects in developing countries under contract to JICA.

JICA provides training opportunities for people from developing countries who will likely play a leadership role in their countries or otherwise contribute to solving some of the challenges in their countries. To this end, JICA invites such people to study in master's or doctoral courses at Japanese universities as JICA participants (long-term). JICA has recently been working on the strategic expansion of the acceptance of participants (long-term) to ensure that those who have studied in Japan work hard as leaders back home and maintain and strengthen relationships between Japan and their countries over the medium- and long-term.

● Toward Stronger Partnerships

JICA has a comprehensive cooperation agreement or memorandum of understanding (MOU) with universities in Japan to systematically promote and strengthen broad-based partnerships. In fiscal 2017, JICA concluded a comprehensive cooperation agreement with one university, bringing the total number of such universities to 36.



JICA offers sewing training on the island of Panay, the Philippines, for community self-reliance support in cooperation with an NGO.



Participants (long-term) from various countries surround JICA President Shinichi Kitaoka. JICA offers opportunities to learn about Japan's development experience in partnership with the National Graduate Institute for Policy Studies (GRIPS).

● New Initiative for the Acceptance of Participants (Long-Term)

To accept participants (long-term) in a more unified and efficient manner, JICA signed a separate MOU with 29 Japanese universities that accepted them during fiscal 2017. Of these universities, 18 already began accepting participants (long-term) under the MOU.

Also in fiscal 2017, JICA launched the "Understanding the Japanese Development Experience," a short program to promote better understanding on Japanese experience of modernization and economic development. A total of 197 participants took part in this program in fiscal 2017.

To Promote Understanding of International Cooperation among Schoolchildren and General Citizens

—Programs for Supporting Development Education—

● JICA Global Plaza

At the JICA Global Plaza, located in Ichigaya, Tokyo, the Nagoya Global Plaza in Nagoya City, Aichi Prefecture, and the Hokkaido Global Plaza in Sapporo City, Hokkaido Prefecture, people with abundant experiences in international cooperation

serve as Global Concierges, and they lead visitors to exhibitions that encourage seeing, listening, touching, and thinking. Public relations and communication activities on international cooperation are undertaken also at JICA's domestic offices.

In fiscal 2017, these three Global Plazas held exhibitions on the United Nations' Sustainable Development Goals (SDGs). Students as well as many officials at private businesses and local governments visited these exhibitions, deepening their understanding of the SDGs.

● For Promotion of Development Education at Schools

JICA's activities to promote development education include on-demand-delivery of lectures for students and training for teachers. The objectives of these activities are to foster abilities to understand various developmental issues that the world faces and their relationships to Japan, to treat them as their own problems and proactively study them, and to participate in efforts to overcome them.

Goal 4 of the SDGs (Quality Education) calls for, among other things, education for sustainable development. The New National Curriculum Standards, effective from fiscal 2020, stresses the importance of fostering creators of a sustainable society.

In this context, JICA has an increasingly larger role to play in classroom settings as it boasts expertise, information, and human resources in international cooperation. In many parts of Japan, JICA has already begun to work not only with people involved in development education and education for international understanding but also with teachers and school administrators, NGOs, and administrative agencies involved in environmental education and multicultural coexistence. JICA also collaborates with the Ministry of Education, Culture, Sports, Science and Technology of Japan in such areas as the Super Global High School (SGH) Program.

Collection of 10-Minute Movies for Classes

Video Teaching Materials that Encourage Viewers to Think of Global Issues as Their Own Problems



In a class using a JICA video material, students watch intently how a class is given at a school in Niger.

The New National Curriculum Standards call for fostering creators of a sustainable society and coping with globalization, among other things. Schoolteachers are well aware of the need to address these challenges; however, they do not have enough time to prepare classes for these purposes because they have too many other things to do.

Such circumstances have prompted JICA to develop 10-minute video teaching materials that can be used in classes as they are. The idea is to encourage students to think of global issues as their own problems while minimizing burdens on teachers.

The videos deal with four themes: international cooperation, education, refugees, and Islam. These active-learning materials are designed for students to express their own

views after seeing them. These materials are available on the website of JICA, together with reference materials and some cases in which they are actually used in class.

At the Training Program for Development Education Leaders held at the JICA Global Plaza, 23 teachers discussed how to use these teaching materials. Back in their classrooms, these teachers gave classes using these videos under the guidance of the Japan Association for International Education.

The teachers appreciated the videos. Some said that the videos encouraged students to have meaningful discussions about the issues that defy definitive answers. Others reported that students became aware that global issues are relevant to them. The videos are increasingly in use at school now.

Volunteer Programs

Citizen-Based International Cooperation: Future Change Agent to Build a Better World

JICA's volunteer programs support activities by citizens who volunteer with high aspirations to cooperate in the economic and social development as well as the reconstruction of developing countries. The volunteer programs, namely Japan Overseas Cooperation Volunteers (JOCVs), are widely recognized as representative programs of grassroots-level international cooperation extended by the Government of Japan and JICA and are highly praised by partner countries. In recent years, the programs have been expected to act as a means to develop human resources for regional vitalization with global perspectives that are valuable to Japanese society.

● What Are JICA's Volunteer Programs?

Since its commencement of dispatching 29 JOCVs to five countries, namely Laos, the Philippines, Cambodia, Malaysia, and Kenya, in fiscal 1965, JICA has implemented volunteer programs for more than 50 years. Also, JICA has continuously updated its programs in response to changes of the times. As of the end of March 2018, JICA's volunteer program has the following modalities; (1) JOCVs for people between the ages of 20 and 39, (2) Senior Volunteers for people age 40 or older, (3) Youth and Senior *Nikkei* (Japanese Descendant) Communities Volunteers who are dispatched to contribute to the development of *Nikkei* communities, and (4) short-term volunteers less than one year assignment. All members of JICA volunteers, more than 52,000 people dispatched overseas (JOCVs account for more than 43,000), are engaged in different activities in assigned countries.

In light of the findings of the Autumn Administrative Program Review¹ for fiscal 2017, JICA has been reviewing the systems of the volunteer programs to better meet the needs of the times as public participation programs.

● Contributing to Human Resource Development for Japan and the World

JICA's volunteer programs have been highly recognized as they offer experiences to develop the skills of global human resources, such as problem solving, communications, and adapting to different cultures through their activities by living and working closely with local people in developing countries.

The JICA volunteers who have completed their missions in developing countries and returned to Japan are expected to contribute to overcoming challenges in Japanese society with their experiences in welcoming diverse cultures and societies, being open to dialogue, and taking actions in a variety of settings. In fact, many returned JICA volunteers play an active role in their local communities, such as the internationalization of the community, developing child-rearing support programs, and post-earthquake reconstruction.

Volunteer programs became known as programs which not only contribute to the development of developing countries but also serve to "energize Japan and the world." The number



A JOCV supports the cultivation of aesthetic sensibility at a children's cultural center in Luang Prabang, Laos. She helped to revive a traditional puppet play that has been handed down from generation to generation in the region.

of job offers from private companies to volunteers who have returned home increased from 304 in 2009 to 1,925 in 2017. The number of authorities and organizations that have special employment quotas or preferential treatment for returned volunteers increased to 18 universities, 38 boards of education, and 68 local governments as of fiscal 2017.

● Enhancing Cooperation with Various Partners in Japan

To make use of technologies and knowledge of domestic partners, including local governments, private sector, and universities, in solving development challenges in developing countries, JICA cooperates with such entities.

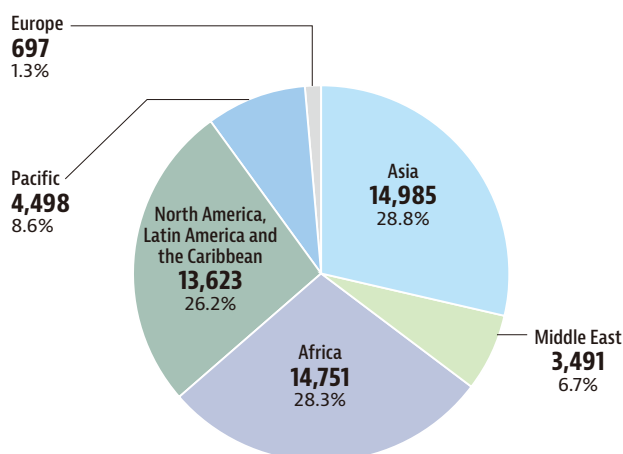
JICA's cooperation contributes not only to overcoming challenges faced by developing countries during the course of advancement but also to cultivating human resources for the business globalization intended by such entities. During fiscal 2017, there were 11 volunteers sent in partnership with local governments, 22 with the private sector, and 169 with universities.

The recent increase in the number of teachers working for JICA's volunteer programs contributes to the promotion of development education and international understanding education at schools in Japan as well as responds to foreign students studying in Japan. A total of 109 teachers were sent overseas in fiscal 2017.

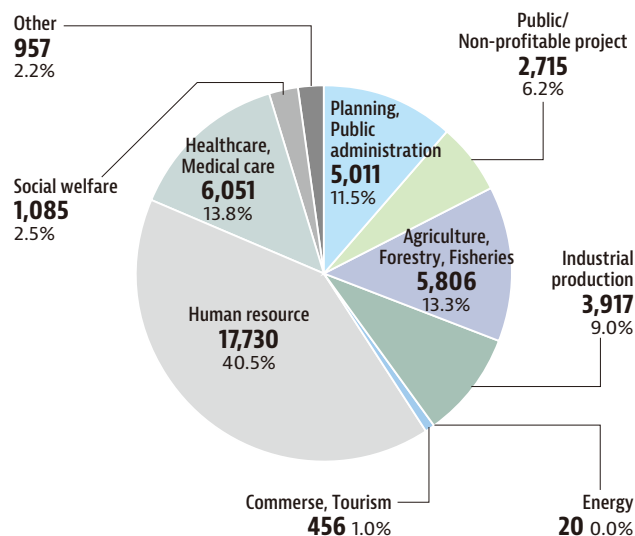
● Contribution to Diverse Development Agenda

To address a diversified development agenda, JICA's volunteer programs promote coordination with JICA's other projects and other volunteer organizations overseas. Also, the programs are designed to address development agendas at all stages, such as formulation of each program, selection of capable candidates, pre-dispatch training, and support for

Cumulative number of JICA Volunteers dispatched by region (as of March 2018)



Cumulative number of JOCVs dispatched by field of work (as of March 2018)



volunteer activities.

In Micronesia, for example, outstanding work has been done by JICA volunteers to raise public awareness on solid waste management based on the principle of 3R (reduce, reuse, recycle) + Return² in close collaboration with JICA technical cooperation experts. In addition to awareness-raising activities in local schools and communities, they also offer training for people engaged in the construction and renovation of waste-disposal sites.

Such activities for 3R + Return has been spreading across the Pacific countries, such as Micronesia, the Marshall Islands, Fiji, Palau, Papua New Guinea, Vanuatu, Tonga, the Solomon Islands, and Samoa. In Fiji, for example, 3R + Return was incorporated into environmental education activities at schools as the Clean School Program.

Also, in response to the Sport for Tomorrow (SFT) international contribution program that the Government of Japan has been promoting for the 2020 Tokyo Olympics and Paralympics, JICA has been sending volunteers in the physical education and sports areas in order to communicate the value of practicing sports to people in developing countries [→ see the Case Study below].

JICA also intends to share its knowledge and achievements with other volunteer sending organizations by participating in international volunteer conferences, working with the United Nations Volunteers programme and the U.S. Peace Corps.

1. A public review of government programs held with the participation of third-party experts under the auspices the Council on Administrative Reform.

2. The term "Return" here refers both to the return of organic waste to nature and the return of recyclables and hard-to-manage materials to recycling markets.

Botswana: Coaching Softball by a JOCV

Our Goal Is to Participate in the Tokyo Olympic Games in 2020!



A member of the Botswana national team receives training from the JOCV.

The history of softball in Botswana dates back to the early 1970s, when the U.S. Peace Corps introduced this sport at a grassroots level. Now it is widely known as a national sport, with the number of players exceeding 40,000. Today, various softball league matches are held across the country.

Aiko Nakamura, a JOCV, serves as a technical coach to the national softball teams as well as teams of students and adults in Botswana. In January 2017, she was assigned as a coach to the Botswana Softball Association.

After her assignment, Botswana's national teams have made remarkable achievements. The men's national team made it to the

world quarter-finals, the highest rank in their history. The women's national team has also earned a ticket to the 2018 Women's Softball World Championship, to be held in Japan.

National team members say: "We owe a lot to her. She has changed us in many ways, and now our dream is to play at the Olympics." Her influence is not limited to technical improvement but also encourages members' advancing mindset, such as their sporting behavior. For example, they started to clean up the softball field after the match by their own will. They are very proud of being national members and give dreams and inspiration to the people of Botswana.

Emergency Disaster Relief

Taking Back as Many Smiles as Possible

● The JICA Emergency Disaster Support System

JICA dispatches Japan Disaster Relief (JDR) teams and provides emergency relief supplies when major disasters occur overseas, in response to requests received from the governments of affected countries or international agencies.

JDR is composed of five teams: rescue team, medical team, infectious diseases response team, expert team, and the Self-Defense Force unit. The decision to dispatch a JDR team is made by the Minister of Foreign Affairs. JDR commemorated its 30th anniversary in September 2017 [[→ see page 9](#)].

● Operations of the Secretariat of Japan Disaster Relief Teams

1. Dispatch of JDR Teams

The Secretariat of JDR at JICA is in charge of the administrative work of disaster relief operation for overseas afflicted areas. When the Japanese government decides to dispatch a JDR team, the Secretariat of JDR organizes the team members. In addition to arranging flights for the team and organizing cargo, the secretariat sends a team of JDR Secretariat personnel for logistics support and provides various other types of support so that team members are ensured of smooth operations in the field.

Among the JDR teams, the rescue team, the medical team and the infectious diseases response team are typical ones.

A JDR rescue team searches for and rescues people affected by large-scale disasters abroad. JDR rescue teams are classified in the International Search and Rescue Advisory Group's (INSARAG) external classification as "heavy," or the highest rank. In September 2017, a rescue team was dispatched to Mexico in the wake of an earthquake and worked through the night to

engage in search and rescue operations there.

A JDR medical team provides medical assistance to disaster-affected people. In October 2016, the team was certified by World Health Organization (WHO) as an emergency medical team (EMT). In February 2017, the disaster medical information standardization method called Minimum Data Set (MDS), which was developed by EMT MDS Working Group led by JDR-JICA and Israel's Agency for International Development Cooperation, was adopted by WHO as an international standard. The Secretariat of JDR will contribute to disseminating and enhancing the MDS.

In response to global epidemics of infectious diseases, an infectious diseases response team was established in October 2015, and JICA recruited team members and provided training sessions. The first dispatch was in July 2016 to address the outbreak of yellow fever in the Democratic Republic of the Congo.

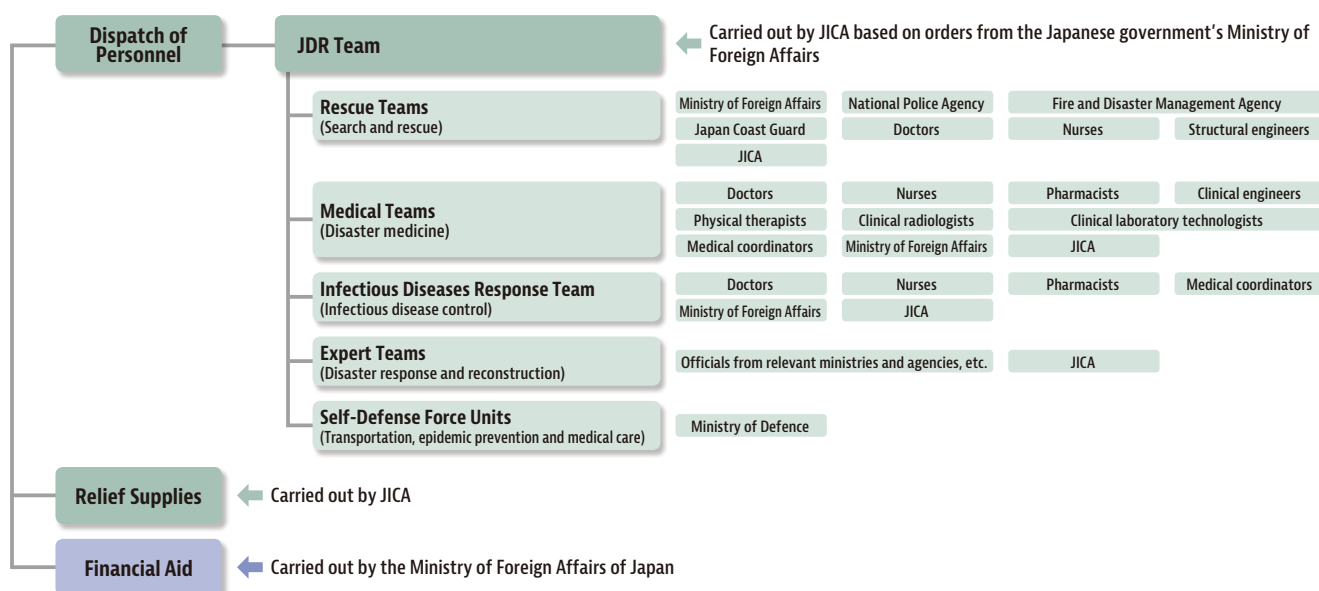
2. Provision of Emergency Relief Supplies

In order to provide affected areas with emergency relief supplies in a quick and secure manner, Secretariat of JDR procures and stores them beforehand, and keeps a stockpile of such supplies in its warehouses at six locations around the world. In fiscal 2017, JICA made a total of 16 in-kind contributions and provided support for coping with various natural disasters, including a hurricane in Cuba and Dominica and a flood in Viet Nam.

3. Preparation for Emergency Response at Ordinary Times

In order to enable JDR teams to deliver prompt and appropriate assistance in times of large-scale disasters, it is essential to maintain readiness in normal times. To this end,

Emergency Disaster Relief



Emergency Disaster Relief in Fiscal 2017: 20 cases

No	Date disaster occurred	Country/region	Type of disaster	Type of relief	Supplies provided
1	April 2017	Colombia	Flooding	Provision of supplies	Generators
2	April 2017	Sri Lanka	Garbage mound collapse at a disposal site	Provision of supplies	Tents, sleeping pads, portable jerry cans, water purifiers, generators
3	April 2017	Sri Lanka	Garbage mound collapse at a disposal site	Expert team	11 people
4	April 2017	Sri Lanka	Garbage mound collapse at a disposal site	Additional provision of supplies	Floodlight equipment, headlights, poisonous gas detectors, GPS units, mobile toilets
5	May 2017	Sri Lanka	Torrential rains	Provision of supplies	Tents, plastic sheets, sleeping pads, portable jerry cans, water purifiers, water tanks, generators
6	May 2017	Sri Lanka	Torrential rains	Expert team	10 people
7	August 2017	Sierra Leone	Flooding	Provision of supplies	Tents, plastic sheets
8	August 2017	Nepal	Flooding	Provision of supplies	Tents, blankets, plastic sheets
9	September 2017	Cuba	Hurricane	Provision of supplies	Portable jerry cans, water purifiers, water tanks, generators
10	September 2017	Antigua and Barbuda	Hurricane	Provision of supplies	Tents, plastic sheets, sleeping pads, portable jerry cans, water purifiers
11	September 2017	Mexico	Earthquake	Rescue teams	A survey team of 2 people and a rescue team of 72 people
12	September 2017	Dominica	Hurricane	Provision of supplies	Tents, blankets, plastic sheets, sleeping pads, portable jerry cans
13	October 2017	Vanuatu	Volcano	Provision of supplies	Blankets, plastic sheets
14	October 2017	Viet Nam	Flooding	Provision of supplies	Blankets
15	October 2017	Madagascar	Plague	Provision of supplies	Thermometers, masks, blankets
16	November 2017	Viet Nam	Typhoon	Provision of supplies	Water purifiers
17	February 2018	Taiwan	Earthquake	Expert team	8 people
18	February 2018	Mozambique	Flooding	Provision of supplies	Tents, blankets, sleeping pads, water purifiers
19	February 2018	Tonga	Cyclone	Provision of supplies	Tents, plastic sheets, generators, portable jerry cans
20	March 2018	Papua New Guinea	Earthquake	Provision of supplies	Tents, blankets, water purifiers, plastic sheets, sleeping pads, portable jerry cans, water tanks

JICA provides various kinds of training throughout the year to build the capacity of candidate JDR team members.

With regard to donor coordination, the Secretariat of JDR has been working to strengthen relationships with other international organizations concerned, including the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) and WHO. Through the Project for Strengthening the ASEAN Regional Capacity on Disaster Health Management (ARCH Project) led by the JICA Infrastructure and Peacebuilding Department, JICA also contributes to development and capacity

building of the disaster medicine cooperation system in the ASEAN region [→ see page 23].

Recent years have seen more and larger natural disasters in the world. Accordingly, international disaster relief operations by Japan, a disaster-prone country with vast experience in disaster management, is increasing in importance. The Secretariat of JDR is strengthening cooperation with different departments and sections to provide seamless assistance for rehabilitation and reconstruction after emergency response.

Taiwan: Dispatching a JDR Expert Team in Response to the Earthquake Disaster**Taiwan Thankful to JDR for Its Round-the-Clock Search Operations**

The Japanese expert team teaches a Taiwanese rescue team how to use the equipment.

On February 7, 2018, a major earthquake hit eastern Taiwan. In response, the Japanese government dispatched a JDR expert team of eight. Upon arrival at Hualien County, the team immediately started supporting search and rescue operations by Taiwanese rescue teams.

The first 72 hours from a disaster are the critical period for rescuing survivors. To support Taiwanese authorities' strenuous efforts to search for and rescue missing people, the Japanese expert team engaged in technical support activities throughout the night, teaching Taiwanese rescue teams how to use equipment it had brought from Japan that is designed to detect life signs

under the rubble.

While the Japanese team was at work, Taiwanese President Tsai Ing-wen visited the site. She expressed gratitude for the Japanese government. Appreciation for the team's round-the-clock activities and technical advice on search operations also came from Liang Kuo Wei, Commander of the Special Search and Rescue Team, National Fire Administration, Ministry of the Interior, who took command of the Taiwanese rescue teams.

Research

Intensification of Research on Japan's Development Experience and International Cooperation and Its Dissemination

The JICA Research Institute (JICA-RI) carries out research activities based on the following two main objectives and utilizing the ample field experiences and know-how that JICA has as a development cooperation agency. The first objective is to conduct analysis of development issues in developing countries and contribute to JICA's operation strategies. The second is to intensify the dissemination of JICA-RI's research outcomes in Japan and overseas and lead international policy dialogue.

The results of the research activities are disseminated through various channels, such as publication of working papers and books, organization of seminars and symposia, and presentation at international conferences.

● Basic Policy for Research Activities

1. Incorporating a Comprehensive Perspective

JICA-RI will incorporate a comprehensive perspective in its cross-field research and analysis of development issues, encompassing individuals, society, the state, and the market.

2. Integrating Past and Future

JICA-RI will conduct research activities based on the field experiences and analytic results of JICA, as well as those of other development partners worldwide. It will integrate past lessons into the future development cooperation activities.

3. Unraveling the East Asian Experiences

JICA-RI will analyze the growth experiences of Japan and its Asian neighbors and explore the applicability of these experiences to other regions.

4. Disseminating Research Results Worldwide through Open Activities

JICA-RI will disseminate research processes and research results to other domestic and international research institutions, aid agencies, governmental organizations, private enterprises, and NGOs.

● Priority Research Areas

1. Peace and Development

JICA-RI conducts comparative analysis of past experiences to uncover ways to promptly and effectively prevent and manage diversified threats, including armed conflicts, and promote sustainable peace.

2. Growth and Poverty Reduction

Japan and its Asian neighbors are highly evaluated in international society as success stories that realized economic growth and reduced poverty. JICA-RI studies these cases from the multifaceted perspectives of individuals, the state, markets, and society, and conducts comparative analysis with economic development in African countries.

3. Environment and Development/Climate Change

Regional and global environmental deterioration is a major risk to human security in developing countries. JICA-RI

conducts research that can contribute to the ways to promote environment management policies and to adapt to and mitigate climate change based on the knowledge of natural science and experience and data gained from JICA's cooperation activities.

4. Aid Strategies

JICA-RI proposes what development cooperation should be by researching Japan's experience and knowledge with principles such as the capacity-development approach, aimed at enhancing multilevel capabilities covering individuals, institutions, and societies, and the concepts of human security and quality growth.

● Achievement in Fiscal 2017

Based on these policies and activities in these areas, JICA-RI conducted 28 research projects in fiscal 2017 and published the outcomes.

1. Outcomes of Research Activities

JICA-RI compiles its research outcomes into working papers and publishes them for those engaged in development assistance around the world. JICA-RI released 20 working papers in fiscal 2017.



Books released in fiscal 2017

As an example of contributing to JICA's programs, JICA-RI examined how technical extension regarding rice production in a technical cooperation project in eastern Uganda had improved productivity and compiled the findings into Working Paper No.161: "Long-Term and Spillover Effects of Rice Production Training in Uganda."

Research outcomes are also compiled as books by JICA-RI. JICA-RI released four books written in English and four in Japanese in fiscal 2017.

One of these English books is *Economic and Social Development of Bangladesh: Miracle and Challenges*, a culmination of the research project titled Empirical Study on Risk and Poverty in Bangladesh. Using quantitative techniques and supported by abundant microdata, this book conducts a detailed and multidimensional analysis of the background to the structural transformation of Bangladesh, a country Japan has provided with a wide range of development assistance since 1973, just two years after its independence.

The four Japanese books focus respectively on solid waste management in Bangladesh, the Eastern Seaboard Development Program in Thailand, reconstruction from the devastation by Typhoon Yolanda in the Philippines, and the construction of the Delhi Metro in India. They were published as the 17th to 20th books in the Project History series, which analyzes Japan's contribution to developing countries from a long-term perspective.

In addition, most of the outcomes of research projects are widely shared among scholars, as articles of academic journals, books and conference presentations [→ see the Case Study below].

2. Collaboration with International Organizations and Research Institutions

For these research activities, JICA-RI promotes joint research



The joint seminar by JICA-RI and CSIS was attended by representatives from international organizations, developing countries, and the private sector, as well as researchers.

with other research and aid organizations in Japan and the world building partnerships and networks.

One such research organization is the Center for Strategic and International Studies (CSIS) in the United States, with which JICA-RI has been conducting joint research for two years. In September 2017, JICA-RI and CSIS held a seminar to launch the report on the outcomes of the second year of the joint research, titled "Harnessing the Data Revolution to Achieve the Sustainable Development Goals: Enabling Frogs to Leap." The participants discussed how the data revolution can contribute to the SDGs and how developing countries can utilize data technologies to achieve leapfrog development.

JICA-RI is also working on joint studies with research institutions, including Initiative for Policy Dialogue (IPD), the Brookings Institute in the United States, and the Global Development Network (GDN), a global network of development researchers.

→ For details on these and other studies and publications, visit the website of JICA-Research Institute: <https://www.jica.go.jp/jica-ri/index.html>.

Studying and Analyzing Infrastructure Projects and Sharing the Findings

Estimating Infrastructure Demand and Shedding Light on the Association between Infrastructure Development and Women's Empowerment



Panelists at the seminar "Bridging the Infrastructure Gap in Asia" on the sidelines of the ADB's 50th Annual Meeting

In May 2017, JICA-RI presented some of the interim outcomes of its research project titled "Research on Demand Estimate on Infrastructure in Asia" at a side event of the 50th Annual Meeting of the Asian Development Bank (ADB) in Yokohama. The presentation stressed the importance of estimating not only economic infrastructure but also social infrastructure, including hospitals and schools and infrastructure for disaster risk reduction. The participants then discussed the state of affairs surrounding infrastructure development in different countries as well as policy issues for coping with increasing infrastructure demand.

Separately, JICA-RI also focuses on the

association between infrastructure and gender equality. For example, JICA-RI has analyzed what impact the Delhi Metro in India, the construction of which was financed by Japanese ODA Loans, has had on women's empowerment. The analysis suggests that the introduction of women-only cars and security cameras as well as awareness-raising campaigns have helped to expand the scope in which women can travel both safely and freely, which in turn has contributed to greater labor participation by women.

The findings of the analysis were also presented at a World Bank workshop (ieConnect for Impact Workshop) and a meeting of the Japan Evaluation Society.

Enhancing Development Partnerships and Actions toward Achieving the SDGs

Working Together with a Wide Range of International and Local Partners

Emerging economies are accelerating growth, but many countries are still being left behind from globalization. This raises concerns that economic and social inequalities will widen within and among countries. Also, development issues are increasingly complex and diversified.

In 2015, the United Nations adopted the 2030 Agenda for Sustainable Development, including the Sustainable Development Goals (SDGs). This agenda calls for strengthening the means of implementation for development, such as finance, technology, and capacity building. It also calls for revitalization of the global partnership for sustainable development. While the percentage of ODA in the total financial flow to developing countries declines, it is increasingly difficult to achieve the SDGs with ODA and other public funds alone. This is why various partnerships and approaches are essential, including mobilization of private funds.

JICA engages in collaboration and co-creation with a wide range of partners in Japan and abroad, including emerging donors, to generate the maximum impact of its programs and projects and thus contribute to the attainment of the SDGs.

● Activities of JICA toward Achieving the SDGs

Under its guiding principle for achieving the SDGs,¹ JICA is working on a range of activities in Japan and abroad.²

On the international front, JICA signed a Memorandum of Cooperation (MOC) with the Sustainable Development Goals Center for Africa (SDGC/A) in October 2017.³ SDGC/A is a Rwanda-based international organization established in 2015 to overcome the challenges that stand in the way of achieving the SDGs across the continent. JICA is now working with SDGC/A to advance partnership and disseminate expertise in development

The Sustainable Development Goals (SDGs)



with special focus on some goals of the SDGs, including zero hunger (Goal 2), good health and well-being (Goal 3), and quality education (Goal 4).

On the domestic front, JICA promoted public understanding of the SDGs and worked to enhance partnerships toward achieving the SDGs in cooperation with various partners, such as the Japan Business Federation (Keidanren), the Japan Securities Dealers Association (JSDA), the media, and universities. In November 2017, for example, JICA co-organized a symposium on the SDGs with Nikkei Inc. [→ see below].

● Partnerships with International Development Agencies

Achieving the SDGs requires close partnership with other development agencies. Through such partnerships, these agencies can complement one another with their respective

1. JICA's Position Paper on SDGs was released in September 2016.

2. JICA web page on initiatives on the SDGs: www.jica.go.jp/aboutoda/sdgs/

3. In March 2018, the president of JICA assumed the post of the SDGC/A Board Members.

Nikkei Social Innovation Forum

Communicating JICA-Private Partnerships on the SDGs to a Wider Audience



Participants at the panel discussion

In November 2017, JICA and Nikkei Inc. co-organized a forum on sustainable society in the context of the SDGs.

At the outset of the forum, JICA President Shinichi Kitaoka stated that collaboration with partners in Japan and abroad is essential for achieving the SDGs. He expressed JICA's commitment to serving as a catalyst and agent for the development of developing countries using the SDGs as a platform. At a panel discussion on "Businesses Addressing the SDGs as Pioneers in a New Era," executives at Japanese businesses and JICA identified major challenges for closer

partnership between JICA and businesses and reviewed some case studies. They then called for the co-creation of insight and value through various partnerships.

The forum was attended by more than 600 people, mostly from the private sector. They listened intently to how businesses and JICA work together to strengthen partnerships for the SDGs in the world.



An MOU in the health sector was signed between the ADB and JICA in May 2017 at the ADB Annual Meeting in Yokohama. Photo at the signing ceremony (from left to right): JICA President Shinichi Kitaoka, State Minister of Finance Minoru Kihara, and ADB President Takehiko Nakao

strengths in sectors and technologies. They can also collaborate to provide more effective and efficient support to address difficult challenges that are beyond the capacity of one agency. Dissemination of JICA's experience and knowledge through participation in international discussions on development cooperation will not only improve the quality of international development initiatives, but also will increase the understanding of Japan's experiences and approaches.

JICA regularly holds strategic discussions with some of its development partners. In fiscal 2017, the presidents of the World Bank Group and of JICA held the Fourth High-Level Dialogue. They agreed to enhance their partnership to strengthen mobilization of private finance and private sector development and to jointly promote the initiatives to achieve the Universal Health Coverage (UHC)⁴. JICA also had annual or regular discussions with other international organizations, such as the Asian Development Bank (ADB), the UN Development Programme (UNDP), and the Office of the United Nations High Commissioner for Refugees (UNHCR).

During fiscal 2017, JICA attended many other international

conferences and seminars, including the Annual Meeting of the ADB in May in Yokohama, as well as the World Assembly for Women (WAW!) in November and the UHC Forum in December [→ see page 10], both held in Tokyo. At these events, the president and other executives of JICA gave keynote addresses and spoke as panelists on JICA's position, activities, and initiatives.

● Partnerships with Emerging Countries and South-South and Triangular Cooperation

In addition to the traditional development agencies mentioned above, emerging countries such as the Republic of Korea, China, Thailand, Indonesia, Brazil, and Turkey have become development cooperation providers. JICA has attached much value in sharing a variety of development approaches and issues with these emerging countries based on Japan's long experience in development cooperation. JICA continues to hold discussions with these emerging development partners, such as the Export-Import Bank of China, Korea International Cooperation Agency (KOICA), and Economic Development Cooperation Fund of the Export-Import Bank of Korea (EDCF).

The international community regards JICA's years of experience highly in South-South and Triangular Cooperation, both of which are designed to share the development experiences of emerging and developing countries. JICA takes the opportunities offered by international forums to share its experiences with the international community. In fiscal 2017, JICA attended the UN Global South-South Development Expo held in Turkey and presented its experience of the Triangular Cooperation project with the Turkish government, namely Support for Afghan Female Police Officers. JICA emphasized the importance of ownership by the people involved as well as of facilitators between the countries involved.

4. 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."

African Clean Cities Platform

Integrating Domestic and Foreign Expertise for Clean Cities



Participants gather at a preparatory meeting for the Platform in Maputo, Mozambique.

Amid economic growth and growing populations, Africa's cities are facing increasingly serious waste problems, adversely affecting people's health.

These circumstances have prompted JICA to play a key role in establishing the African Clean Cities Platform. It involves 29 countries and 58 cities in Africa (as of the end of March 2018), the Ministry of the Environment of Japan, and the Japanese city of Yokohama, as well as the United Nations Environment Programme (UNEP), United Nations Human Settlements Programme (UN-Habitat), other international organizations, and NGOs. The

Platform was established in April 2017 in Maputo, the capital city of Mozambique.

The Platform primarily aims to achieve the targets of improving urban sanitation and ensuring proper management of solid waste as called for in Goals 11 and 12 of the SDGs. Activities to these ends include holding annual meetings, providing training in Yokohama city in Japan, and exchanging information via SNS. By supporting these activities, JICA works to share expertise and experience of Japan and African countries with regard to urban waste management and to mobilize public and private funds.

Support for Japanese Emigrants and Their Descendants and Enhancement of Collaboration and Relations with *Nikkei* Communities

More than 2.13 million descendants of Japanese emigrants (*Nikkei*) live in Latin America and the Caribbean, making important contributions in many fields. Their presence plays a key role as an intermediary between Japan and the countries where they reside.

● Changes in the Situation in Countries Where Japanese Emigrants Have Settled and Future Challenges

For Japanese emigrants who have settled in Latin America and the Caribbean, in line with postwar Japanese emigration policy, JICA had been providing assistance to settle in new lands and to stabilize livelihoods. Today, as *Nikkei* communities have matured and generational transition has taken place with the passage of time, JICA is committed to strengthening collaboration with *Nikkei* communities as well as supporting them, with a focus on human resources development and elderly welfare.

In 2017, the Panel of Experts on Collaborating with Communities of Japanese Immigrants and Descendants ("*Nikkei*") in Latin America and the Caribbean was established under the auspices of then Minister for Foreign Affairs Fumio Kishida. JICA President Shinichi Kitaoka participated as a panelist. Based on the discussions at the Panel, the efforts of the entire nation have been made to deepen collaboration with *Nikkei* communities.

● Main Programs and Activities for Japanese Emigrants and *Nikkei*

1. Dissemination of Knowledge on Overseas Migration

The Japanese Overseas Migration Museum aims to encourage the public—especially young people who will lead the next generation—to learn about the history of Japanese migration and become acquainted with emigrants and the *Nikkei*. The museum consists of permanent exhibits featuring the immigration records of Japanese emigrants and historical materials donated by them, as well as special exhibitions covering a variety of subjects. In addition to the library, containing emigration-related books and films, it also provides information on its website and conducts studies and research activities. In fiscal 2017, the museum had 48,239 visitors and the total number of visitors since its opening has exceeded 500,000 [→ see page 8].

In fiscal 2017, the museum held four special exhibitions: (1) Hawaii *Nikkei* Legacy Exhibit; (2) Immigrants Who Lived in the Mind of Méjico [Mexico]; (3) From Hiroshima to Overseas: A History of Emigration and the Lives of *Nikkei*; and (4) Leaving Behind the Southern Province of Tosa: *Iggoso* Who Crossed the Ocean.

2. Support for Emigrants Abroad

JICA provided subsidies for the management of *Nikkei* clinics at settlements in Bolivia and the Amazonia Hospital in Brazil while also supporting traveling clinics and programs involving elderly welfare and medical services for settlements in Brazil, Paraguay, Bolivia, and the Dominican



Training participants making a presentation at a workshop under the Education Program for Next-Generation *Nikkei* for middle schoolers

Republic. In addition, among other programs, JICA also provided subsidies for programs aimed at the training and recruitment of local *Nikkei* Japanese-language teachers.

3. Educational Initiatives for the Next Generations

JICA organizes a program for children of emigrants that provides a firsthand opportunity to gain a deeper understanding of Japanese culture and society, and enhance their identity as *Nikkei*. In fiscal 2017, JICA implemented such programs aimed for junior high school, high school, and college students, and a total of 101 students participated in them.

In order to develop human resources who will lead the next generations, JICA also offers a scholarship covering living expenses and tuition to support *Nikkei* students attending graduate schools in Japan. In fiscal 2017, five new students participated in this program.

4. Support for *Nikkei* Communities and Local Communities

JICA dispatches volunteers to *Nikkei* communities. They are called *Nikkei* Volunteers, and they mainly assist with Japanese-language education, health care, and welfare services while living with Japanese emigrants and *Nikkei* there. This initiative is intended to provide technical cooperation and support revitalization of *Nikkei* communities as well as to develop partner countries through these communities. In fiscal 2017, the number of volunteers newly dispatched to Latin America and the Caribbean was 81 people.

Under the Special Participation Program for School Teachers for *Nikkei* communities, JICA dispatched nine school teachers to Brazil and Paraguay in fiscal 2017 for a term of 21 months. Upon returning to Japan, these volunteer teachers, sent to local government-recognized

schools, are expected to take full advantage of their experiences to assist with the education of *Nikkei* children in Japan.

At the proposal of universities, local governments, public interest corporations, and private enterprises in Japan, JICA also invites *Nikkei* for training aimed at supporting nation building in their respective countries and promoting cross-border, people-to-people exchanges. In fiscal 2017, JICA accepted 163 participants for such training.

5. Strengthening Partnerships with *Nikkei* Communities and Japan's Private Sector

JICA dispatches Partnership Promotion Survey Teams to Latin America and the Caribbean with an aim to contribute to economic and social development in the region through strengthening partnerships between Japanese private companies and private companies owned or managed by *Nikkei* in those countries. In fiscal 2017, JICA sent such a team to Brazil. Some of the Japanese companies that joined the team now utilize JICA's private-sector partnership programs. Others are even expanding their business to Latin America and the Caribbean or are engaged in international cooperation with the region.



A training participant and a Japanese student conducting an experiment at the Tokyo University of Agriculture under the Education Program for Next-Generation *Nikkei* for university students



Paraguay: At the baseball field of
the Encarnacion Japanese Association
[Photo by Daisuke Shibata]

Types of Cooperation

Technical Cooperation

● Capacity Development

Technical cooperation is people-to-people cooperation that supports developing countries (partner countries) in enhancing their comprehensive capacities to address development challenges by their own efforts. Instead of applying Japanese technology per se to developing countries, JICA's technical cooperation provides solutions that best fit their needs by working with people living there. In the process, consideration is given to factors such as their regional characteristics, historical background, and languages. JICA does not limit its technical cooperation to human resources development; it offers multi-tiered assistance that also involves organizational strengthening, policy formulation, and institution building.

● A Variety of Components of Technical Cooperation

1. Dispatch of Experts

Japanese experts are dispatched to developing countries to provide necessary technologies and knowledge to government officials and specialists (the counterparts) of developing countries. At the same time, the experts cooperate with their counterparts to develop and disseminate technologies and systems that are suitable for the partner countries.

2. Technical Training (The Knowledge Co-Creation Program)

JICA provides competent personnel of developing countries who are responsible for social and economic development, with training on knowledge and technology that meet the needs of each country. Such training is provided in Japan and other countries.

3. Technical Cooperation Projects

Technical cooperation projects, which use the optimal combination of the "dispatch of experts" and "technical training" as well as "provision of equipment," are the core operation of JICA's technical cooperation.

Science and Technology Research Partnership for Sustainable Development (SATREPS) is one type of JICA's technical cooperation projects [→ see page 53].

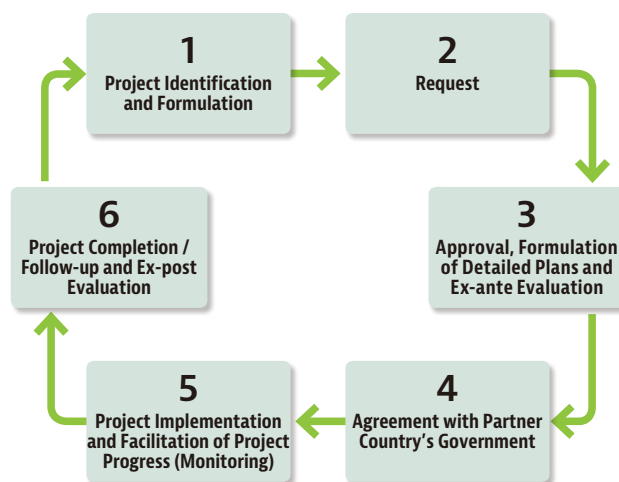
4. Technical Cooperation for Development Planning

JICA assists developing countries in formulating policies and public works plans. In the process, JICA transfers surveying,



Myanmar: At the Yangon broadcasting center of the state-run Myanmar Radio and Television (MRTV), a Japanese expert checks the movements of staff members in an operation room of a shooting studio as a part of the Project for Capacity Development of the Myanmar Radio and Television. [Photo by Shinichi Kuno]

Project Cycle



analyzing, and planning methods to counterparts in the partner countries.

● Project Cycle

Technical cooperation basically follows the process described below:

(1) Project Identification and Formulation

JICA identifies and formulates technical cooperation projects through interactive approaches, such as discussions with the partner country and needs assessment by JICA overseas offices.

(2) Request

The Japanese government receives a request for technical cooperation from the partner country's government.

(3) Approval, Formulation of Detailed Plans and Ex-Ante Evaluation

The Ministry of Foreign Affairs (MOFA), the concerned ministries, and JICA examine the request and approve it if they find it appropriate. This is followed by the exchange of a *note verbale* on the approved project between the Japanese government and the partner country's government. A detailed planning survey is conducted for ex-ante evaluation if necessary.

(4) Agreement with the Partner Country's Government

JICA and the executing agency of the partner country's government agree on the objectives and specific activities of the project.

(5) Project Implementation and Facilitation of Project Progress (Monitoring)

During the project, JICA and the partner organization will regularly monitor the progress of the project to pursue the outcomes.

(6) Project Completion / Follow-up and Ex-Post Evaluation

After project completion, follow-up cooperation is provided if necessary. Ex-post evaluation is conducted about three years after project completion.

The Knowledge Co-Creation Program (KCCP)

Technical Cooperation Implemented in Japan

● Sharing Japan's Experience with the World

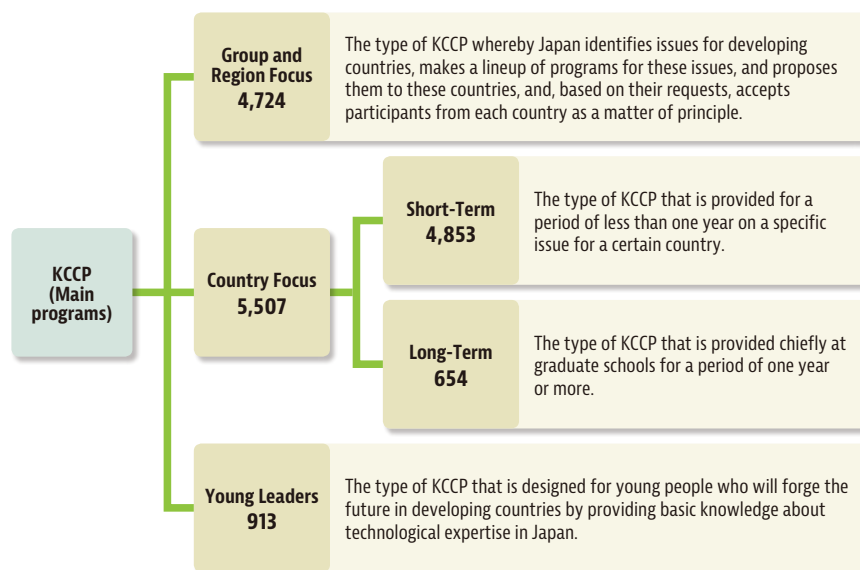
The Knowledge Co-Creation Program (KCCP) invites participants from developing countries, mainly government officials, to Japan for training. JICA hosts approximately 10,000 participants every year mainly at its 12 domestic offices across Japan with the support of various domestic partners, including the central and local governments, universities, research institutes, private-sector enterprises, public-interest organizations, and NGOs. The cumulative total of the participants in KCCP since its launch in 1954 amounts to 360,000.

Implementation of the Knowledge Co-Creation Program has significance with regard to the utilization of Japan's development experience and know-how by adapting them to each partner country, rather than only sharing Japan's advanced technologies and skills. This program, globally unique in terms of its scale and diversity, is an essential tool of JICA's technical cooperation utilizing Japan's own knowledge, skills, and development experiences to promote human resource development and to solve development issues in partner countries.

● Implementation of the Strategic Knowledge Co-Creation Program

KCCP brings a number of secondary effects. For one, interacting with Japanese people and experiencing Japanese culture in Japan promote better understanding of the country for the participants. For another, on-site activities as part of the program also benefit Japanese society.

Number of Participants in KCCP in Fiscal 2017



For instance, private and public organizations in Japan can obtain direct information about developing countries and build relationships that may lead to the expansion of their overseas operations. In addition, Japanese students and researchers can acquire a greater global perspective by interacting with the participants.

In this way, KCCP plays a fundamental role in realizing effective development cooperation in addition to offering the opportunity to encourage participants—who will forge the future in

developing countries—to understand Japan. It also contributes to globalizing Japan's regional communities as well. These are the ideas behind KCCP.

Along with the current remarkable growth of developing countries, JICA recognizes them as important partners and will improve and enhance the Knowledge Co-Creation Program based on the concept of "co-creation," which produces new values through interactive learning among the participating countries and Japan.

JICA-Net

Toward International Cooperation That Transcends the Restriction of Time and Distance

JICA-Net is a distance technical cooperation modality provided by JICA. It expands the possibility of international cooperation through activities such as joint work and learning of technologies across distant sites, and studies using digital archives on development experiences in Japan and in developing countries.

JICA-Net Library

JICA-Net library is operated to assist JICA activities by storing and publishing multimedia-based learning materials, seminar materials, and other digital contents that were developed in JICA's technical cooperation. JICA-Net digital content is distributed through the JICA-Net Library.

The total number of visits to the JICA-Net Library for fiscal 2017 almost tripled from a year earlier, due in large part to the launch of external public relations through JICA's official SNS.

Changes in the Number of Visits to the JICA-Net Library (FY2013 - FY2017)



JICA-Net Library URL: [JICA website https://jica-net-library.jica.go.jp/en2/index.html](https://jica-net-library.jica.go.jp/en2/index.html)

Finance and Investment Cooperation

In many developing countries, economic and social infrastructure, including electricity, gas, transportation, water supply and sewerage systems, is underdeveloped. Furthermore, in recent years, in addition to poverty, global issues such as HIV/AIDS and other communicable diseases, air and water pollution, climate change, conflicts and terrorism, and financial crises have emerged. To address these issues, the international community set the Sustainable Development Goals (SDGs) as common goals, while individual countries have formulated various measures.

Under the Development Cooperation Charter, Japan is also committed to addressing the challenges facing the international community, especially development and humanitarian issues. JICA supports developing countries under this principle.

Finance and Investment Cooperation is a type of ODA that lends or invests relatively large amounts of development funds under concessional terms to developing countries and regions to support their efforts for their growth and development.

ODA Loans

● Support and Emphasize Ownership by the Developing Country

Ownership of developing countries is crucial for economic growth and poverty reduction in these countries. ODA Loans, which require repayment, promote efficient use of the borrowed funds and appropriate supervision of projects, thereby encouraging developing countries' ownership in the development process.

In addition, as ODA Loans are financial assistance with a repayment obligation, this method of assistance places a relatively small fiscal burden on the Japanese government and represents a sustainable instrument for ODA.

● Project Cycle

ODA Loans follow the six steps shown in the upper-right chart. These steps are called the Project Cycle, as lessons learned from ex-post evaluations implemented at the final stage will be fed back into preparations for new projects.

● Types of ODA Loans

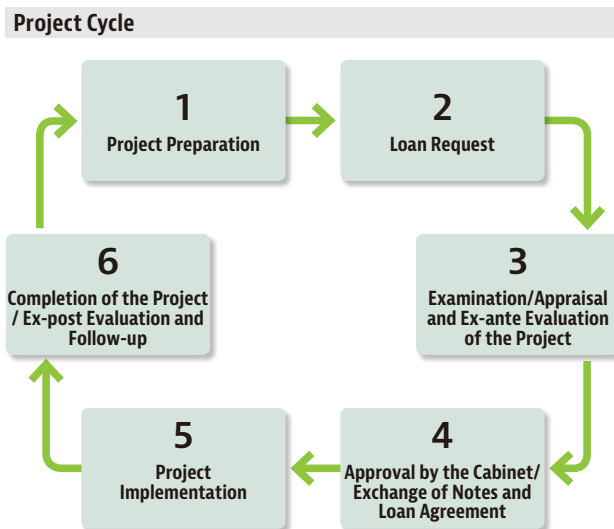
1. Project-Type Loans

(1) Project Loans

Project loans are a major type of ODA Loan that finance projects such as roads, power plants, irrigation, water supply, and sewerage facilities. The loans are used for the procurement of facilities, equipment, services, and for conducting civil and other related work.

(2) Engineering Service (E/S) Loans

Engineering Service (E/S) loans are financed for engineering



services necessary in the stage of survey and planning of projects, especially for large-scale projects and projects that involve many uncertainties. These services include detailed data collection on project sites, detailed designs, and preparation of bidding documents. In the same manner as project loans, the project's overall necessity and relevance must be confirmed through a feasibility study (F/S) or other suitable procedures.

(3) Financial Intermediary Loans (Two-Step Loans)

Financial intermediary loans are implemented through the financial institutions of the recipient country based on the policy-oriented financial system of the recipient country. These loans provide funds necessary for the promotion of small and medium enterprises, agriculture, other specified industries, and construction of facilities to improve living standards of the people with low incomes. These loans are known as "two-step loans" (TSL) because under the process, funds pass through two or more financial institutions before the end-beneficiaries receive the funds. Under this type of loan, funds can be provided to a large number of end beneficiaries.

(4) Sector Loans

Sector loans are for materials, equipment, services, and consulting services required for implementation of development plans in a specific sector consisting of multiple subprojects. It allows the smooth implementation of small subprojects dispersed across the borrowing country.

2. Program Loans

Program loans support the implementation of national strategies and poverty reduction strategies of developing

countries that aim to improve policies and to implement system reforms.

In recent years, the type of loan that is incorporated into the borrowing country's budget based on the achievement of strategic goals by the borrowing country's government is getting more common. The confirmation process of the achievements involves consultations on future reform items to support developing countries with policy and institutional reforms within a long-term framework.

Private-Sector Investment Finance

● Support for Development Projects by the Private Sector in Developing Countries

In recent years, the importance of the private sector in economic and social development in developing countries has been steadily increasing, as international organizations as well as European and U.S. donors greatly boost their support for the private sector.

Private-Sector Investment Finance (PSIF) aims to stimulate economic activity and improve the people's standard of living in developing countries through equity investments and loans for projects undertaken in developing countries by the private sector.

● Scope of Support

PSIF is adopted for projects with high development effectiveness, categorized as follows: (1) infrastructure and growth acceleration; (2) SDGs and poverty reduction; and (3) climate change.

● Organizational Structure of Risk Assessment and Control

PSIF is implemented with an appropriate organizational structure for risk assessment and control. In addition to mutual checks and controls among the departments concerned, JICA conducts portfolio management for the whole of PSIF through an independent account¹ and reinforces its capacity for project implementation, risk assessment, and management.

1. In the Private-Sector Investment Finance independent account, loans totaled ¥13,053 million, affiliate companies' stock was ¥43,546 million, and investment securities were ¥4,701 million as of March 31, 2018. Ordinary revenues were ¥19,752 million (including dividends on investments of ¥19,319 million) and net income was ¥15,211 million in the year ended March 31, 2018. The independent account received the assets of the Private-Sector Investment Finance operations on October 1, 2008, when JICA was established under its current structure.

Ordinary revenues consist of dividends on investments, interest on loans, and other revenues from Private-Sector Investment Finance; ordinary expenses consist of loss on valuation of affiliated companies' stock, loss on investment securities, interest on borrowing, provisions for the allowance for possible loan losses, outsourcing expenses, and other items involving Private-Sector Investment Finance. Revenues and expenses that are not directly related to Private-Sector Investment Finance (depreciation, real estate expenses, personnel expenses, etc.) are not included in the independent account revenues and expenses.

JICA's First Dollar-Denominated Loan

In its traditional ODA Loan operations, JICA determined loan amounts, disbursed them, and received repayments, all in Japanese yen. Some developing countries, however, expected dollar-denominated loans, to take foreign exchange risks and currency swap costs into consideration.

To meet this particular need, JICA introduced Japanese ODA Loan with Currency Conversion Option² in 2012, thus enabling the repayment of ODA Loans in US dollars. Under this scheme, however, unpaid portions of debts needed to be managed in Japanese yen because the scheme was designed to denominate and disburse loans in Japanese yen terms. The scheme also involved currency conversion from Japanese yen to US dollars for the debt on completion of the loan disbursement, thus exposing the borrowing countries to exchange rate fluctuations as before.

Under these circumstances, the Japanese government set out a plan to create dollar-denominated loans³ in the Follow-up Measures of "the Partnership for Quality Infrastructure" announced in November 2015. This type of loan is designed to allow determination of the loan amounts and disbursement and repayment of the loans in US dollars in order to enhance the attractiveness of Japanese ODA Loans for developing countries. JICA's first dollar-denominated loan was launched in November 2017, provided to Jamaica as the Energy Management and Efficiency Programme.

The introduction of dollar-denominated loans is expected to make Japanese ODA Loans more attractive for borrowing countries, as it will significantly reduce foreign exchange risks and currency swap costs for them.



Ceremony of signing an agreement on a dollar-denominated loan for Jamaica

2. For the details of the scheme, visit JICA's web page on "Currency Conversion Option" [https://www.jica.go.jp/english/our_work/types_of_assistance/oda_loans/currency/index.html]

3. Dollar-denominated loans are part of JICA's ODA Loan operations.

Grants

● Building Foundations for the Future of Developing Countries

Grants are a type of financial assistance in which funds are granted to a developing country to support construction work or services such as procuring equipment and materials that are necessary for socioeconomic development. Since Grants are financial assistance with no obligation for repayment, they target mainly developing countries with low income levels.

Assistance is provided mainly for development of socioeconomic infrastructure, such as hospitals, schools, water supply systems, irrigation systems, roads, bridges, ports, and power supply. In recent years, assistance has also been extended for peacebuilding, developing business environments, disaster prevention and reconstruction after disasters, measures to cope with climate change, and development of human resources for those who will play important roles in their own countries' policymaking.

Where necessary, technical guidance for operation and maintenance is also provided so that the facilities and other systems financed by Grants are sustainably managed.

● Project Cycle

Grants are carried out in a project cycle consisting of six major steps, as described in the chart at right. Lessons learned from ex-post evaluations will be utilized for preparing new projects.

● Types of Grants Implemented by JICA

1. Project Grants

This is a type of Grant in which the government of a partner country enters contracts with consultants or contractors to build facilities or to procure equipment and materials. It is mainly used for establishing foundations for basic human needs or for building socioeconomic infrastructure.

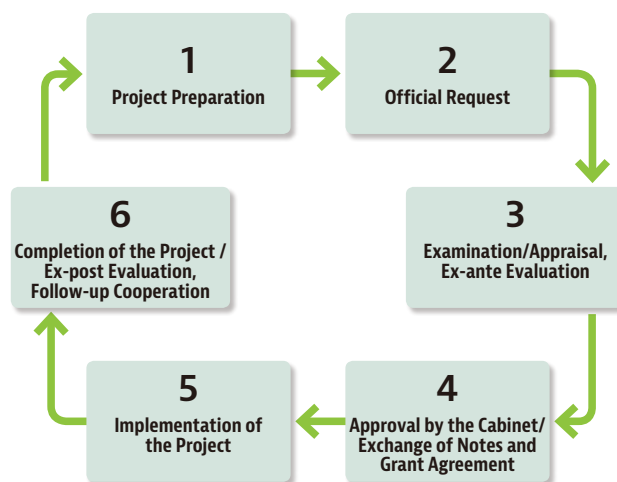
2. Program Grants

This is a type of Grant in which multiple subprojects are implemented in a flexible manner under a single Grant program.



Cambodia: A Japan-made surgical X-ray fluoroscopy system provided to a hospital in Svay Rieng Province, Cambodia, in a Grant project. This project also involves the construction of a three-story building that includes a number of departments (general outpatient, emergency outpatient, obstetrics-gynecology, etc.) as well as the provision of training for appropriate operation and maintenance (O&M) of various kinds of medical equipment provided. The integration of O&M into the project enhances inclusive support.

Project Cycle



When assisting restoration or reconstruction from disputes or disasters, prompt and flexible responses to a variety of rapidly changing needs are required. Therefore, this type of Grant was applied to projects such as the project for restoration and reconstruction after disasters caused by Typhoon Yolanda that struck the Philippines.

3. Grants in Association with an International Organization

This is a type of Grant in which an Exchange of Notes and a Grant Agreement are signed with an international organization to implement a project for the government of a partner country while making use of the expertise of the international organization.

4. Grants through Budget Support

This is a type of Grant in which budget support is provided for a developing country for purposes such as the promotion of a poverty-reduction strategy that is a comprehensive development plan for the country's socioeconomic development.

In this type of Grant, there are categories such as "general budget support," in which purposes and expense items are not specified, and "sector budget support," in which purposes and expense items are limited to a certain sector.

● Grants for Human Resource Development

This is a type of Grant in which a scholarship for graduate study in Japan is provided to promising government officials and other personnel who will likely become leaders in partner countries. After returning home, they are expected to play an active role in formulating and implementing socioeconomic development programs as experts. They are also expected to help further strengthen friendly relations between Japan and partner countries as supporters with a positive understanding of Japan.

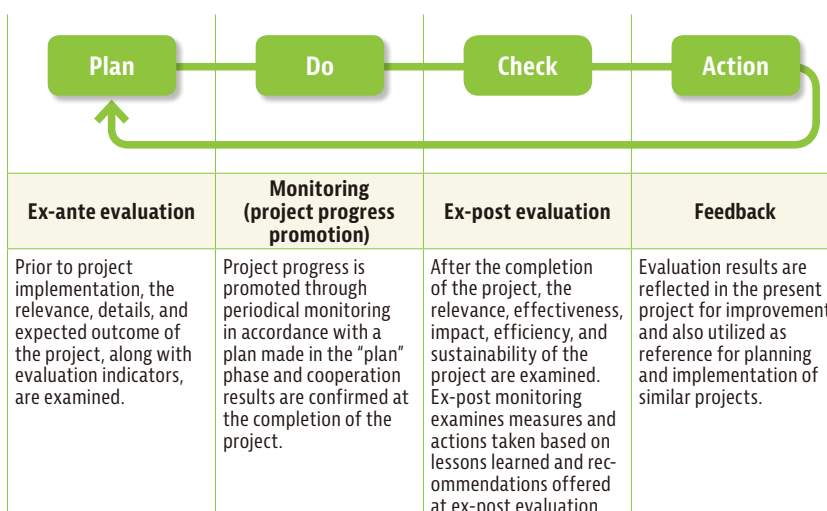
Operations Evaluation

● Consistent and Coherent Evaluation

In order to further improve its projects and ensure accountability to stakeholders while aiming to enhance the development results of assistance efforts, JICA utilizes a common framework for monitoring and evaluation that encompasses the project formulation, implementation, post-implementation, and feedback stages.

Moreover, JICA is aiming to conduct consistent evaluations of projects, including Technical Cooperation, Finance and Investment Cooperation, and Grants in line with the plan-do-check-action (PDCA) cycle, using the Criteria for Evaluating Development Assistance laid out by the Development Assistance Committee (DAC) of the Organization for Economic Co-operation and Development (OECD) as an international ODA evaluation criteria [→ see table below], as well as using its own rating system.

PDCA Cycle



● Comprehensive and Cross-Sectoral Evaluation and Analysis

In addition to evaluating individual projects, JICA conducts thematic evaluations, in which multiple projects are selected for comprehensive and cross-sectoral evaluation and analysis; specific development issues and assistance methods are also chosen for evaluation. Conducting evaluation and analysis from a specific point of view that is different from that of project

Evaluation Perspectives Using the DAC Criteria for Evaluating Development Assistance

Relevance	Examines the extent to which the aid activity is suited to the priorities and policies of the target group, partner country, and donor. Does the goal of the aid activity meet the needs of beneficiaries? Are the activities and outputs of the program and project consistent with the overall goal and the attainment of its objectives?
Effectiveness	Mainly measures the extent to which a program or a project attains its objectives.
Impact	Examines positive and negative changes as a result of the project. This includes direct and indirect effects and expected and unexpected effects.
Efficiency	Measures the outputs in relation to the inputs to determine whether the aid uses the least costly resources possible to achieve the desired results.
Sustainability	Measures whether the benefits of the project are likely to continue after the closure of the project.

evaluations provides recommendations and lessons common to the selected sector.

In fiscal 2017, evaluation methodologies applicable to the Science and Technology Research Partnership for Sustainable Development (SATREPS), Private-Sector Investment Finance, and projects in vulnerable countries were examined, and lessons learned for special economic zone development were identified and analyzed.

● Ensuring Objectivity and Transparency

JICA conducts external evaluations for ex-post evaluations that provide an objective view of project implementation results. An external third-party makes objective evaluation judgments for projects over a certain size, and the results of the evaluations are published on the JICA website to ensure the transparency of these evaluations. Furthermore, in order to improve the quality of evaluation, advice on the evaluation method, structure, and the entire system is provided periodically by the Advisory Committee on Evaluation consisting of third-party experts.

● Emphasis on the Utilization of Evaluation Results

JICA's operations evaluation is also designed to feed evaluation results back to the processes of planning and implementing similar projects to improve their quality. Such feedback is also utilized to further strengthen JICA's cooperation strategies. At the same time, JICA makes efforts to reflect the evaluation results in its development policies and the respective projects of partner countries by feeding back the evaluation findings.

See the Annual Evaluation Report for the details of project evaluations [→ JICA's Web page: https://www.jica.go.jp/english/our_work/evaluation/reports/2017/index.html]
Use the lookup function to see evaluations of individual projects [→ JICA's Web page: <https://www2.jica.go.jp/en/evaluation/index.php>]

Environmental and Social Considerations

● JICA's Guidelines for Environmental and Social Considerations

A project aiming for social and economic development nevertheless may involve a risk of causing negative impacts on the environment including air, water, soil, and/or ecosystem as well as negative impacts on society such as involuntary resettlement or infringement of rights of indigenous peoples. In order to achieve sustainable development, the project's impacts on the environment and society must be assessed, and costs to avoid or minimize those impacts must be integrated into the project itself.

This internalization of the cost that reduces environmental and social impacts into the development cost is the gist of environmental and social considerations (ESC). JICA Guidelines for Environmental and Social Considerations (ESC Guidelines) are guides that set forth JICA's responsibilities and required procedures, together with obligations of partner countries and project proponents, in order to put ESC into practice. JICA runs projects with appropriate ESC put into practice in accordance with the ESC Guidelines.

The ESC Guidelines, in languages including English, Chinese, French, and Spanish, as well as related documents such as Frequently Asked Questions are available on JICA's website.*

[➔ https://www.jica.go.jp/english/our_work/social_environmental/guideline/index.html]

● Application of the ESC Guidelines

JICA's partners, including host countries, borrowers, and project proponents (hereinafter referred to as "project proponents etc."), bear the primary responsibility for ESC. JICA's role is to examine the ESC undertaken by the project proponents etc. in their development projects and to provide necessary support to ensure that the appropriate ESC are put into practice and that adverse impacts are avoided or minimized to an acceptable level. Procedures taken by JICA include the followings:

1. Reinforcement of ESC

JICA provides various assistance to project proponents etc. to ensure that appropriate ESC are put into practice. For example, in the planning stage of a project JICA may provide assistance for the survey and other procedures related to ESC within its Preparatory Survey or Detail Design. JICA also enhances the capacity of project proponents etc. in ESC through Knowledge Co-Creation Programs and technical cooperation projects.

Aiming at reinforcing Japan's support system, JICA provides capacity-building programs for consultants etc., as well as collects information on ESC in developing countries. In addition to these efforts, JICA also engages in dialogues and shares information regarding ESC with development partners including the World Bank and Asian Development Bank.

2. Confirmation of ESC

JICA examines and confirms that the ESC are put into practice by the project proponents etc. at various stages of the project including formulation, review, implementation, and post evaluation. JICA's procedure consists of three processes: Screening in which projects are classified into four categories based on the magnitude of their potential impacts; Environmental Review in which JICA examines and evaluates the ESC during the review of the project proposal; and Monitoring in which JICA follows up on the ESC activities for a certain period of time including the post-completion stage.

Screening is a process in which JICA classifies the project into one of four Environmental Categories based on the magnitude of its impacts inferred from information provided by the project proponents etc. The categories are: A (likely to have significant adverse impacts), B (potential impacts are less adverse than A), C (minimal or little impact), and FI (JICA provides fund to a financial intermediary where subprojects could not be identified prior to JICA's approval). JICA then follows the ESC procedures set by the ESC Guidelines in accordance with the category of the project.

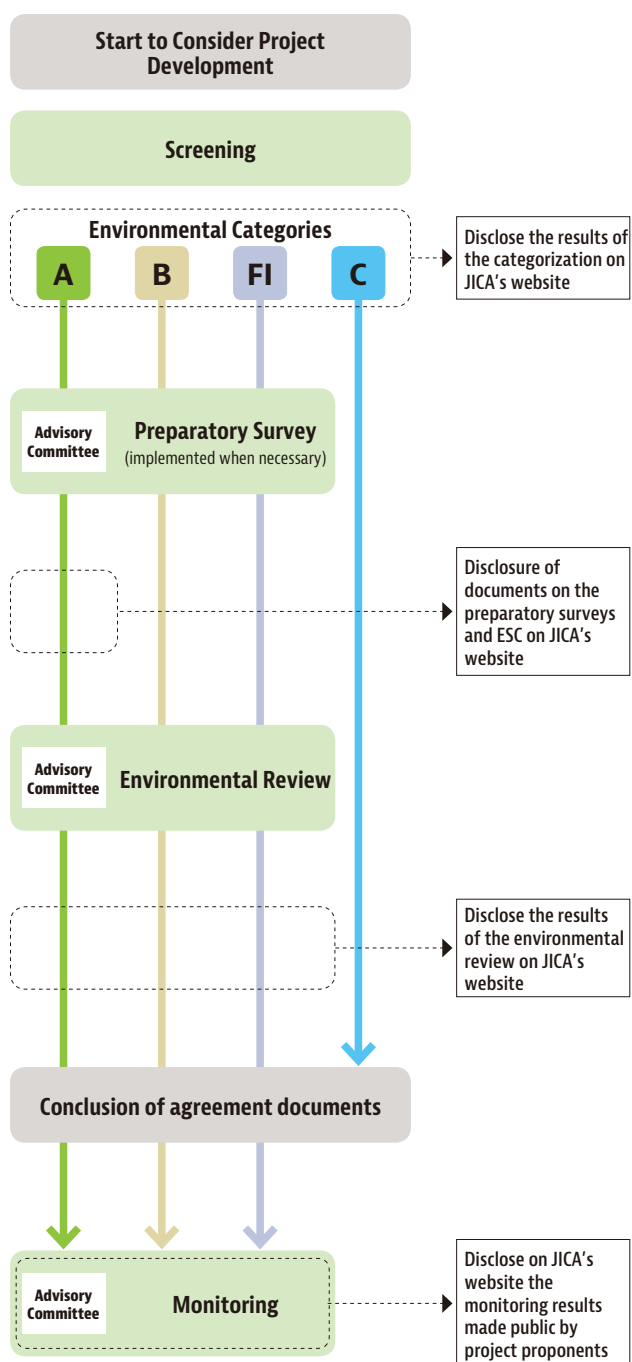
In Environmental Review, JICA confirms the possible environmental or social impacts together with countermeasures to be taken by the project proponents etc., through examination of documents including an environmental impact assessment (EIA) report and Environmental Checklist that indicates the state of ESC, which are provided by the project proponents etc. For category A projects, JICA holds a discussion with the project proponents etc. to confirm the positive and negative impacts of the project based on the EIA report and other documents related to ESC. Then JICA evaluates the proposed measures for avoidance, minimization, mitigation, or compensation for the adverse impacts, as well as measures to enhance the positive impacts on the environment and society.

JICA secures the transparency of the Environmental Review by disclosing relevant documents including the EIA report on its website prior to the process.

Monitoring for ESC is carried out by the project proponents etc. Regarding the project in categories A, B, and FI, JICA confirms the results of monitoring of significant environmental impact items for a certain period of time. If any necessity of improvement is identified during monitoring, JICA urges the project proponents, etc. to devise appropriate countermeasures and provides necessary support. More and more projects that are subject to the current ESC Guidelines—which were put in force more than eight years ago—are now in their implementation stages. Accordingly, JICA focuses on strengthening the monitoring verification framework.

* The current ESC Guidelines apply to projects requested in July 2010 onward. For projects requested by June 2010, either JICA's former ESC Guidelines (April 2004) or JBIC's Guidelines for Confirmation of Environmental and Social Considerations (April 2002) apply, depending on the scheme.

Flowchart for Environmental and Social Consideration Procedures



3. Advisory Committee for Environmental and Social Considerations

The Advisory Committee for Environmental and Social Considerations has been established by JICA as an independent council that advises JICA on its examination and support of ESC. The committee consists of external experts in the relevant field who were impartially selected following a public advertisement. During fiscal 2017, there were 10 plenary meetings held as well as 22 meetings of Working Group in which the group of committee members assigned by the plenary meeting investigated the particular project, and the committee provided advice on examination and support of ESC for 20 projects. The list of

the committee members and the minutes of plenary meetings (in Japanese) are available on the Environmental and Social Considerations page on JICA's website.

4. Objection Procedures

In addition to the measures mentioned above, JICA has established the Objection Procedure as a fail-safe mechanism to ensure its compliance with the ESC Guidelines. By following this procedure, residents or its agent of the partner country who is affected or is likely to be affected by the project due to non-compliance with JICA's ESC Guidelines can file an objection with JICA.

Contents of the objection will be reviewed by the Examiners who are independent of the Operational Department of JICA. The Examiners inspect the facts relating to compliance or non-compliance with the ESC Guidelines and report the findings to JICA's president. If a problem or a dispute is identified as a result of non-compliance with JICA's ESC Guidelines, Examiners will encourage a dialogue between the Requester (person who raised the objection) and the project proponents, etc.

Documents providing an outline of Objection Procedures and the annual reports of the Examiners are available on the Environmental and Social Considerations page of JICA's website. During fiscal 2017, an objection was received regarding the project Support for Agricultural Development Master Plan for Nacala Corridor in Mozambique.

5. Information Disclosure

In order to maintain its accountability and transparency, JICA actively discloses information on ESC. Project proponents, etc. are primarily responsible for the disclosure of information regarding the project's ESC, but JICA itself also discloses key information about a project's ESC at appropriate times in the planning stage of a project based on the ESC Guidelines. Details and information are available on the Environmental and Social Considerations page on JICA's website.

6. Harmonization with Other Development Partners

The ESC Guidelines state that JICA's projects must not deviate significantly from the World Bank's Safeguard Policies, and that JICA should refer to the internationally recognized standards and good practices, including those of the international financial organizations, when appropriate.

To this end, JICA actively seeks harmonization of its ESC procedures with procedures of development partners including the World Bank and Asian Development Bank by maintaining close coordination and engaging in a joint mission on ESC in projects that are co-financed by other development partners. JICA also participates in international conferences and other events concerning ESC to keep up to date with global trends and to share its experiences, thus contributing to the improvement of the overall ESC.

Recruiting and Training Human Resources for International Cooperation

With major changes in the international community, aid needs are becoming increasingly more complex and diverse all the time. JICA has been undertaking a variety of programs to secure professionals capable of responding to these ever-changing needs.

● Securing Capable Personnel

Experts who will work on the frontline of JICA's various operations are generally selected either by open recruitment via the comprehensive international cooperation career information website called "PARTNER (the Participatory Network for Expert Recruitment)" or based on recommendations by stakeholder organizations, except for cases in which they are selected based on a consulting-service contract that was publicly bid. JICA is committed to recruiting and assigning suitable experts so as to contribute to better cooperation activities in developing countries.

In addition, JICA endeavors to secure people who can take on the positions of senior advisers and special advisers, ready to be sent overseas to international cooperation project sites at any time. The former, especially, contribute to the improvement of JICA projects based on their excellent expertise in their respective specialist fields.

● Training Human Resources for the Future

1. Internship Program

The Internship program is open primarily to undergraduate and graduate students in order to deepen their understanding of international cooperation as well as to develop them as professionals for international cooperation in the future. During fiscal 2017, JICA accepted a total of 121 interns at JICA offices in Japan and abroad and at overseas project sites.

2. Associate Expert Program

This program is designed to train future JICA experts from young professionals who have a certain level of expertise, career, and overseas activity experience in fields where human resources shortages are anticipated in the medium- to long-term. Those who have completed the program are sent to sites of JICA's overseas operations as JICA experts.

● Development of Personnel Ready to Work at Project Sites

JICA offers Capacity Enhancement Training, a program designed to provide information on recent trends in international cooperation, as well as opportunities to acquire expertise to address emerging challenges. In fiscal 2017, JICA offered 25 courses under this program. Of them, two courses—one on infrastructure management and the other on private sector development—were newly created to meet these emerging aid needs.

Overview of Programs in Fiscal 2017

Recruitment	
JICA Senior Advisors	107
Special Advisors	62
Openly-recruited or recommended and screened experts, including project formulation advisers	1,002 ¹
Training Human Resources	
Internship Program	121 participants
Master Degree Scholarship Program	3 participants
Associate Expert Program	30 participants
Capacity Enhancement Training	565 participants
Pre-Dispatch Training for JICA Experts	386 participants
Counter-terrorism Safety Seminars and Self-Defense Training	1,930 participants
Security Management Training in Collaboration with UNHCR eCenter	20 participants
The Comprehensive International Cooperation Career Information Website "PARTNER"	
Number of individuals registered on PARTNER (accumulated total)	30,394
Number of companies and organizations registered on PARTNER (accumulated total)	1,567
Number of information offerings on job openings (outside JICA), training, and seminars	4,994
Number of career consultations	262

Also, JICA organizes courses on international cooperation designed primarily for young development consultants, and pre-dispatch training sessions for professionals preparing to be sent abroad.

● Expansion of HR Base for International Cooperation

A website of JICA called PARTNER was designed with the principles of promoting international cooperation activities on an all-Japan basis. PARTNER is a comprehensive forum, providing information concerning a broad range of actors, such as international organizations, development consultants, international cooperation NGOs and NPOs, national and local governments, universities, and private companies, including SMEs, as well as JICA. With more than 300,000 individuals and over 1,500 companies and organizations registered, PARTNER is widely utilized as a common international cooperation platform from which information can be obtained concerning a great number of employment opportunities, training courses, seminars, and various events.

In the PARTNER program, JICA organizes seminars and offers consultations on career development in the international cooperation sector. In fiscal 2017, seminars for international cooperation human resources were held in Tokyo, Nagoya, and Osaka in which various actors in international cooperation areas were introduced. Job seminars were also held to provide information concerning actual international cooperation efforts. The topics included international organizations, Latin America and the Caribbean, urban and regional development, and career opportunities for female students in science majors.

1. Total number of expert dispatches during fiscal 2017 out of the experts (short-term and long-term) who have been selected either by open recruitment or based on recommendation. The figure does not include recruits on a consulting service contract.



Nepal: Children taking classes at elementary school
[Photo by Toshitaka Nakamura]

Organizational Management

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.

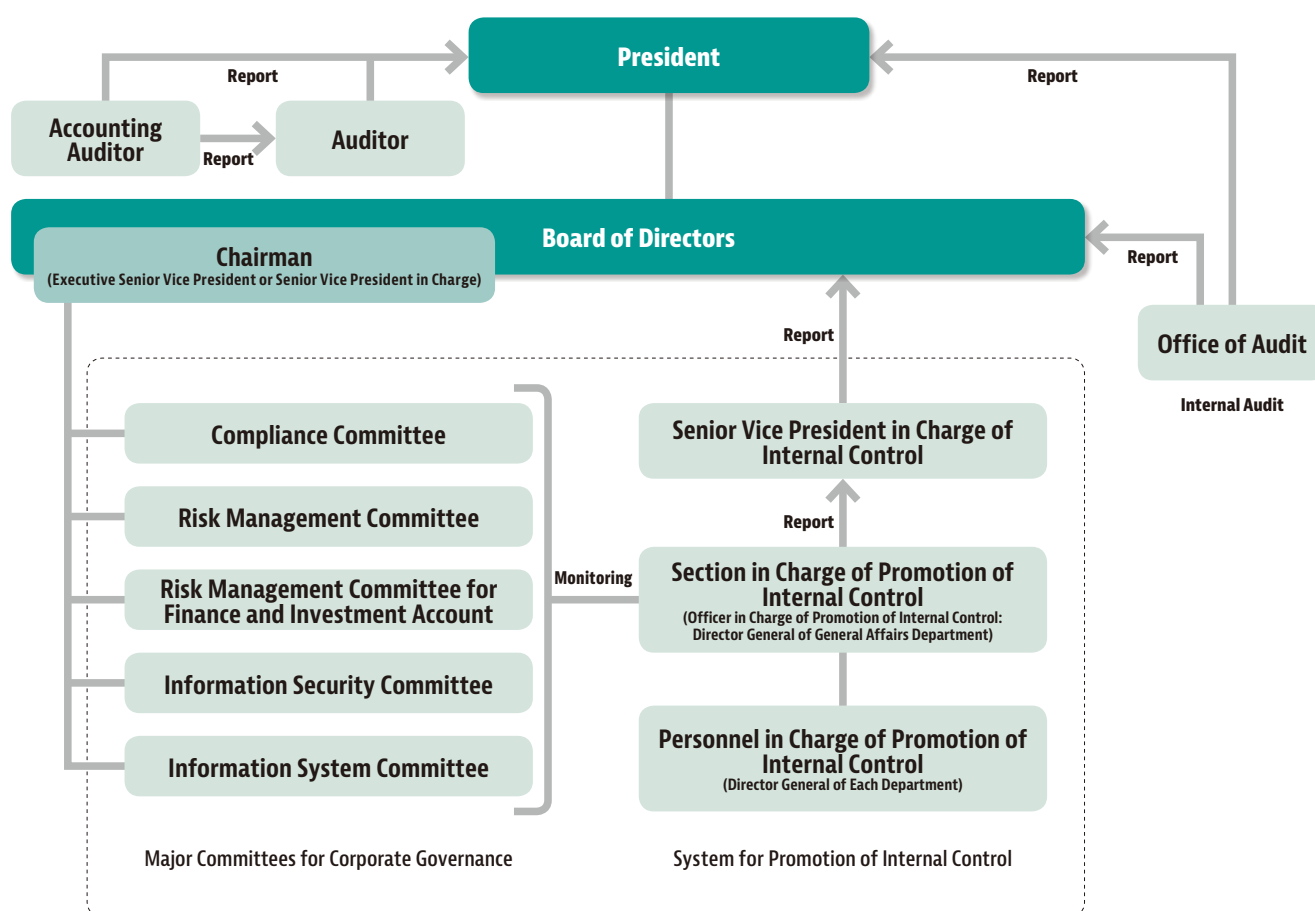
JICA has also established the Office of Audit as an inde-

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.

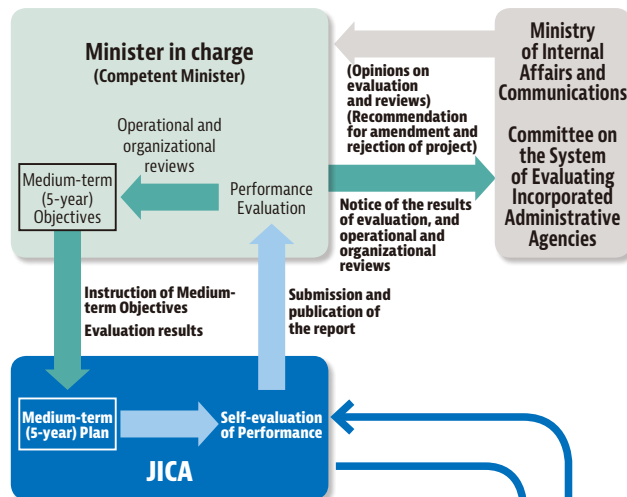
Meanwhile, the Committee on the System of Evaluating Incorporated Administrative Agencies, established under the Ministry of Internal Affairs and Communications, states its opinions, as necessary, on the content of Medium-term Objectives, Medium-term evaluations conducted by the competent ministers, 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

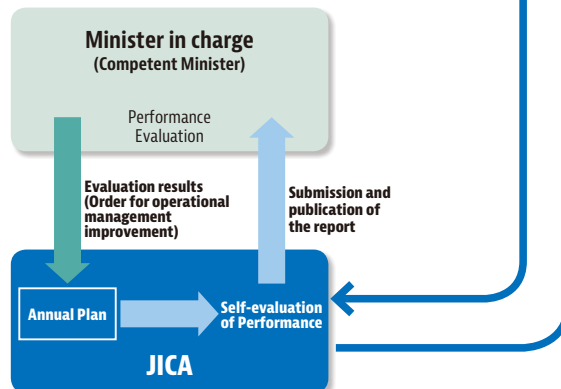
The 3rd Medium-term Plan (fiscal years 2012 to 2016) prioritized formulation and implementation of quality projects that are based on a concept of human security, with focus on poverty reduction, sustained economic growth, addressing global issues, and peacebuilding, which are the Japanese government's 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)

https://www.jica.go.jp/english/our_work/social_environmental/index.html

Public Relations Activities

From its headquarters as well as its domestic and overseas offices, JICA disseminates information concerning its programs and projects together with challenges facing developing countries and their relations with Japan through various media and activities.

In fiscal 2017, JICA launched a unified PR initiative that focuses on a specific topic for a specific period. The topics focused on were the 50th anniversary of the Association of Southeast Asian Nations (ASEAN) in August and Universal Health Coverage (UHC) in December.

● Website and Social Media

JICA's website and social media present issues surrounding developing countries, JICA's initiatives together with outcomes, and other features based on actual cases. JICA takes advantage of social media such as Facebook, Twitter, and YouTube to provide useful information not only in Japan but also abroad.

● JICA Magazines

The JICA monthly Japanese magazine *mundi* and its quarterly English magazine *JICA's World* contain special features on timely topics, including the latest and upcoming international conferences. These magazines also introduce JICA's initiatives on some of the challenges that are attracting growing attention. Assistance for refugees, businesses tackling the Sustainable Development Goals (SDGs), and people engaged in international cooperation were among the topics featured in fiscal 2017.

● For the Media

JICA's headquarters and domestic offices issue press releases on specific assistance operations. They also hold workshops on specific topics. The headquarters focuses on support activities that are characteristic of Japan as well as innovative activities by JICA. Domestic offices, on the other hand, focus on assistance chiefly extended by local governments, universities, small and medium enterprises (SMEs), and Japan Overseas Cooperation Volunteers (JOCVs) in respective localities.

For overseas media, JICA overseas offices issue press releases, hold workshops, and organize press tours to JICA's cooperation sites. In fiscal 2017, JICA invited newspaper reporters from 10 Southeast Asian countries to Japan on the occasion of the 50th anniversary of ASEAN, thus providing them with the opportunity to report on Japanese technology and experience.

● Events

JICA introduces its activities directly to the general public at international cooperation events such as Global Festa JAPAN, an annual event held in Tokyo, among others. JICA organizes such events of various kinds in Japan and abroad either independently or jointly with the Ministry of Foreign Affairs, local governments, universities, and NGOs, drawing

many visitors.

● JICA Official Supporters

Mr. Tsuyoshi Kitazawa, a former member of the Japan national football team, and Ms. Naoko Takahashi, the women's marathon gold medalist at the Sydney Olympic Games, have been working as JICA official supporters. They visited Colombia and Viet Nam, respectively, in fiscal 2017. They learned about the realities in these developing countries and JICA's various activities to address them, and their visits were extensively covered and reported by the media.



なんとか
しなきゃ!

Nantokashinakya Project

The Nantokashinakya Project (*nantokashinakya* means "We need to do something" in Japanese), called Nan-Pro, is to promote international cooperation through public participation. The project is jointly operated by the Japan NGO Center for International Cooperation (JANIC), the United Nations Development Programme (UNDP) Tokyo Office, the United Nations Information Centre (UNIC) Tokyo, and JICA. In partnership with celebrity members and member organizations that agree with the concept of Nan-Pro, this project shares information on the situation in developing countries and opportunities related to international cooperation.

To reach out to young people, Nan-Pro places more focus on the entertainment aspect. By aligning promotional events with web- and SNS-based PR, the project tries to stimulate interest in and action for international cooperation in society at large. In fiscal 2017, Nan-Pro placed special emphasis on explaining the SDGs in plain language.



Mr. Ichiro Yatsui, a Japanese entertainer, on his visit to a JOCV at work in Sri Lanka in a series reporting on the SDGs. In this series, Mr. Yatsui interviewed officials at NGOs, UN agencies, and businesses engaged in the SDGs and collaborated with a well-known YouTuber.

History of JICA

The former Japan International Cooperation Agency

January 1954	The Federation of Japan Overseas Associations is established.
April 1954	The Society for Economic Cooperation in Asia is established.
September 1955	The Japan Emigration Promotion, Co., Ltd. is established.
June 1962	The Overseas Technical Cooperation Agency (OTCA) is established.
July 1963	The Japan Emigration Service (JEMIS) is established.
April 1965	Japan Overseas Cooperation Volunteers (JOCV) Office is established by OTCA.
May 1974	Act of Japan International Cooperation Agency is promulgated.
August 1974	The Japan International Cooperation Agency (JICA) is established.
April 1986	Japan Disaster Relief (JDR) Team is formed.
December 2001	The reorganization and rationalization plan for special public institutions is announced by the Japanese government. Included in this reform plan is a measure transforming JICA into an incorporated administrative agency.
December 2002	The Law concerning the Incorporated Administrative Agency Japan International Cooperation Agency is promulgated.
September 2003	The Special Public Institution – JICA is dissolved.
October 2003	The Incorporated Administrative Agency – JICA is established.

The former Overseas Economic Cooperation Fund and the former Japan Bank for International Cooperation

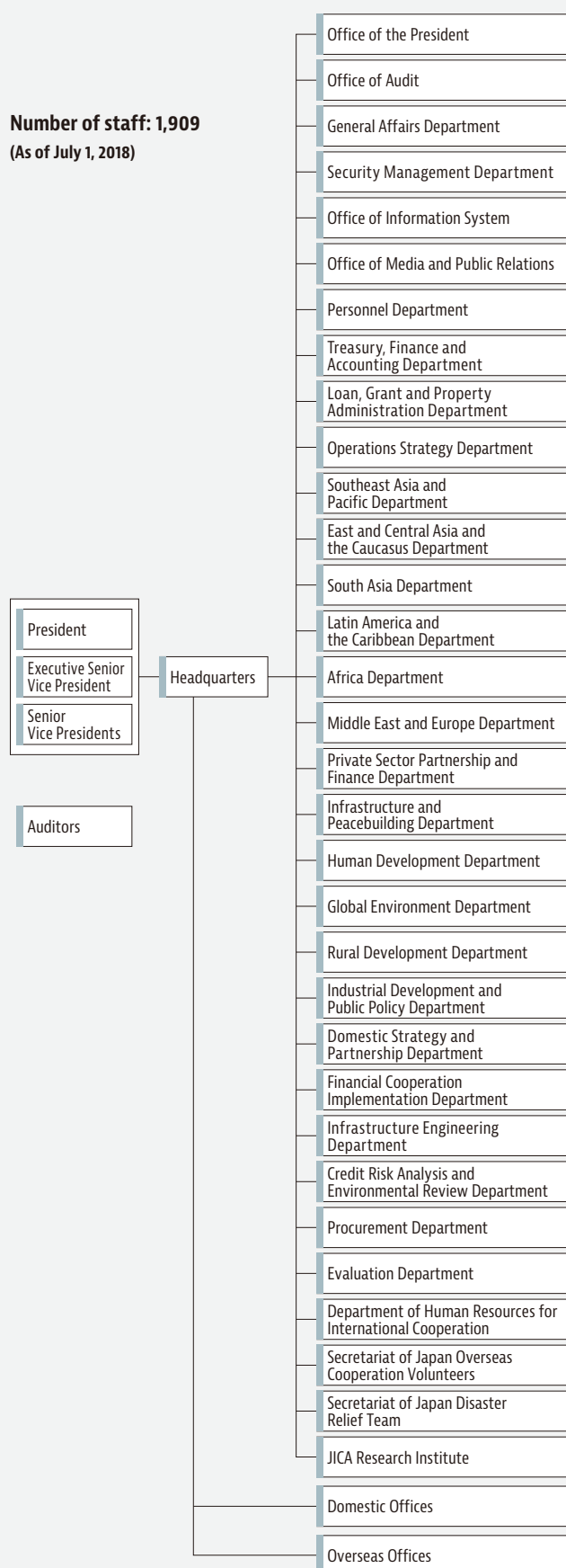
December 1960	The Overseas Economic Cooperation Fund Law is promulgated.
March 1961	The Overseas Economic Cooperation Fund (OECF) is established to take over management of the Southeast Asia Development Cooperation Fund from the Export-Import Bank of Japan (JEXIM).
March 1966	First OECF ODA Loan (to the Republic of Korea) is provided.
March 1995	The Cabinet decides to merge JEXIM and OECF.
April 1999	The Japan Bank for International Cooperation Law is promulgated.
October 1999	The Japan Bank for International Cooperation (JBIC) is established.

New JICA

November 2006	Act for partial amendments to the Act on the Incorporated Administrative Agency Japan International Cooperation Agency is promulgated.
October 2008	Operations of ODA Loans previously managed by the former JBIC (Overseas Economic Cooperation Operations) and a portion of Grants provided by Japan's Ministry of Foreign Affairs (MOFA) are integrated into the operations of JICA.
December 2008	JICA issues Fiscal Investment and Loan Program (FILP) Agency bonds (non-government guaranteed bonds) for the first time.
March 2012	The Framework for Supporting Japanese SMEs in Overseas Business is revised, setting the stage for JICA to launch assistance for this purpose.
October 2012	Private-Sector Investment Finance is fully resumed.
November 2014	First Euro-Dollar bonds guaranteed by the Government of Japan launched.
November 2015	Establishment of Dollar-denominated Japanese ODA Loans.
July 2016	Japan Overseas Cooperation Volunteers receive the Ramon Magsaysay Award, which is referred to as Asia's equivalent to the Nobel Peace Prize.
April 2017	The 4th Medium-term Plan is made public.

Organization Chart / Executive Officers and Auditors

Number of staff: 1,909
(As of July 1, 2018)



1. Number of executive officers and auditors: Pursuant to Article 7 of the JICA Act, there shall be one president and three auditors, and there may be one executive senior vice president and up to eight senior vice presidents.
2. Terms of office of executive officers and auditors: pursuant to Article 21 of the Act on General Rules for Incorporated Administrative Agencies, the term of office of the president is from the date of appointment until the last day of the mid-term plan currently in effect at the time of the appointment, and the term of office of each auditor is from the date of appointment until the date that the audited financial statements covering the final fiscal year of the mid-term plan for which such auditor is responsible are approved. Pursuant to Article 9 of the JICA Act, the term of office of the executive senior vice president, if any, is four years, and the term of office of the senior vice presidents, if any, is two years.
3. The names, current positions and previous positions of executive officers and auditors as of July 1, 2018 are as follows.

Title	Name	Date of Appointment
President	Shinichi Kitaoka	October 1, 2015 (Reappointment)
Previous Position:	President, International University of Japan	
Executive Senior Vice President	Kazuhiko Koshikawa	May 23, 2016
Previous Position:	Ambassador of Japan to Spain	
Senior Vice President	Hiroshi Kato	October 1, 2013 (Reappointment)
Previous Position:	Senior Special Advisor, JICA	
Senior Vice President	Shinya Ejima	October 1, 2016
Previous Position:	Director General, Operations Strategy Department, JICA	
Senior Vice President	Noriko Suzuki	October 1, 2016
Previous Position:	Director General, Secretariat of Japan Disaster Relief Team, JICA	
Senior Vice President	Masaaki Kato	December 1, 2016
Previous Position:	Chief Security Officer, JICA	
Senior Vice President	Toru Maeda	January 18, 2017 (Reappointment)
Previous Position:	Director General, General Affairs Department, JICA	
Senior Vice President	Koichi Hasegawa	October 1, 2017
Previous Position:	Executive Director, Asian Development Bank	
Senior Vice President	Shigeru Maeda	October 1, 2017
Previous Position:	Councilor, Planning Headquarters, National Institute of Advanced Industrial Science and Technology (AIST)	
Senior Vice President	Junichi Yamada	October 1, 2017
Previous Position:	Vice-President, JICA	
Auditor	Hiromi Machii	January 1, 2014 (Reappointment)
Previous Position:	Compliance Officer, SG Asset Max Co., LTD	
Auditor	Eiji Inui	October 1, 2015 (Reappointment)
Previous Position:	Director General, Africa Department, JICA	
Auditor	Nobuhiro Hayamichi	July 1, 2017
Previous Position:	Senior Audit Manager, Internal Audit Office, Panasonic Healthcare Holdings Co., Ltd.	

(Senior Vice Presidents and Auditors are listed in the order of their appointment.)

[→ Please refer to the [JICA website](#) for updates of this information.]

Please refer to pages 88 to 89 for a list of JICA's Domestic and Overseas Offices.

Domestic and Overseas Offices

Domestic and Overseas Offices (As of July 1, 2018)

Hokkaido Center

(Sapporo / Hokkaido Global Plaza)

TEL: +81-11-866-8333

4-25, Minami, Hondori 16-chome, Shiroishi-ku, Sapporo City,
Hokkaido 003-0026

(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

JICA Global Plaza

TEL: +81-3-3269-2911

10-5 Ichigaya Honmuracho, Shinjuku-ku, Tokyo 162-8433

Yokohama Center

TEL: +81-45-663-3251

3-1, Shinko 2-chome, Naka-ku, Yokohama City,
Kanagawa 231-0001

Komagane Training Center

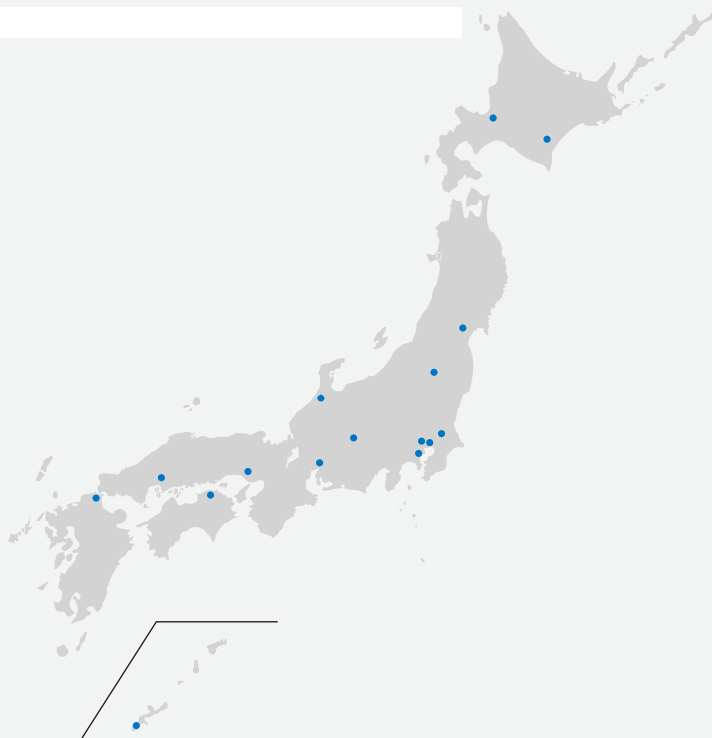
TEL: +81-265-82-6151

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

1-5-2, Wakinohama Kaigandori, 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

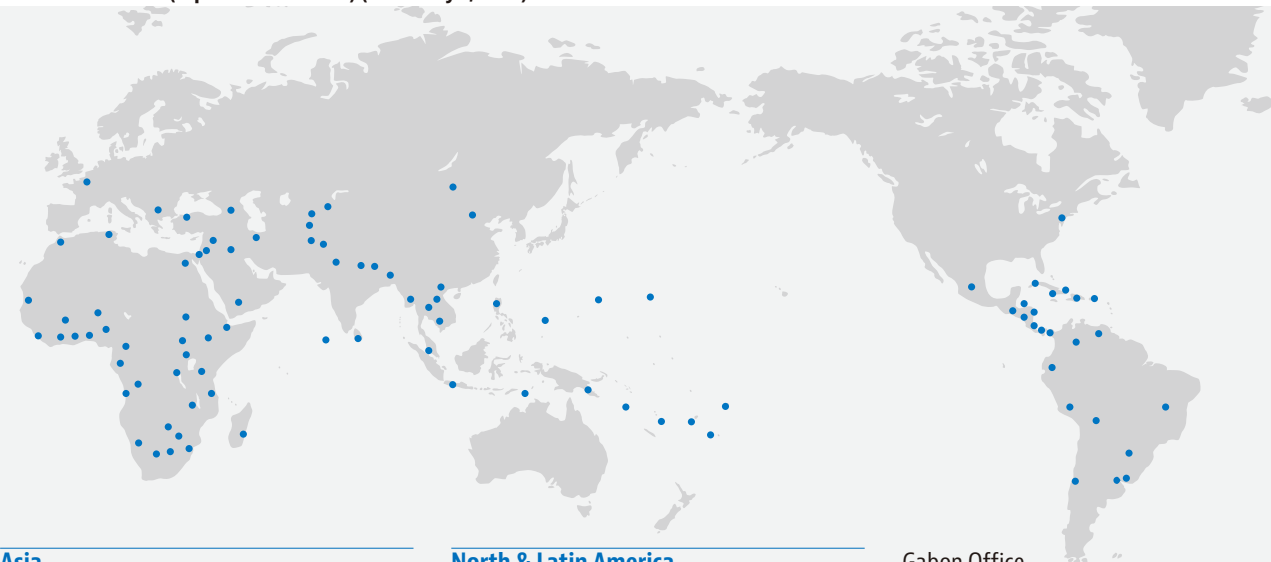
2-1, Hirano 2-chome, Yahata Higashi-ku, Kitakyushu City,
Fukuoka 805-8505

Okinawa Center

TEL: +81-98-876-6000

1143-1, Aza Maeda, Urasoe City, Okinawa 901-2552

Overseas Offices (Alphabetical order) (As of July 1, 2018)



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 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
Office in Gaza
Iran Office
Iraq Office
Jordan Office
Morocco Office
Syria Office
Tunisia Office
Yemen Office

Europe

Balkan Office
France Office
Turkey Office

Budget

1 General Account Revenue and Expenditure Budget (FY2018)

(¥ million)

Items	FY2018
Revenues	152,504
Operational grants (Initial budget)	149,764
Subsidies for facilities, etc.	862
Interest income and miscellaneous income	258
Contracted programs	73
Donations	18
Reversal of reserve funds carried over from the previous Mid-term Objective period	1,530
Expenditures	152,504
Operating expenses	141,949
Priority development cooperation issues	103,689
Partnerships with the private sector	8,449
Partnerships with various development partners	24,687
Strengthen foundations for operational implementation	5,125
Facilities	862
Contracted programs	73
Donation programs	18
General administrative expenses	9,603

Note 1. In some cases, the numbers do not correspond to the figures reflected in the "Total" section because of rounding estimates.
 2. Because Grant Aid planning is determined by cabinet decision, the budget, income and expenditure plan, and financial plan prescribed in Article 13, Paragraph 1, Item 3 (i) of the JICA Act (Act No. 136 of 2002), are not included.

2 Financial Plan for the Finance and Investment Account (FY2018)

(¥100 million)

	FY2018
Investment and loan	
ODA loans	12,993
Private-sector investment finance	637
Total	13,630
Source of funds	
Capital investment from the Government of Japan (GOJ)'s General Account	460
Borrowings from the Fiscal Investment and Loan Program (FILP)	6,184
Own funds, etc.	6,986
- FILP Agency Bonds	800
Total	13,630

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