



JICA 2022

JAPAN INTERNATIONAL COOPERATION AGENCY ANNUAL REPORT



Japan International Cooperation Agency (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.

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Mission

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

Vision

Leading the world with trust

JICA, with its partners, will take the lead in forging bonds of trust across the world, aspiring for a free, peaceful and prosperous world where people can hope for a better future and explore their diverse potentials.

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.

* A concept that focuses on each and every individual through protection of individuals from serious and wide-ranging threats to their survival, daily lives, and dignity and empowerment of people for sustainable self-reliance and community building, so that all people can reach their full potential.

Message

Connecting People and Countries, and Achieving the SDGs

I took office as JICA president once again on April 1, 2022, having previously served in the same position from April 2012 to September 2015. It is quite apparent that the world changed immensely in the six and a half years since I last led the organization.

The liberal international order currently faces the greatest challenges this century, including political unrest and upheaval in Myanmar and Afghanistan, and the Russian invasion of Ukraine which continues to produce large numbers of civilian casualties and refugees. The war in Ukraine is dealing yet another severe blow to the global economy—on top of the profound damage inflicted by COVID-19. Increasingly powerful natural disasters ascribed to climate change are also on the rise worldwide. The complex crises now underway threaten all humankind. They have a huge, disproportionate impact on the economies and societies of developing countries, foremost on the poor and most vulnerable, which in turn jeopardizes their chances of achieving the United Nations Sustainable Development Goals (SDGs).

It is vital for Japan to lead the world in promoting collaboration and cooperation if the international community is to overcome these crises and attain broad-based peace, stability, and prosperity. A Free and Open Indo-Pacific (FOIP) constitutes a key pillar of Japanese foreign policy, grounded in the universal values of freedom, democracy, and the rule of law, as well as principles such as freedom of navigation. We recognize that Japan will need to pursue efforts aimed at upholding and strengthening these fundamental values and principles with even greater vigor in the future.

As the agency in charge of administering Japan's ODA, JICA's guiding vision is, "Leading the world with trust." Our mission is to advance *human security* and *quality growth*. With this vision and mission, we engage across

four priority domains to realize the SDGs: People, Planet, Prosperity, and Peace. Likewise, to surmount the complex crises currently underway, we also strive to "build back better" in ways that create more resilient societies and shape a brighter future together.

In 2021, we launched the JICA Global Agenda (cooperation strategy for global issues) to maximize the collective impact of our development efforts. This Agenda provides direction for bringing together diverse domestic and international capabilities and strategically applying them to a wide range of issues, in order to help achieve the SDGs in partner countries and address global challenges.

Going forward, we will work with partner countries to overcome the COVID-19 crisis through endeavors like JICA's Initiative for Global Health and Medicine, which aims to strengthen health and medical systems in partner countries, and by supporting economic measures and extending assistance to socially vulnerable people. We will also champion climate change countermeasures that align with individual countries' circumstances and the essential goal of building resilient societies.

With a view to affirming universal values, JICA will further promote the rule of law, governance, and maritime security, as well as develop infrastructure helping to strengthen regional connectivity, especially in the Indo-Pacific, a region that is fast becoming a global hub of economic dynamism.

As for Ukraine, while continuing to monitor the situation there, JICA will extend support that rehabilitates fundamental infrastructure and meets the needs of Ukrainian refugees and the nearby countries hosting them. We will also use the knowledge and experience we have amassed from elsewhere to assist recovery and reconstruction in the country. Mindful of the dire conditions

resulting from the earthquake that struck Afghanistan in June 2022, we will continue offering support for a wide range of humanitarian needs, including projects in partnership with international agencies.

Recognizing the importance of investing in human resource development (HRD) for successful nation building, we will operate HRD programs in partner countries that leverage JICA's unique strengths. We will also continue to contribute to the development of future leaders who can foster a long-lasting bilateral relationship between each country and Japan, through initiatives such as the JICA Development Studies Program and JICA Chair that also disseminate Japan's unique development experience.

Alongside these efforts, we intend to utilize JICA's extensive domestic and international experience plus its human resources expertise to address the shrinking Japanese workforce—a fateful consequence of a falling birthrate and societal aging. By fostering responsible recruitment and acceptance of foreign nationals in Japan and the building of a more culturally varied and inclusive society, we simultaneously aim to strengthen mutually beneficial relations between Japan and partner countries.

JICA will work with various partners, extensively mobilize resources for development, and promote the utilization of science and technology—including digital technologies—to encourage innovative initiatives. We will also respect gender equality and diversity both in the management of projects and across our entire organization.

JICA's operations consist of the accumulation of daily activities on the ground, which cultivates deeper connections between countries and people alike. We have taken steps to scale up necessary international travel following the widespread disruptions brought upon it by COVID-19. This includes dispatching Japanese experts

and overseas cooperation volunteers abroad, as well as welcoming foreign participants for training programs in Japan. Indeed, we are determined to restore our frontline activities to pre-pandemic levels as swiftly as possible to convey an important and unequivocal message to our partners around the world: "Japan is back."



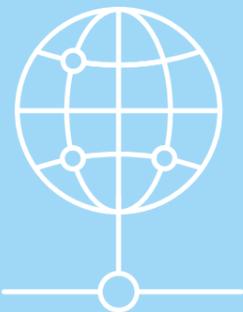
August 2022

TANAKA Akihiko
President
Japan International Cooperation Agency (JICA)

JICA at a Glance

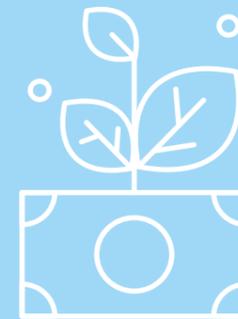
Overview of Operations (Fiscal 2021)

Scale of Operations by Region

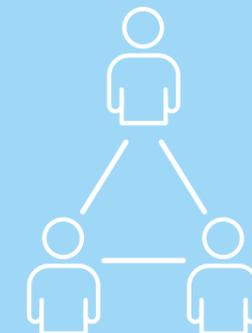


Notes)
 •The figures show the total value of JICA programs in each region, including Technical Cooperation (Training Participants, Experts, Study Teams, Provision of Equipment, Japan Overseas Cooperation Volunteers [JOCVs], Other volunteers, and Other costs), Finance and Investment Cooperation (commitment amount), and Grants (newly concluded G/As) in fiscal 2021.
 •Figures exclude JICA's cooperation for multiple countries or multiple regions and international organizations.

Scale of Operations by Type



Building people-to-people relationships



*1 Technical Cooperation expenses include Technical Assistance expenses managed under the Finance and Investment Account budget, but exclude administration costs.
 *2 Total commitment amounts of ODA Loan and Private-Sector Investment Finance.
 *3 Aggregated amount of Grants committed through concluding of respective Grant Agreements.
 *4 Figures are total of ongoing and newly accepted/dispatched.

Organization



96
overseas offices

as of July 1, 2022



15
domestic offices

as of July 1, 2022



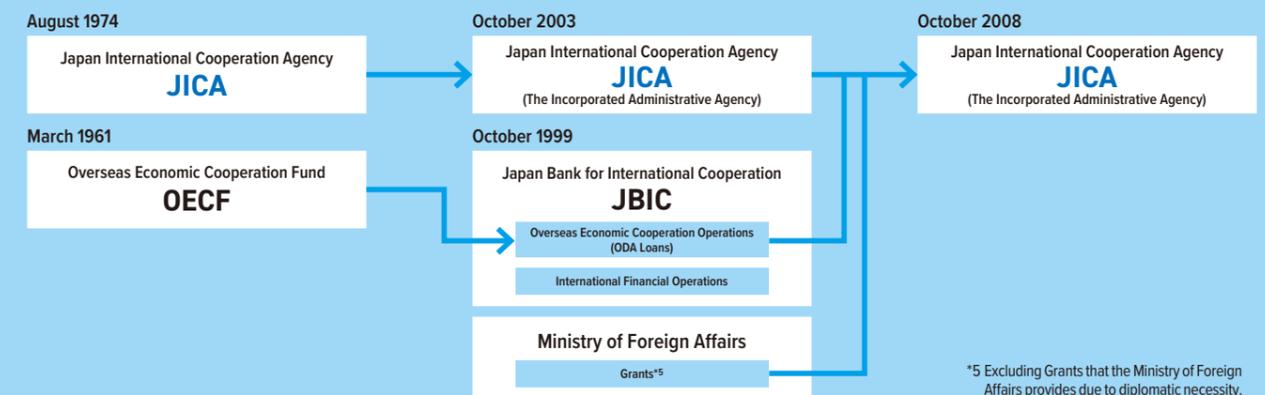
1,955
full-time staff

as of July 1, 2022



139
The number of developing countries and regions JICA cooperated with during fiscal 2021

History



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

ODA and JICA

The Significance of Japan's International Cooperation

Complex threats facing the world

Many countries in the world that are called developing countries face challenges such as poverty and conflict. In these countries, environmental pollution, a lack of education and employment opportunities, and inequality as well as epidemic outbreaks due to fragile health systems can cause social unrest, which in turn may lead to conflict.

These problems are not confined to developing countries, and they can develop into pandemics, global environmental destruction, or serious cross-border conflicts. Today, each country needs to address these common global challenges instead of pursuing only its own interests.

An interdependent world

Japan relies on other countries for much of its supply of natural resources and food. It depends on imports for 80–90% of its demand for energy. With a food self-sufficiency rate of less than 40%, Japan also depends on imports for many food items, including grains, marine products, and fruits.

As shown by Japan's heavy dependence on other countries for much of its natural resources and food, it is no longer possible for any nation to secure its peace and prosperity alone in this increasingly globalized world.

Japan's roles in the world

Japan was also a recipient of assistance from the international community as it rose from the ruins of World War II and achieved economic growth. Economic infrastructure that was essential for Japan's postwar economic development, including the Kurobe Dam and the Tokaido Shinkansen high-speed rail line, were built with this kind of support from the World Bank. Once again, in the wake of the Great East Japan Earthquake in 2011, Japan received relief supplies, financial aid, and donations from over 250 countries and regions as well as from international organizations.

As a means to contribute to the international community, Japan initiated official development assistance (ODA) in 1954. Since then, Japan's international cooperation

through ODA has earned Japan great trust and high expectations from the international community. In order to respond to these expectations and trust shown toward Japan, JICA, as a bridge linking Japan

with developing countries, is committed to extending cooperation for their self-reliance and development while capitalizing on the insights and experiences Japan gained from its postwar reconstruction.



Photo: Mikio Hasui

JICA, Playing a Core Role in Japan's 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 is called Official Development Assistance (ODA).

ODA is broadly classified into two types: bilateral aid and multilateral aid. Multilateral aid consists of financing and financial contributions to international organizations.

JICA, in charge of administering Japan's ODA, is one of the world's largest bilateral

aid agencies. It supports developing countries in addressing their development challenges through flexible combination of various cooperation modalities, such as Technical Cooperation, Finance and Investment Cooperation, and Grants.*1 JICA has 96 overseas offices*2 and operates in approximately 150 countries and regions of the world.

JICA also has 15 domestic offices*3 across Japan that serve as a nexus linking developing countries with regions in the country. These domestic offices promote international cooperation that takes advantage of the characteristics of these regions and contributes to their development through such cooperation.



Approx. **700 million**

Number of people living in extreme poverty*

*An estimate. World Bank, "Poverty and Shared Prosperity 2020: Reversals of Fortune."



37%

Japan's food self-sufficiency rate (calorie base) in fiscal 2020*

*Japan's Ministry of Agriculture, Forestry and Fisheries, Food Balance Sheet

A Universal Call to Action: The Sustainable Development Goals (SDGs)

The SDGs, adopted at the United Nations in September 2015, are a set of international goals that are based on the core principle of "leaving no one behind" and aimed at eradicating poverty and realizing a sustainable society by 2030. The SDGs consist of 17 goals that address the social, economic, and environmental dimensions, and 169 targets to achieve them. Both developed and developing countries are required to take them on, with various stakeholders joining together.

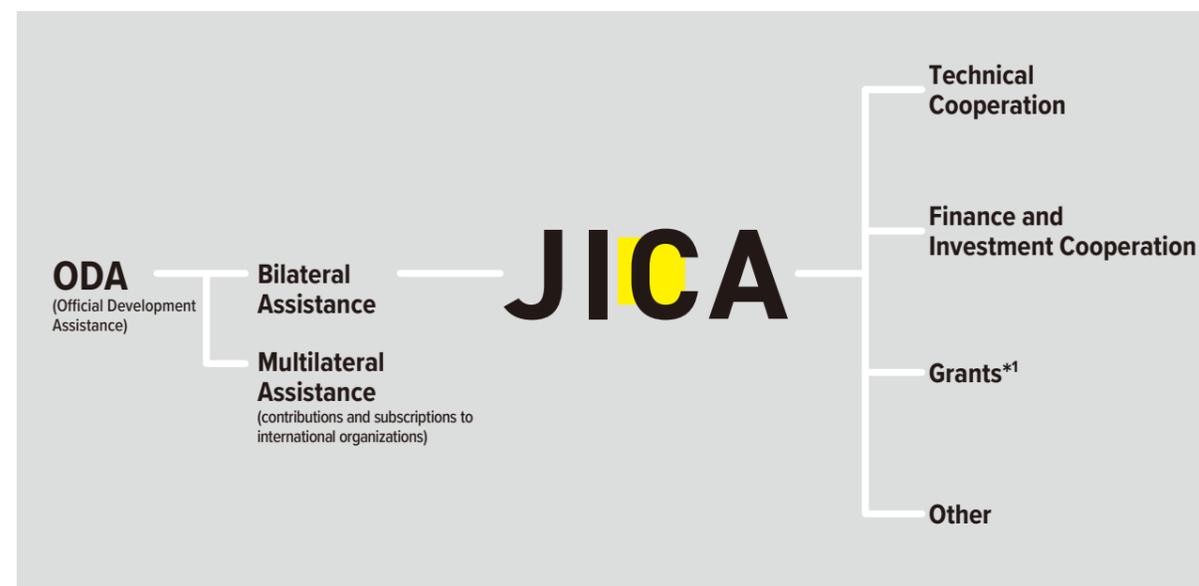
JICA has a twofold mission: realizing *human security*, which protects the vital core of all human lives in ways that enhance human freedoms and human fulfillment; and achieving *quality growth*



that is inclusive, sustainable, and resilient. In 2021, JICA established the JICA Global Agenda, a set of 20 development cooperation strategies that cover the SDGs' four categories: Prosperity, People, Peace, and the Planet. Taking advantage of Japan's experience in its own development and international cooperation, JICA supports developing countries to attain the SDGs in collaboration not only with governments and people in these countries but also with a diverse range of international partners.

More information

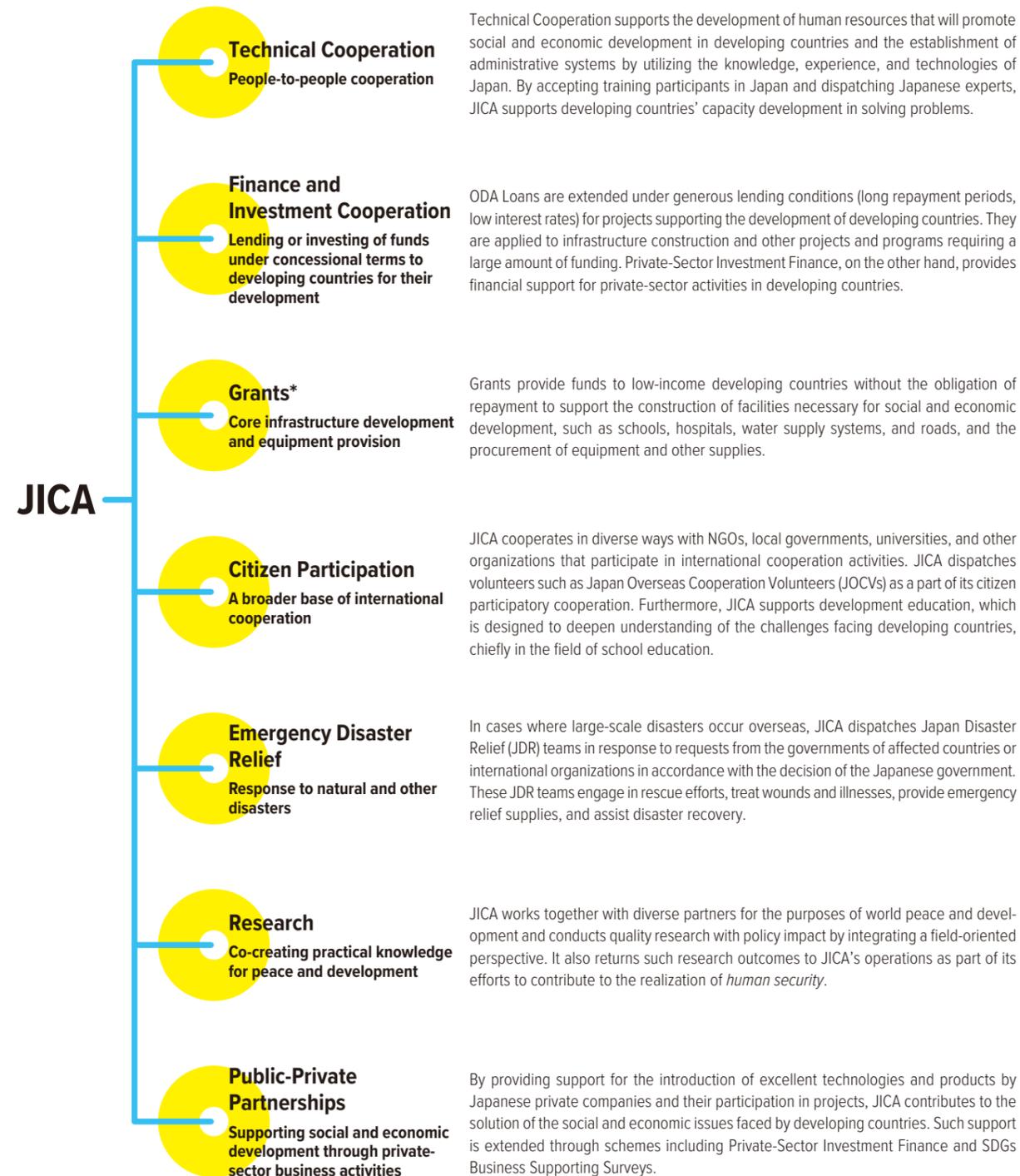
JICA's website: [Toward Achieving Sustainable Development Goals \(SDGs\)](#)



*1 Excluding Grants that the Ministry of Foreign Affairs provides due to diplomatic necessity.
*2-3 As of July 2022.

Types of Cooperation

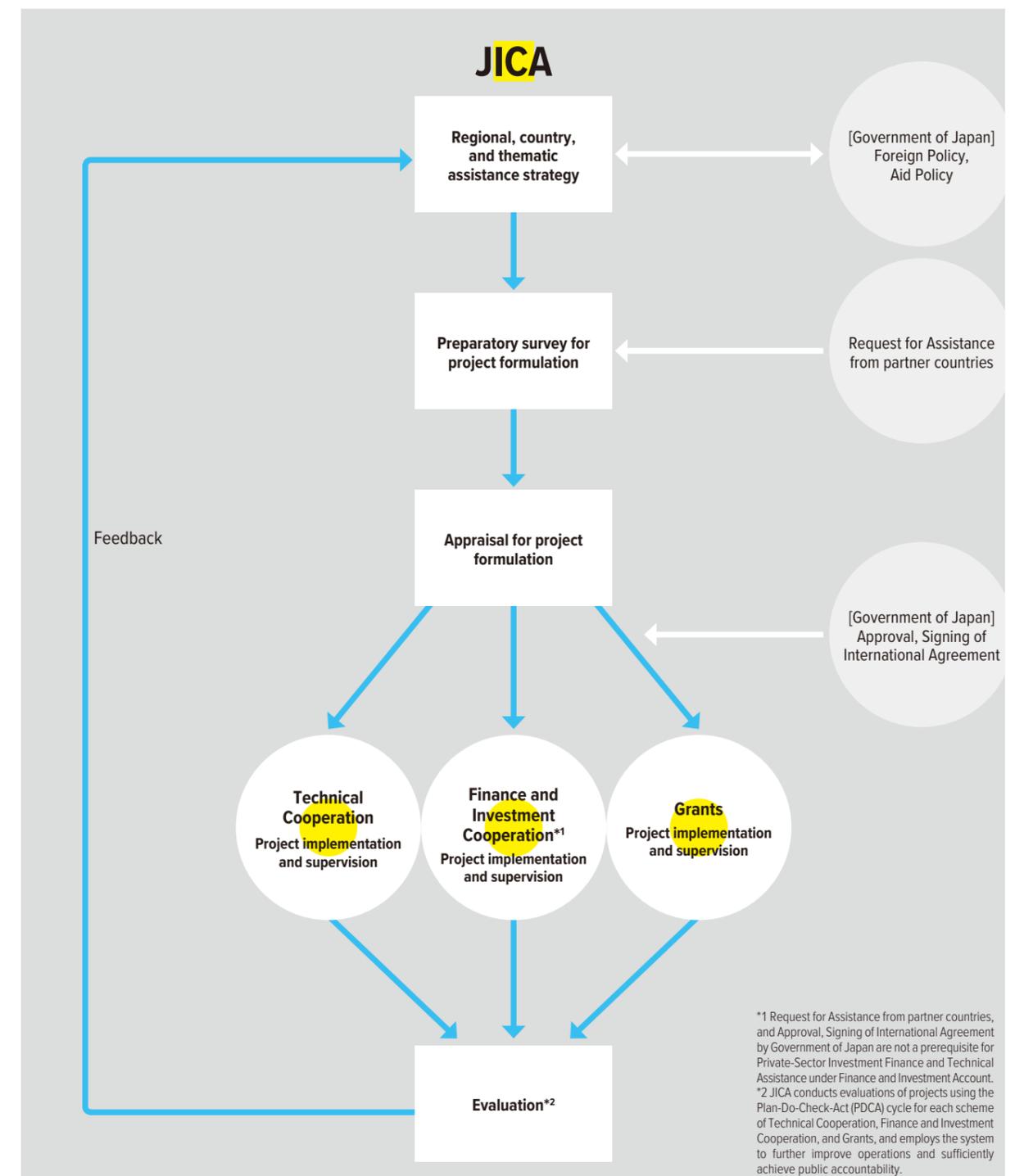
To address challenges facing developing countries, JICA implements programs and projects through various cooperation modalities, including Technical Cooperation, Finance and Investment Cooperation, and Grants* as well as volunteer dispatch, emergency disaster relief, research, and private-sector collaboration.



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

Operational Flow of JICA's Cooperation

JICA implements effective and efficient cooperation under the Japanese government's aid policy, utilizing various cooperation schemes such as Technical Cooperation, Finance and Investment Cooperation, and Grants. In particular, JICA promptly conducts project formulation and implementation by undertaking preparatory surveys before formally receiving aid requests from partner countries.



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

Launch of the Medium-term Plan for the Next Five Years

**Under the JICA Vision
“Leading the world with trust”**

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

Focusing on new and emerging issues

The 5th Medium-term Plan identifies Operational Focus Areas and Prioritized Approaches while taking into account how to address new issues that emerged during the 4th Medium-term Plan period.

In the Operational Focus Areas, the Medium-term Plan calls for JICA to work on three priority issues outlined in the Development Cooperation Charter, which shares the same

directions with the SDGs. These three issues are (1) *quality growth* and poverty eradication through such growth; (2) sharing universal values and realizing a peaceful and secure society; and (3) building a sustainable and resilient international community through efforts to address global challenges. The Plan also calls for JICA to enhance initiatives toward the four areas shown in the figure on page 13.

The Medium-term Plan also sets out plans on a number of other issues, including priority issues for each of the six regions of the world, partnerships with various actors, stronger foundations for implementation, and more optimal and streamlined administrative operations, as well as security measures and internal controls.

Development Cooperation Charter	Endorsed by the Cabinet in February 2015
Medium-term Objectives (five years)	Established by the competent ministers and relevant instructions given to JICA
Medium-term Plan (five years)	Prepared by JICA and authorized by the competent ministers
Annual Plan (one year)	Established by JICA and notified to the competent ministers

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

Major Activities and Achievements under the 4th Medium-term Plan (Fiscal 2017–2021)

Under the 4th Medium-term Plan, JICA worked on a wide range of issues with the vision “Leading the world with trust.” Major achievements are:

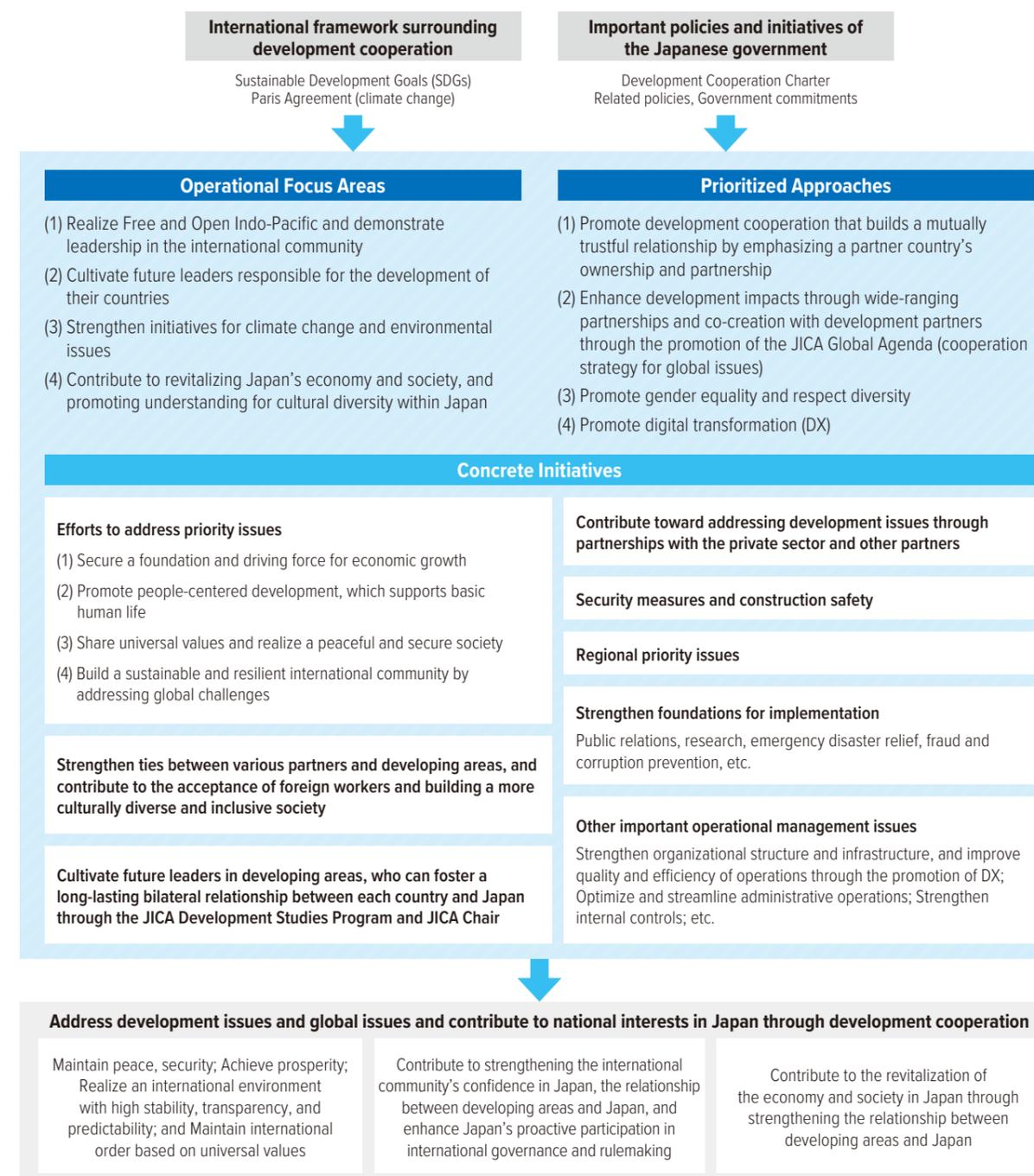
- In response to the global COVID-19 pandemic, JICA contributed to preventing the spread of infection by moving ahead with JICA’s Initiative for Global Health and Medicine, which is built on three pillars: *prevention, precaution, and treatment*. JICA also helped to protect people’s health in developing countries in a number of aspects, ranging from the eradication of polio in Africa, the elimination of filariasis in Kiribati, the wider use of the Maternal and Child Health Handbook, and better access to safe water.
- JICA worked on the development of quality infrastructure that helps improve connectivity in developing areas as well as on the cultivation of human resources who share universal values such as freedom, democracy, and the rule of law. In addition, JICA steadily delivered on the commitments Japan had made in such international forums as the Japan-ASEAN Summit, the Pacific Islands Leaders Meeting (PALM), and the Tokyo International Conference on African Development (TICAD) while

contributing to the realization of a Free and Open Indo-Pacific.

- JICA also played a part in supporting Japanese firms—particularly small and medium enterprises—in expanding their operations abroad through the SDGs Business Supporting Surveys, a program aimed at facilitating the use of private-sector technologies that are effective in addressing challenges facing partner countries. In Private-Sector Investment Finance, JICA expanded activities that contribute to the SDGs, including projects to improve financial access for women and those to promote the use of renewable energies.
- JICA contributed to the cultivation of future leaders who can foster a long-lasting bilateral relationship between each country and Japan by launching the JICA Development Studies Program, which allows people from developing countries to learn about Japan’s experiences in modernization and post-war reconstruction as well as in development cooperation as a donor. JICA also rolled out the JICA Chair, a similar program it offers at selected universities in partner countries.

JICA’s 5th Medium-term Plan for the next five years from fiscal 2022 emphasizes four aspects: Free and Open Indo-Pacific, the cultivation of future leaders who can foster a long-lasting bilateral relationship between each country and Japan, climate and environmental actions, and contribution to the socioeconomic revitalization and internationalization of Japan.

Outline of the 5th Medium-term Plan



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

Four Operational Focus Areas

1. Realize Free and Open Indo-Pacific and demonstrate leadership in the international community

In light of the recent international situation, JICA will contribute to realizing a Free and Open Indo-Pacific while playing the primary role in Japan’s development cooperation as an implementing agency of ODA.

While considering the geopolitical characteristics of each region, specific focus will be placed on a number of issues, including (1) cultivating human resources who share universal values such as freedom, democracy, and the rule of law; (2) investing in quality infrastructure that helps enhance connectivity; (3) strengthening governance and developing legal and regulatory frameworks; (4) developing maritime law enforcement capacity; and (5) coping with emerging threats, including those to cybersecurity.

2. Cultivate future leaders responsible for the development of their countries

JICA will continue with the JICA Development Studies Program, a program it has been conducting since the 4th Medium-term Plan period as part of its partnerships with universities. By sharing Japan’s unique development experience as well as its experience as a donor through this and other programs, JICA will contribute to cultivating future leaders who

can foster a long-lasting bilateral relationship between each country and Japan as well as to deepening trust relationships between Japan and developing areas.

3. Strengthen initiatives for climate change and environmental issues

Climate change poses a substantial threat to *human security* and realization of sustainable socioeconomic conditions. It is considered that its effects include not only more frequent and more severe disasters but also rising sea levels, the spread of tropical diseases, depletion of water resources, and damage to food production. In particular, developing countries with fragile socioeconomic foundations are expected to suffer most severely.

Regarding climate action as a top management priority, JICA will stand by developing countries and support them in making a smooth transition to decarbonization and building societies resilient to climate change.

4. Contribute to revitalizing Japan’s economy and society, and promoting understanding for cultural diversity within Japan

Actors other than the central government, such as private companies, local governments, and NGOs, also play important roles in cooperation with developing countries. JICA will work more closely with these actors.

JICA will also contribute to the overseas business expansion of Japanese private companies by supporting efforts to resolve developing issues with the use of Japanese technology. JICA will further utilize expertise gained and networks developed from its activities in developing countries to make appropriate contributions toward accepting foreign workers and coexisting with them in Japan.



Photo: Shinichi Kuno

that specify medium- and long-term objectives, intended outcomes, and the priority of actions for each of the challenges it identifies as a global issue. Against the backdrop of growing interest in the SDGs, the range of development agents is expanding to include companies of various types, including start-ups, as well as research institutions and civil society organizations. By promoting this agenda, JICA aims to further enhance its development effectiveness in collaboration and co-creation with a broad range of development partners [→ see pages 22–27].

3. Promote gender equality and respect diversity

JICA has been working to promote gender equality. Under the 5th Medium-term Plan, by mainstreaming gender issues, JICA will continue to help create an equitable and diversity-respecting society in which everyone can fulfill his or her potential with dignity as a human being. In its organizational management, JICA will respect diversity in various aspects, including gender. It will also promote diverse work styles and improve the environment for employee growth and development.

4. Promote digital transformation (DX)

In order to realize an inclusive and diverse society, construct free and safe cyberspace, and secure an operational implementation system and effective operation in the post–COVID-19, JICA will promote the use of innovative technologies, including digitization in both projects and organizational management, and improvement in the environment for using these technologies.

Through its projects, JICA will try to increase development impacts by creating new value through the use of digital technology and data. JICA will proactively promote improvement in the quality of operations in its organizational management by improving and speeding up business processes, securing and developing human resources with expertise, and optimally allocating management resources.

More information
JICA’s website: [Organization](#)
(Medium-term Plan/Annual Plan)

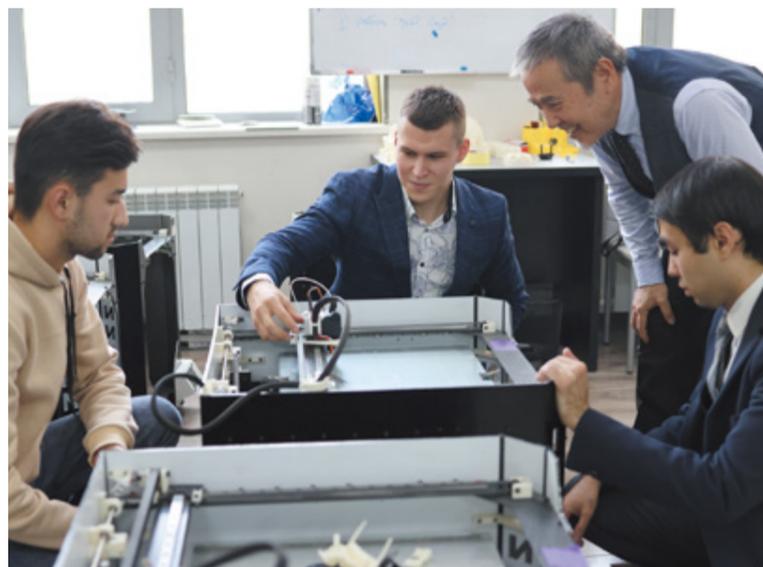


Photo: Atsushi Shibuya

JICA’s Prioritized Approaches

1. Promote development cooperation that builds a mutually trustful relationship by emphasizing a partner country’s ownership and partnership

JICA’s long-standing development cooperation approaches that respect developing countries’ ownership, and the practice of equal partnership between developing countries and Japan, enhance development effectiveness and strengthen developing countries’ trust toward Japan. JICA reaffirms this fact and will continue to apply these approaches.

2. Enhance development impacts through wide-ranging partnerships and co-creation with development partners through the promotion of the JICA Global Agenda (cooperation strategy for global issues)

In fiscal 2021, JICA formulated the JICA Global Agenda, a set of operational strategies

Directions of JICA's Development Activities for Fiscal 2022

JICA's Endeavors: Six Pillars of Operations in Fiscal 2022

1 **Ensuring a Free and Open Indo-Pacific (FOIP)**

The world today is seeing conflicts and political disturbances that undermine the foundation of international order. This makes it more important than ever before to protect universal values such as freedom, democracy, the rule of law, and the freedom of the seas.

Based on universal values that are flexibly defined to reflect the history, culture, and development status of respective countries, JICA will play its role in realizing the Japanese government's vision of a Free and Open Indo-Pacific (FOIP) and contribute to peace and prosperity not only in the Indo-Pacific region but also in the world as a whole. In the process, JICA will advance development cooperation that capitalizes on Japan's strengths while respecting partner countries' ownership and building trust with all the stakeholders involved in JICA's operations.

In Focus → See page 18

2 **Responding to COVID-19 and Realizing Human Security**

As the impact of COVID-19 on society drags on, the world shares the common challenges of addressing vulnerable health care systems and preparing for potential infections in developing countries. JICA will advance JICA's Initiative for Global Health and Medicine to achieve Universal Health Coverage (UHC), which ensures that all people receive health services without suffering financial hardship. It will also strengthen cooperation that contributes to improvements in such sectors as water and sanitation, as well as food and nutrition, for the most vulnerable, who are particularly susceptible to the negative impacts of the current and future pandemics.

Through such efforts, JICA will contribute to build more resilient economies in developing countries toward societies where everyone can live with dignity.

In Focus → See page 19

3 **Strengthening Climate and Environmental Action**

The global environment, as an international public good, is increasingly deteriorating. Developing countries are most vulnerable to the effects of this deterioration. With both people's livelihoods and national development under constant threat, developing countries are in a difficult position of having to address climate change and at the same time promote sustainable development.

As a partner of developing countries, JICA will help them with climate action while aiming to achieve *human security* and *quality growth*. Standing by developing countries, JICA will scale up cooperation in both mitigation and adaptation. The scope of mitigation will cover, for example, energy transition that accommodates the situations in each country and public transportation development. The scope of adaptation will encompass such sectors as infrastructure, disaster risk reduction, water resources, and agriculture. In the process, JICA will proactively promote the mobilization of private funds amid growing interest in ESG investment, as well as the utilization of new technologies.

In Focus → See page 20

The world is now facing complex threats, such as the undermining of the foundation of international order, the COVID-19 pandemic, and climate change, among other global issues. With the mission of advancing both *human security* and *quality growth*, JICA will push ahead with initiatives toward creative reconstruction for developing countries and their achievement of the SDGs. In doing so, JICA will promote digital transformation (DX) and cooperation with diverse partners to maximize development effectiveness.

4 **Strengthening Japan's Multicultural Coexistence and Regional Economic Revitalization**

The Japanese government is moving to accept more foreign human resources and to promote coexistence in society. For its part, JICA will enhance efforts toward multicultural coexistence and regional economic revitalization in Japan.

As one such effort, JICA will work to improve the environment for accepting foreign human resources before, during, and after their stays in Japan. It will also support multicultural coexistence in Japanese society. In the process, JICA will make the most of its experience with human resources development programs as well as its human capital—such as former JICA volunteers—and national and international networks that it has developed over the years. In addition, JICA will contribute both to the sound development of developing countries and to a prosperous and sustainable Japanese society through collaboration and co-creation with private companies in Japan.

5 **Promoting Gender Equality and Respecting Diversity**

Gender equality is a universal value associated with the concepts of human rights and *human security*. It is an issue that Japan should work on in closer cooperation with developing countries and others.

JICA will implement development cooperation projects that respect diversity and incorporate gender perspectives across all sectors and issues toward realizing *human security*. By contributing to international commitments as well as to the Japanese government's action plans, JICA will disseminate to the world what JICA is doing to respect diversity in general and gender equality in particular.

In Focus → See page 21

6 **Updating Operations to Meet 21st-century Needs**

Assistance needs for developing countries continue to change, especially since the global outbreak of COVID-19.

By using data and employing digital technologies, JICA will explore the feasibility of DX in all its operations with the aim of "giving JICA a cutting edge with digital technologies." In closer cooperation with Japanese and international partners, JICA will adopt and utilize in its projects the types of science and technology that are useful in addressing challenges in developing countries. Moreover, JICA will expand cooperation with diverse partners, mobilize various funds, advance the JICA Global Agenda, and promote Private-Sector Investment Finance and private investment in order to make its projects more efficient and to maximize their impacts.



In Focus

1

Sharing Universal Values

After gaining independence in 2011 and experiencing two subsequent domestic upheaval incidents, South Sudan has again embarked on the road to democracy. JICA cooperated in developing the capacity of the country's public broadcaster, South Sudan Broadcasting Corporation (SSBC), to report news and produce programs. The photo shows SSBC staff members reporting on the formal opening of Freedom Bridge across the Nile, the country's first arched steel bridge, in May 2022. Guaranteeing the public access to impartial information and consolidating freedom of expression lead to a mature democracy. (Photo: Midori Matsumoto)

Establishing the rule of law to protect fundamental human rights

JICA cooperates in establishing the rule of law toward a society in which basic human rights and freedoms are guaranteed and individuals are respected as human beings.

For people to live safely and free from fear and want, it is essential to develop laws and regulations as well as organizations and human resources responsible for implementation and enforcement of laws and regulations, including courts, prosecutors, lawyers, and police. Drawing on Japan's experience in national modernization by learning from legal and regulatory systems in the West, JICA has been providing cooperation that respects the actual conditions and historical background of each partner country. JICA's cooperation in this sector is also aimed at strengthening the functioning of the media in an effort to protect freedom of expression—a fundamental human right that underpins democracy—and to guarantee people's access to accurate and impartial information.



In Focus

2

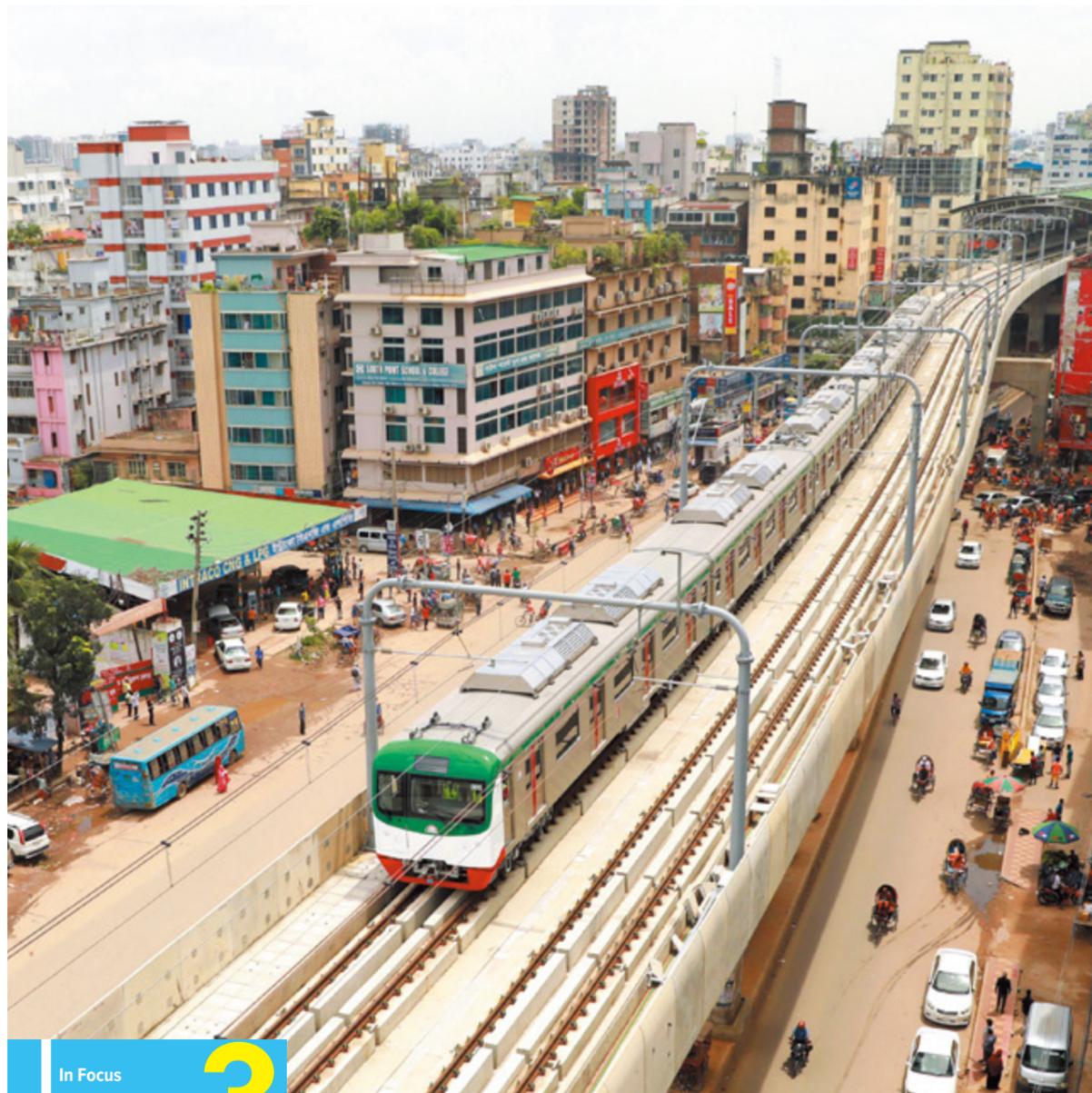
Responding to Health Crises

JICA has established a remote network that connects Japan with more than ten countries in the world, including Indonesia, shown in the photo. JICA works to develop the capacity of doctors and nurses in the intensive-care sector through remote instruction, training, and other means. It also cooperates in the procurement of ICU equipment. Given travel and contact restrictions amid the prolonged pandemic, efforts are being made to save the lives of seriously ill patients throughout the world with the help of digital technology.

Protecting the health of all people at all times

As the COVID-19 pandemic drags on, threats to people's health, apart from infectious diseases, are diversifying, including mother-and-child health issues and noncommunicable diseases.

To cope with those threats, it is important to advance health systems that underpin people's lives. JICA has accumulated experience in development cooperation toward *human security* and *quality growth* and developed networks with relevant organizations in the process. Taking advantage of these assets, JICA will strengthen efforts to support the three pillars of JICA's Initiative for Global Health and Medicine: diagnosis and treatment, precaution, and prevention. Through such cooperation, JICA aims to achieve Universal Health Coverage (UHC)—a state in which all people receive the health services they need without suffering financial hardship—even in times of public health emergency.



In Focus

3

↓

Addressing Climate Change

JICA is cooperating with Bangladesh in formulating and implementing a strategic urban transportation plan in the capital city of Dhaka, which is suffering severe traffic congestion and air pollution associated with urbanization and economic growth. This cooperation involves, for example, constructing MRT Line 6, which will become the first mass rapid transit (MRT) in the country. When completed, the 21-kilometer line will significantly reduce travel time* and cut the country's annual GHG emissions by 180,000 tons.

Aiming to address both development issues and climate change

As a partner of developing countries, JICA supports both a transition to a decarbonized society and the creation of a society resilient to climate change, thus contributing to the achievement of climate goals as set in the Paris Agreement. JICA encourages partner countries to implement the Paris Agreement by helping them build the capacities needed to formulate, update, implement, and monitor their climate action plans. In the process, JICA takes into account their plans of reducing emissions of greenhouse gases (GHGs), known as Nationally Determined Contributions (NDCs), as well as their long-term low GHG emission development strategies.

JICA also promotes the co-benefits approach that contributes to solving development issues (development benefits) and to addressing climate action (climate benefits). JICA aims to scale up and upgrade climate actions in a number of sectors, including energy, transport, urban development, forest and nature conservation, and agriculture.

*The transit time for the 21 kilometers between Uttara North Station and Kamalapur Station will be shortened from 110 minutes to 38 minutes.



In Focus

5

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Promoting Gender Equality and Women's Empowerment

In rural areas in Pakistan, women are under pressure not to go out. Many of them work at home for a living. JICA is supporting women in Sindh province in adding value to their traditional handicrafts. It is also teaching them the importance of keeping a household account book and saving money for effective use of income from selling such products. This woman is saving money for the education of her children in the purse she made (Photo: Kaihatsu Management Consulting, Inc.)

Promoting "gender mainstreaming" in five priority cooperation areas

Promoting gender equality and women's empowerment is important to realize a fair and sustainable society. JICA has five priority cooperation areas: (1) women's economic empowerment, (2) women's peace and security, (3) women's education and lifetime health, (4) gender-equal governance, and (5) gender-responsive infrastructure.

In each area, after analyzing the challenges surrounding women and girls, JICA extends effective cooperation projects to strengthen the agency of women and girls, reform institutions and mechanisms, and transform people's awareness and behavior.

JICA Global Agenda

Mobilizing a Wider Range of Resources to Tackle Global Issues

JICA has set JICA Global Agenda to identify medium- to long-term objectives and initiatives for global issues toward more strategic cooperation. JICA also aims to further increase development impacts through partnerships and co-creation with various partners.

Complex and serious issues facing the world

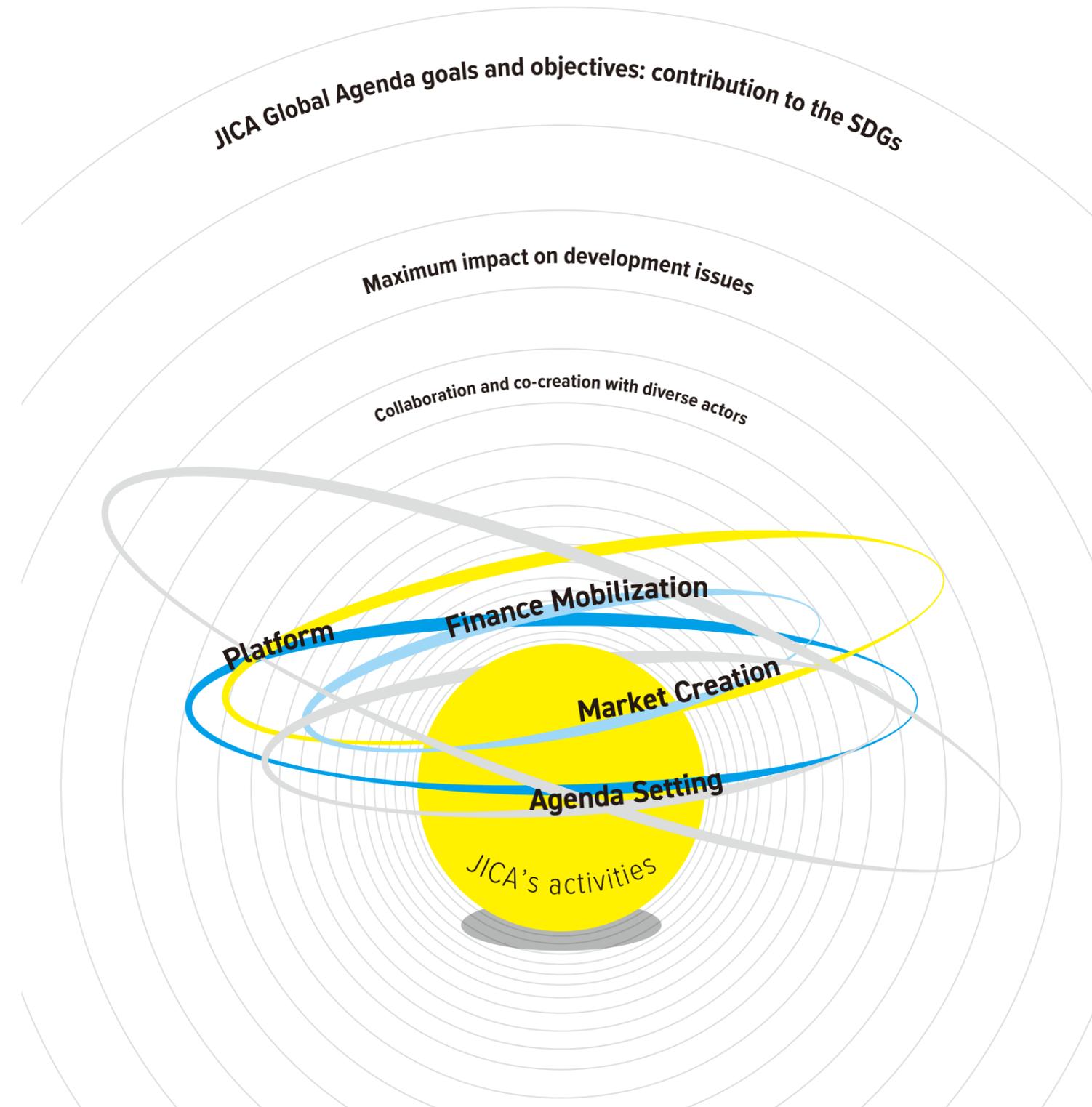
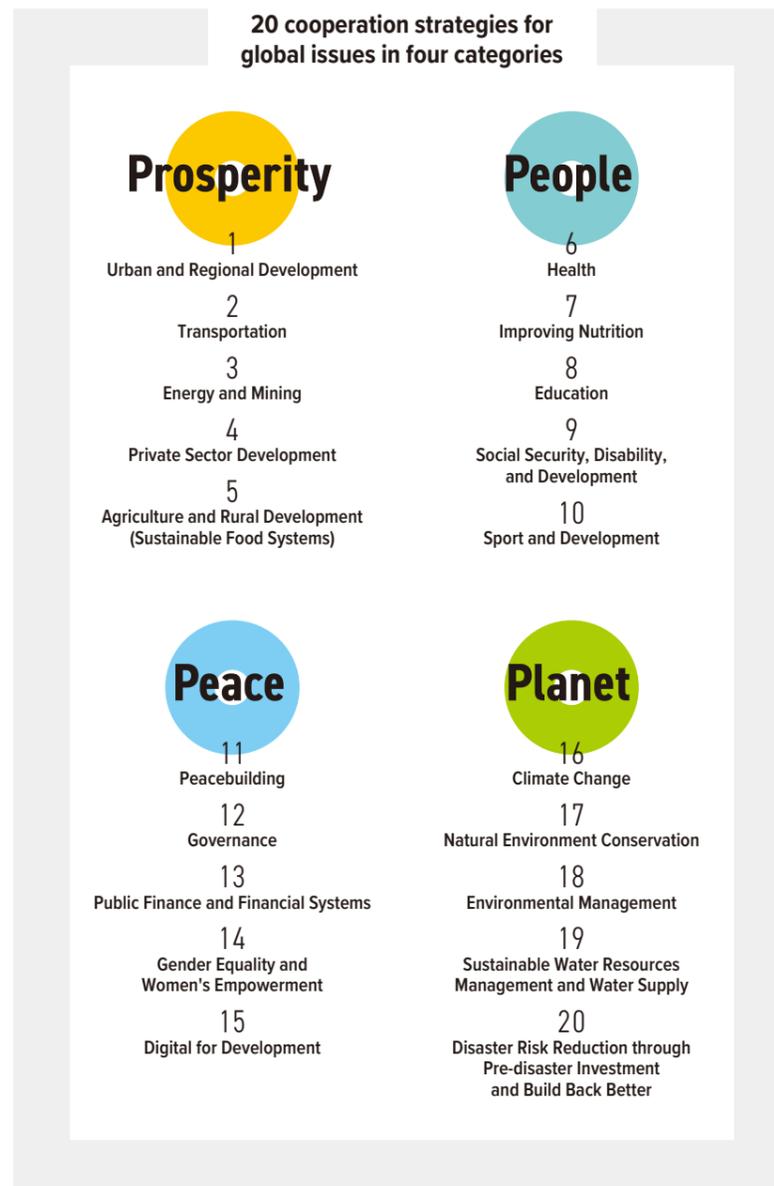
Pursuing economic prosperity and human dignity, the world has been facing challenges, including climate change, that threaten the very survival of all life, along with difficulties such as COVID-19 and frequent armed conflicts. Addressing these global issues requires that the international community make the united effort mobilizing a wider range of resources.

JICA is committed to contributing to achieving the SDGs in partner countries and addressing global challenges together with its mission to work on *human security* and *quality growth*. To this end, JICA has set JICA Global Agenda, 20 cooperation strategies for global issues under four categories: Prosperity, People, Peace, and Planet.

Advancing collaboration and co-creation

Amid growing interest in the SDGs, the range of development actors is expanding to include private companies, research institutions, civil society organizations, and others. JICA will share the values it aims to achieve over the medium- to long-term with these various stakeholders and work together to tackle global issues.

To further advance such collaboration, JICA will build platforms that allow diverse partners to congregate various resources, including knowledge, ideas, and talent to promote co-creation. It will also work to create an environment that enables fund mobilization and private business participation to spur a groundswell of efforts to solve global issues.



JICA's roles for maximizing the impact of development efforts

Agenda Setting	Platform	Market Creation	Finance Mobilization
Setting common goals and objectives for the future	Building a co-creative platform that attracts diverse actors and information	Creating business opportunities	Raising funds for problem-solving

Prosperity

1 Urban and Regional Development



Urban management for livable and sustainable cities

With an eye on desirable cities, JICA devises appropriate land use while utilizing the latest geospatial information.* It also involves and coordinates various stakeholders in planning, implementation, and operation and management of urban environment. It extends support to strengthen the urban administration's ability to conceptualize and manage attractive and sustainable cities.

APPROACHES

1. Collaborating with various stakeholders to strengthen urban management capacity
2. Supporting the development and utilization of geospatial information*

*Location information with its associated information

2 Transportation



Pursuing a world where all people and goods move safely and freely

While promoting low-carbon and decarbonization in the transportation sector, JICA works on the development of transportation infrastructure, improvement of maintenance and management techniques, and safety. It aims to create a society where people can move freely and safely, and necessary goods can be transported anywhere in the world [→ see the *Project in Focus* on page 28].

APPROACHES

1. Building a global network
2. Enhancing maritime security capabilities
3. Promoting road asset management
4. Improving road traffic safety
5. Promoting the development of urban public transport

3 Energy and Mining



Toward a world where everyone can use affordable, reliable, and sustainable electricity

JICA cooperates in building a sustainable electric utility system to reduce power outages that threaten lives and populations without access to electricity, and to provide electricity at a price that everyone can afford. Furthermore, to address climate change, it contributes to sustainable energy use and proper management of mineral resources in partner countries [→ see the *Project in Focus* on page 29].

APPROACHES

1. Strengthening the electricity transmission and distribution networks
2. Promoting the introduction of renewable energy
3. Promoting energy efficiency
4. Developing human resources and strengthening human networks in the mineral resources sector

4 Private Sector Development



Fostering private enterprises and supporting economic growth in developing countries

JICA strives to improve the competitiveness of entrepreneurs and businesses, develop industrial and investment policies and the business environment, and improve access to finance, etc. These attempts will create an environment for the private sector to grow. JICA will also promote collaboration between local and Japanese companies and strengthen partnerships in order to increase the economic resilience of both countries [→ see the *Project in Focus* on page 30].

APPROACHES

1. Promoting the Africa Kaizen Initiative
2. Implementing "Project NINJA" to support startups that take on the challenge of solving social issues
3. Promoting investment and industries development in Asia

5 Agriculture and Rural Development (Sustainable Food Systems)



Eradicate poverty and hunger by achieving sustainable agriculture

JICA cooperates to increase the productivity of agriculture, livestock, and fisheries industries through developing and disseminating production technologies and effective distribution systems. JICA also contributes to the stable production and supply of food by addressing challenges of climate change and food loss and waste [→ see the *Project in Focus* on page 31].

APPROACHES

1. The Smallholder Horticulture Empowerment and Promotion (SHEP) Approach
2. Promoting rice development in Africa
3. Strengthening food value chains (FVCs) in Southeast Asia
4. Promoting the fisheries-centered Blue Economy in island countries
5. Promoting "One Health" through strengthening livestock hygiene

People

6 Health



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

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

APPROACHES

1. Strengthening diagnosis and treatment capacity of core hospitals
2. Strengthening the institutions for infectious disease control and testing
3. Strengthening quality continuum care for mothers and children, including the use of Maternal and Child Health Handbooks
4. Strengthening sound health financing systems

7 Improving Nutrition



Proper nutrition for a healthy future for all

JICA tackles both undernutrition, a condition resulting from inadequate intake of necessary nutrients, and overnutrition, an increasingly serious problem. To this end, it is making collaborative efforts in a range of sectors, including health, agriculture and food, water and sanitation, and education, thereby helping people all over the world to lead a healthy life [→ see the *Project in Focus* on page 32].

APPROACHES

1. Improving maternal and child nutrition
2. The Initiative for Food and Nutrition Security in Africa (IFNA)

8 Education



Quality education where each individual shines with vitality

There are more than 610 million children and youth in school who have not reached the minimum proficiency level in literacy and numeracy. In addition, there are significant gaps among the countries in higher education. JICA addresses this agenda so that all people can have access to learning opportunities and develop their abilities [→ see the *Project in Focus* on page 33].

APPROACHES

1. Learning improvement through the development of quality textbooks and learning materials
2. Community-wide collaboration
3. Improving education for leaving no one behind
4. Strengthening leading universities in partner countries

9 Social Security, Disability, and Development



Making a world to live our lives with dignity

Through expansion of social security, improvement of the working environment, promotion of social participation of people with disabilities and mainstreaming disability, JICA aims to realize a society where all people can live with dignity while supporting each other's lives as members of society.

APPROACHES

1. Establishing a social insurance system
2. Promoting social welfare
3. Improving the employment and working environment
4. Promoting disability-specific initiatives
5. Promoting disability mainstreaming initiatives

10 Sport and Development



A peaceful world where all people can enjoy sport

Sport is borderless, transcending language and cultural differences, and can expand people's possibilities and lead to a step forward in building the future. JICA contributes to the realization of a diverse and peaceful society by working to create an environment where everyone can enjoy sport and to develop human resources through sport.

APPROACHES

1. Expansion of opportunities to enjoy sport
2. Development of human resources with sound spirits and bodies through sport
3. Promotion of social inclusion and peace through sport

Peace

11 Peacebuilding



Building peaceful and just societies without fear and violence

To mitigate conflict risks and to strengthen state and societal capacities to deal with crises and threats, JICA works on capacity development and institution building to create governments that are trusted by the people, as well as community reconciliation and the recovery, reconstruction, and development of social and human capital [→ see the *Project in Focus* on page 34].

APPROACHES

1. Preventing conflicts and building resilient states and societies through the *human security* approach
2. Capacity building of local governments, building resilient societies, and trust-building
3. Promoting the Humanitarian-Development-Peace (HDP) Nexus

12 Governance



A society where all people can live with dignity

JICA cooperates in the development and operation of legal systems, the improvement of public broadcasting functions, and the implementation of appropriate administrative services. The aim is to realize universal values such as basic human rights, freedom, and the rule of law, and to achieve a society in which each individual is respected as a human being. JICA supports the strengthening of democratic and inclusive governance [→ see the *Project in Focus* on page 35].

APPROACHES

1. Realizing the rule of law
2. Strengthening the capacity of the civil service and human resources in the public sector
3. Strengthening maritime security capabilities

13 Public Finance and Financial Systems



Strengthening fiscal and financial foundations, aiming for economic stability and growth

JICA supports strengthening the fiscal base and developing the financial systems necessary to stabilize the economy and promote sustainable growth. In addition, JICA contributes to enhancing trade facilitation by modernizing customs administration.

APPROACHES

1. Strengthening the national fiscal foundation
2. Strengthening connectivity through support for customs modernization
3. Implementing appropriate monetary policies and developing financial systems

14 Gender Equality and Women's Empowerment



Toward a society where every individual, regardless of gender, can fulfill their potential

JICA extends its cooperation to reform discriminatory systems and structures in society and in organizations, to strengthen the agency of women and girls, and to transform the awareness and behavior of society and its people. Such cooperation contributes to building a society where every individual, regardless of gender, can fulfill their potential with dignity as a human being.

APPROACHES

1. Gender mainstreaming in the five priority cooperation areas*
2. Promotion of Gender Smart Business (GSB)
3. Elimination of sexual and gender-based violence (SGBV)

* (1) Women's economic empowerment, (2) Women's peace and security, (3) Women's education and lifetime health, (4) Gender-equal governance, (5) Gender-responsive infrastructure

15 Digital for Development



DX to improve well-being for all

JICA supports building a better society through utilizing digital technologies and data to solve various problems. While establishing bases of information and communication technology (ICT) with human resources development and industry creation, it will contribute to creating a free and safe cyberspace.

APPROACHES

1. Mainstreaming DX for effective development activities
2. Establishing bases for digitization

Planet

16 Climate Change



Confronting the threat of climate change with partner countries

The global community must mitigate climate change—which has an enormous negative impact on the economy and society—by drastically reducing greenhouse gas emissions. At the same time, it must also adapt to climate change. JICA will contribute to solving global issues in cooperation with partner countries that face the daunting task of addressing development and climate change simultaneously.

APPROACHES

1. Promoting the implementation of the Paris Agreement
2. Promoting the co-benefits approach to climate change countermeasures

17 Natural Environment Conservation



Inheriting the bounty of nature to the future generations

JICA is committed to conserving the natural environment, important for local communities and for a sustainable global environment. Based on scientific evidence, JICA identifies natural assets that should be protected and assesses their value and current status. It also works with local communities, and utilizing traditional knowledge, aims to balance environmental conservation with human activity.

APPROACHES

1. Protecting the richness of nature on the land
2. Protecting the richness of nature in marine and coastal areas

18 Environmental Management: JICA Clean City Initiative



Prevent environmental pollution to create clean cities for healthy lives

In many partner countries, industrialization and urbanization are progressing without environmental measures, causing serious contamination of water, air, and soil and damaging people's health. Through measures such as waste management and the prevention of water and air pollution, JICA cooperates in creating clean cities and aims to build sustainable societies [→ see the *Project in Focus* on page 36].

APPROACHES

1. Improving waste management and promoting a sound material-cycle society
2. Promoting a healthy environment through appropriate environmental regulations and pollution-control measures

19 Sustainable Water Resources Management and Water Supply



For a society with safe water for all people

JICA helps strengthen the organizations responsible for managing water resources and establish mechanisms for democratic consensus-building among stakeholders in order to resolve issues on water resources in the field. JICA creates "growing water utilities" capable of self-sustaining expansion and improvement of water supply services.

APPROACHES

1. Resolving issues on water resources in the field through integrated water resources management
2. Supporting the growth of water utilities

20 Disaster Risk Reduction through Pre-disaster Investment and Build Back Better



Building nations' resilient foundation for saving lives and developing economy

Disaster Risk Reduction (DRR) is the basis for development as it saves people's lives and livelihoods. JICA supports programs on strengthening the capacity of partner countries to augment pre-disaster investment in DRR for the future. By 2030, JICA strives to substantially reduce the number of deaths, affected people, and economic losses caused by natural hazards [→ see the *Project in Focus* on page 37].

APPROACHES

1. Promoting structural measures to support the nation's development foundation
2. Strengthening overall governance for DRR, including nonstructural measures
3. Promoting "Build Back Better"



In Practice: JICA Global Agenda No.2
Transportation

Project in Focus

Making Public Transportation More Attractive and User-friendly

Declining users with deteriorating services

Sarajevo Canton, home to the capital city of Sarajevo, is the largest canton in Bosnia and Herzegovina, with a population of 440,000. The center of the canton is in a river basin, and most residential zones spread across the surrounding hilly areas. Residents take minibuses to town and change to trams, buses, or trolleybuses to go to their offices or schools.

Yet the public operators of these modes of transportation could not afford to repair or replace their vehicles due to financial difficulties. As a result, they could not secure the necessary numbers of vehicles for operation or maintain their service frequencies. The poorer the services became, the more people stopped using them.

To help rectify the situation, JICA launched this project with the aim of making this public transportation system more attractive and user-friendly.

The impact of cooperation spreading to the Western Balkans

A preparatory study for the project found that accurate route maps and timetables were unavailable. JICA therefore drew up a detailed public transportation map with the help of a local high school student. As no traffic surveys had ever been conducted, JICA offered advice on how to conduct them as well as on how to use the findings to forecast demand for route planning. JICA's cooperation also involved making plans for infrastructure renewal and maintenance.

In cooperation with donor countries in the European Union (EU), JICA provided trainings in Austria and Italy, both of which boast well-developed public transportation. Sarajevo Canton officials learned about public transportation policy, traffic control, and fleet operation and maintenance.

Moreover, JICA organized four seminars on public transportation to share insights gained from the project with selected cities in the Western Balkans. Also attended by participants from Serbia, Albania, and Montenegro, these events gave rise to an international network of public transportation officials. In November 2020, JICA launched another project titled "Project for Modernization of Public Urban Transport in the City of Belgrade."

JICA will continue to cooperate in making public transportation in the Western Balkans more attractive and user-friendly, incorporating the perspective of its users.



Austria: Public transportation officials from Austria and Bosnia and Herzegovina with Japanese experts attending a training session held in the country's second-largest city, Graz (Photo: ALMEC Corporation)

DATA

Project for Formulation of Sarajevo Public Transportation Management and Operating Capacity Development Plan

Country
Bosnia and Herzegovina
Period
Oct. 2020–Oct. 2023

VOICE

Survey for the future



JICA expert
Dr. Sadyuki Yagi, ALMEC Corporation

The European Bank for Reconstruction and Development (EBRD) and the European Investment Bank (EIB) have also embarked on full-fledged assistance in introducing new vehicles and repairing tram tracks. We are working on the project in the hope that the comprehensive traffic survey conducted under this project will be properly updated and managed after project completion so as to support improvement of public transportation of Sarajevo Canton.



In Practice: JICA Global Agenda No.3
Energy and Mining

Project in Focus

Long-term Training for Personnel Responsible for Sustainable Resources and Energy Development

Training in practical and management skills

The faces of participants were being displayed on the screen. Some looked familiar and others didn't. They were participating in an online study meeting on decarbonization and essential minerals in August 2021. They differed in both country of origin and current residence. What they had in common was experience in studying in Japan under the KIZUNA* Program.

The KIZUNA Program is a long-term Knowledge Co-Creation Program that is both designed to develop mining-sector human resources in the developing world and aimed at strengthening the human network of these international personnel and mining development planners and practitioners from Japan. A total of 149 people from 27 countries have participated in this program.

KIZUNA participants enroll in a master's or doctoral course at a Japanese university. They research one of the challenges facing

their countries along with possible solutions in order to obtain a degree. In addition, they hone their practical skills by, for example, inspecting mines and taking on an internship at a mining or resource development firm. They also improve their management skills through JICA's own courses on such topics as mining policy, mine management, mining agreements, and geothermal power; and during their training period, have an opportunity to conduct a field survey in their home countries to gather data for their theses.

"KIZUNA" continues after returning home

As the program title contains the word *kizuna*, or "bonds of friendship," JICA also focuses on networking. Networks formed through the program are expanding even after KIZUNA participants return home. A case in point is the above-mentioned online study meeting nicknamed "KIZUNA school," which was launched in 2021. Another example is a social media-based network. It plays a crucial role, serving as a platform for JICA to provide relevant information as well as a place for current and former participants to provide updates about themselves via video.

Apart from such cooperation, JICA aims to support former participants in their home countries. It is now planning to provide the universities to which they belong with research equipment such as analyzers that are useful in exploring and utilizing minerals.

*KIZUNA means "bonds of friendship" in Japanese.



Philippines: KIZUNA participants conducting geophysical prospecting with the VLF method in a field in the province of Camarines Norte on Luzon Island

DATA

Human Resources Development for Government Officers and Researchers in Mineral Resources-Rich Countries (KIZUNA Program)

Year of commencement
2014
Number of countries of origin of participants
27
Total number of participants
149

Note) All figures are as of March 2022.

VOICE

Desiring to contribute to the development of the homeland



Dorcas Linda Ernesto Uaciquete
Doctoral Degree Program, Graduate School of International Resource Sciences, Akita University

In my country, Mozambique, precious coal resources are often lost by spontaneous combustion. I applied for the KIZUNA Program because I wanted to understand this mechanism. My interactions with people from different countries with different academic backgrounds are a real asset for me. After returning home, I hope not only to put what I have learned here to good use for the development of Mozambique but also to help create an environment where women as well as men can be successful in science.

In Practice: JICA Global Agenda No.4
Private Sector Development

Project in Focus

Supporting Bangladesh in Becoming a Middle-income Country

Working on three project components at once

Bangladesh achieved an annual economic growth of 7% or more up to 2019 toward its goal of becoming a middle-income country. To attain this goal, the country needed to transform its economic structure—supported both by its competitive sewing industry backed by low wages and by remittances from expatriates working overseas—and to diversify domestic industry by luring foreign investment.

These circumstances promoted JICA to launch this project, which was made up of three components aimed at (1) improving the business and investment environment, (2) supporting special economic zone development, and (3) promoting domestic supporting industries.

Project outcomes gave rise to new cooperation

As part of efforts to improve the investment and business environment, JICA cooperated in simplifying two systems—the overseas

remittance system and the system of borrowing from abroad for long-term business capital—as well as in relaxing relevant regulations. In addition, JICA cooperated with Bangladesh in formulating the Automobile Industry Development Policy with the aim of making it a key industry for the country and attract foreign capital. The policy thus formulated was endorsed by the Cabinet in June 2021. JICA also supported setting up the One Stop Service Center (OSSC) within the headquarters of Bangladesh Economic Zones Authority (BEZA) in October 2019. Now OSSC allows foreign businesses to receive a total of 107 permits and licenses at a single window. Furthermore, JICA arranged business matching between Bangladeshi companies in the mechanical and metalworking industry and plastics industry and foreign businesses, including Japanese firms. As a result, progress was made in efforts to achieve the levels of quality and production control called for by foreign companies, leading to higher production levels of local companies.

Although the project is completed, JICA is continuing ongoing cooperation to draw in investment; in May 2022, it launched the Project for Capacity Building of BEZA on EZ Management and Investment Promotion.

For the past decade, Bangladesh has been attracting close attention from foreign corporations, and the number of Japanese firms doing business in the country jumped about threefold. Bangladesh is expected to graduate from the status of least-developed country by 2026.



Bangladesh: The front office of OSSC within BEZA in Dhaka, the nation's capital (as of 2019)

DATA

Project for Promoting Investment and Enhancing Industrial Competitiveness

Country
 Bangladesh
 Period
 May 2017–May 2022

VOICE

All three project components produced positive outcomes



JICA expert
 Hidekazu Tanaka, Koei Research & Consulting Inc.

The project aimed to enhance the linkage between the local foreign-owned assemblers and local parts suppliers. To this end, we supported all three project components, which produced positive outcomes such as the Cabinet endorsement of the auto industry policy; the establishment of OSSC; and business-matching between local plastics companies and foreign-owned motorcycle assemblers, as well as related technical guidance. All will serve as a springboard for future development.

In Practice: JICA Global Agenda No.5
Agriculture and Rural Development (Sustainable Food Systems)

Project in Focus

Developing the Capacity of Veterinarians to Revitalize the Livestock Industry in Mongolia

Rectifying the turmoil after the transition to a market economy

This project is being implemented to improve the capacity of veterinarians in Mongolia, where 30% of all households live from animal husbandry.

The country's process of transitioning to a market economy in the 1990s involved the breakup of state-run farms, putting many veterinarians out of work. The resultant poor management of animal health meant more animals getting sick. Many animals died due to the inadequate knowledge and skills of the remaining veterinarians as well as cold weather. In this way, Mongolia's entire livestock industry was in turmoil.

To help revive the ailing livestock industry, JICA began to extend cooperation to Mongolia in the second half of the 1990s. The project JICA launched in 2014 involved improving curricula at the Mongolian University of Life Sciences (MULS), the national hub for training veterinarians. In this subsequent project, private veterinarians and the Mongolian

government worked together for the capacity-building of public veterinarians across the country, covering sectors from diagnosing and treating diseases to securing the safety of livestock products, with a view to increasing their exports.

Practical training to meet local needs

Little practical training was given by departments of veterinary science at universities in Mongolia due to the large numbers of students and inadequate facilities.

To make up for these shortfalls, the project identified four areas of cooperation: (1) livestock infectious diseases, (2) food safety and environmental hygiene, (3) animal health data collection and epidemiological analysis, and (4) clinical veterinary skills development. People from the Ulaanbaatar Veterinary Office and the State Central Veterinary Laboratory as well as MULS's School of Veterinary Medicine (SVM) and the Institute of Veterinary Medicine teamed up with Japanese experts to conduct training and research activities in groups. These activities, including offering practical training, are designed to meet the discrete needs of such groups.

Apart from these activities, JICA is cooperating to develop the framework of continuing education for veterinarians. Such cooperation involves developing a technical glossary and designing the training curriculum that veterinarians are required to complete to renew their licenses.



Mongolia: An SVM instructor (left) teaching a veterinarian (right) how to diagnose cattle pregnancy by ultrasound scanning

DATA

Project for Strengthening the Practical Capacity of Public and Private Veterinarians

Country
 Mongolia
 Period
 June 2020–June 2025

VOICE

Training appreciated by many veterinarians



JICA expert
 Dr. Chihiro Sugimoto, Professor Emeritus, Hokkaido University

The project provided the kinds of training that SVM could not offer. These include pathological examination of sick animals and gene diagnosis of pathogens, cattle pregnancy diagnosis by ultrasonography, and large animal surgery. Some 90% of the participating veterinarians said they were satisfied. I was impressed with their eagerness to acquire knowledge and learn skills.



In Practice: JICA Global Agenda No.7

Improving Nutrition

Project in Focus

Improving Maternal and Child Nutrition

Nutrition education bore fruit

In December 2021, the Japanese government organized the Tokyo Nutrition for Growth Summit 2021, attended by representatives from many governments, international organizations, and businesses as well as civil society leaders. This event boosted the momentum of global efforts toward nutrition improvement.

Guatemala lags behind other countries in Latin America and the Caribbean especially in child nutrition, as well as in maternal mortality. In 2016, JICA launched the Project for Maternal and Child Health and Nutrition Improvement in the Department of El Quiché, where the situation was quite serious.

Proper nutrition intake during the first 1,000 days, a period from fetal life to age two, has a great impact on the child's whole life. This project developed nutrition education tools such as "My Nutrition Calendar," which introduces weaning food as well as the kinds

of food necessary for pregnant women with illustrations. It also involved community awareness-raising and training for human resources development in the health sector.

Prompt response despite the pandemic

Subsequently COVID-19 took the world by storm, greatly affecting the project's activities. In response the project added new components: providing training in infection prevention and control as well as in nutrition education for high-risk pregnant women with high blood pressure and diabetes. As a follow-up on such training, health district workers monitored the situation on the ground and gave advice over the phone as necessary.

Moreover, the project took advantage of the radio to disseminate information on maternal and child health and nutrition, how to prevent infection, and information aimed at encouraging vaccination. It also produced a video on how to make weaning food.

Through the project, relevant health services to improve maternal and child health and nutrition reached a wider population. This process allowed more women to exclusively breastfeed their babies up to six months after birth and transition to proper weaning food, both of which are avenues to improve child nutrition. It also allowed more pregnant women to properly control their weight, which in turn helps reduce maternal mortality.



Guatemala: A nutritionist offering dietary education to a pregnant woman by using a food model

DATA

Project for Maternal and Child Health and Nutrition Improvement

Country
Guatemala
Period
June 2016–Sept. 2021

VOICE

Ministry of Health and field health workers appreciate the project



JICA expert
Yuko Hishida, IC Net Limited

We supported the development of tools and teaching materials that are useful on the ground. We also supported training for human resources development. Our activities were appreciated by health ministry officials and health district workers. Nutrition improvement will not produce immediate tangible results. However, I do believe that continued project activities will greatly improve maternal and child health and nutrition in Guatemala.



In Practice: JICA Global Agenda No.8

Education

Project in Focus

Diversifying Learning Pathways for Children, Youths, and Adults

Giving everyone a chance to retry

Among the countries in the world, Pakistan has the second-largest proportion of out-of-school children in the bracket of compulsory education (ages 5 to 16). The country's literacy rate of those ages 15 and over is among the lowest in the world, standing at 58%. Factors behind out-of-school children are diverse. Schools may be too far from their homes. Children may be supporting their families' livelihoods. With the catchphrase "Education for all, anytime, anywhere, regardless of age," JICA is conducting this project to provide basic and literacy education for children, young people, and adults who were deprived of the opportunity to learn, whatever the reason.

Such education is referred to as "non-formal education" or "alternative education" and is deemed equivalent to the formal education provided in regular school. JICA has been cooperating in promoting non-formal education in Pakistan since 2004.

Diplomas: Sources of self-confidence and future possibilities

When it started in 2004, JICA's cooperation in non-formal education was limited to Punjab Province. Now this project covers all provinces in Pakistan. Under Phase 1 of the project, JICA developed an accelerated learning program (ALP) for primary education that was made up of several learning packages. In some provinces, anyone can now obtain a primary education certificate if he or she completes this ALP and passes the required examination.

The ongoing Phase 2 of the project developed an ALP for secondary education. If students obtain not only a primary education certificate but also a secondary education certificate, they will feel much confidence in themselves and have a better chance to find a job or move on to a higher school. For adult literacy education, the project has already developed a curriculum made up of three parts: basic literacy, life skills, and income generation skills. This curriculum has already been approved in some provinces. To roll it out across the country, JICA is extending cooperation to the federal and provincial governments in Pakistan.



Pakistan: Girls attending a non-formal-education school that uses a room in the house of a local resident in a remote village in Punjab Province (Photo: Hiroataka Tanaka)

DATA

Advancing Quality Alternative Learning Project Phase 2 (AQAL2)

Country
Pakistan
Period
Feb. 2021–Jan. 2025

VOICE

I've learned how to read and count numbers



Hussnain Ali
Auto-rickshaw mechanic, age 12
ALP Course, Subh-e-Nau School, Punjab Province

I decided on my own to go to ALP after hearing that it is open to people who have never gone to school. I study for two hours, from a little after seven o'clock in the morning, and start work at ten. I'm happy that I can do both. I can play with friends at ALP. At work I can now count money accurately and read the labels on products. I'm happy with that too. In the future, I hope I will be a person who helps my country.

Project in Focus

Pursuing Coexistence with Former Refugees

A local integration project attracting international attention

Zambia, which has been politically stable since its independence in 1964, is known for its open-door policy for refugees. Some of the refugees who fled from long-lasting civil wars in Angola and Rwanda chose to remain in Zambia for decades, due to political or other reasons, even after their refugee status was ended.

In 2014, the Zambian government launched a local integration project that was designed to provide these former refugees with residence permits, houses, and land for farming, with the help of international organizations. This initiative, aimed at peaceful coexistence between former refugees and the Zambian people, is attracting much attention from the international community as a possible durable solution for the former refugees. However, there remained some challenges, including difficulties in relocating former refugees to resettlement areas as scheduled.

Cooperation for resident-oriented resettlement and self-reliance

Under this JICA project, JICA is working with international organizations and NGOs to support the local integration project by the Zambian government. Specific activities include improving resident-oriented resettlement planning and improving livelihood with market-oriented agriculture and information sharing as well as coordination for resource mobilization.

This project started with a social survey of those who had already moved into the resettlement areas and former refugees still remaining in refugee areas to ascertain the factors behind the delayed relocation. The survey found that there was a lack of information and misunderstanding surrounding the resettlement process. Then the project developed an easy-to-understand resettlement guide and set up the Resettlement Promotion Council, made up of residents and government officials. A pilot project was initiated to develop a more effective approach for resettlement, in which a settlement area for 200 households was prepared.

Furthermore, the project encourages resettled farmers to conduct a market survey to select crops for their livelihoods, thereby supporting their market-oriented farming, an approach that involves changing their attitudes from “grow and sell” to “grow to sell.” The project is also conducting the Cash for Work project, which offers vocational training for cash income.



Zambia: A community development planning workshop for representatives from a resettlement area in the pilot project

DATA

Project for Promoting Local Integration of Former Refugees in Mayukwayukwa and Meheba

Country
Zambia
Period
Feb. 2020–Feb. 2024

VOICE

Former refugees began to talk about their dreams



JICA expert
Sachio Yamamoto, Koei Research & Consulting Inc.

A single mother whose 21-year-old daughter participated in the Cash for Work project delightedly told me, “She is now talking about her future dreams!” The road to local integration is long and difficult, but I cherish such words from former refugees. I intend to continue supporting these people by developing approaches that will allow them to have hope for the future.

Project in Focus

Working with Businesses and Civil Society to Eliminate Child Labor from the Cocoa Industry

The Ghanaian government introduces Child Labour Free Zones

In Ghana, about one in every five children is estimated to be engaged in child labor, mainly in agriculture, forestry, and fisheries.

The Ghanaian government has established a system to declare areas where child labor has been eradicated as Child Labour Free Zones (CLFZs). It published CLFZ guidelines in March 2020. While expectations for the CLFZ grew among the stakeholders, the Ghanaian government needed technical assistance to implement the guidelines.

In 2019, JICA started an initiative to address child labor with a focus on Ghana’s cocoa industry, which is closely related to Japanese businesses and consumers. In January 2020, JICA launched the Platform for Sustainable Cocoa in Developing Countries, a platform for co-creation and collaboration for Japanese industrial associations, businesses, NGOs, and other stakeholders that aims for a cocoa industry that is socially, economically, and

environmentally sustainable.

A survey in cooperation with the platform

In cooperation with the platform members, JICA conducted a survey for data collection and support for CLFZ pilot activities to support the Ghanaian government in eliminating child labor and thus help achieve the SDGs.

In the survey, JICA supported the development of the assessment process for CLFZ declaration, and trained personnel to carry out the assessment. It also implemented a pilot project for fulfilling CLFZ indicators in line with the guidelines.

The survey confirmed the need to strengthen cooperation among Ghanaian government agencies and other stakeholders concerned with child labor issues, as well as the need to secure resources for implementing the guidelines. It also found that promoting cooperation among the Japanese stakeholders through the platform may make it possible to mobilize more expertise and resources than each party working independently.

Based on these and other findings of the survey, JICA will continue to cooperate in Ghana’s efforts to eliminate child labor in cooperation with other stakeholders in Japan and abroad.



Ghana: Children studying at a kindergarten in a cocoa producing community

DATA

Data Collection Survey on Child Labour and Support for Child Labour Free Zone Pilot Activities with a Focus on the Cocoa Region

Country
Ghana
Period
Oct. 2020–June 2022

VOICE

Deeper understanding and raised awareness of CLFZs



Elizabeth Akanbomire
Head of the Child Labour Unit, Ministry of Employment and Labour Relations of Ghana

The CLFZ guidelines specify the roles and responsibilities of organizations, communities, and others concerned with child labor issues. Workshops and other events under JICA’s cooperation have provided opportunities to deepen understanding of CLFZs and raise awareness of them for further collaboration. By addressing the areas for improvement that this survey has identified, I hope to help achieve the sound development of all children.

In Practice: JICA Global Agenda No.18
Environmental Management

Project in Focus

Cooperating in Addressing Waste, Water, and Air Pollution in Developing Countries

Aiming for sustainable SWM

JICA cooperates in building clean cities through such means as solid waste management (SWM) as well as air and water pollution control under the JICA Clean City Initiative, an environmental management strategy for the JICA Global Agenda.

For example, JICA has been working on SWM in Palestine in the Middle East. In Palestine, inadequate waste collection services by local governments gave rise to the problem of open burning and open dumping of garbage. Since 2005, JICA has worked on institutional capacity-building in SWM and provided waste collection vehicles and necessary equipment for management of landfill sites.

Under the ongoing project in Palestine, JICA is promoting garbage separation and the 3 Rs (reduce, reuse, recycle) as well as proper management of infectious waste in an effort to achieve sustainable SWM in the

region, where the availability of land is limited.

Capitalizing on World Heritage to promote green growth

Also, JICA is working to control water pollution in Ha Long Bay in Viet Nam, a World Heritage Site that features rock islets of unusual shapes dotting the brilliant sea.

Ha Long Bay was experiencing a serious problem of deteriorating water quality associated with rapid industrialization and urbanization. Since the 1990s, JICA has been cooperating in improving water quality in the bay by applying the Lake Biwa Model, which successfully improved the water environment in Lake Biwa in Japan. In 2016, JICA launched another project to promote green growth that pursues economic growth while protecting the natural environment. This project scaled up the Environmental Protection Fund, which supports businesses and other entities in their environmental management efforts by increasing credit limits and expanding the scope of eligible borrowers. It also promoted ecotourism and developed the Green Growth White Book, which serves as a guide for such efforts.

Then JICA dispatched an expert on the Lake Biwa Model to the region. He is now making recommendations on policies that are aimed both at communicating what green growth is all about to citizens and at encouraging wide public participation. He is also working on related awareness-raising activities.



Viet Nam: JICA experts being briefed on how Japan-made septic tanks are operated and maintained on Ti Top Island at the World Heritage Site of Ha Long Bay

DATA

Project for Capacity Development in Solid Waste Management Phase 3

Region
 Palestine
 Period
 July 2020–Mar. 2023

Dispatch of Green Growth Advisor to Quang Ninh Province

Country
 Viet Nam
 Period
 Apr. 2021–Apr. 2023

VOICE

A project attracting the attention of the Vietnamese media



JICA expert
 Toshiki Fujimura, Ohmi Environment Conservation Foundation and former Shiga Prefecture official

For the sustainable development and expansion of green growth, it is important to involve civil society and the private sector, including communities and businesses. For this reason, I organize awareness-raising seminars across the province. Many local media outlets cover these seminars. Now, when I walk on the street, people often say to me, "I saw you on TV!" This is a little embarrassing, but I accept it as yet another outcome of the project.

In Practice: JICA Global Agenda No.20
Disaster Risk Reduction through Pre-disaster Investment and Build Back Better

Project in Focus

Remote Operation in Post-disaster Reconstruction Assistance

Frequent disasters amid the pandemic

Natural hazards are relentless in threatening people's lives even during the unabated COVID-19 pandemic. Major floods struck Timor-Leste in April 2021; Mount Semeru in Indonesia erupted in December that year; a submarine volcano erupted, and the associated tsunami hit Tonga in January 2022; and the list goes on. JICA promptly delivered much-needed emergency relief supplies to such affected areas and is now working on cooperation in post-disaster recovery and reconstruction by means of remote operation as travel to affected areas is restricted amid the pandemic.

Making Tonga disaster-resistant under the BBB vision

The massive submarine volcanic eruption that hit Tonga entailed earthquakes, a tsunami, and falling ash. The disaster devastated one of the most disaster-vulnerable countries

in the world, destroying buildings and disrupting transportation and communications infrastructure. The tsunami unexpectedly reached areas quite far from Tonga, puzzling experts as to how it actually occurred.

JICA stepped up preparations for this survey under the vision of Build Back Better (BBB), that is, reducing disaster risks and building more resilient states and societies in the post-disaster reconstruction process. The survey is designed to collect and analyze information necessary to formulate concrete cooperation projects in the future with BBB in mind.

Risk assessment is a prerequisite for BBB. This is why JICA set up a panel of experts comprising frontline researchers in different fields in February 2022 to study the mechanism behind the volcanic eruption and tsunami and predict the extent of damage of similar disasters based on scientific evidence. Japanese experts and Tongan government agency officials had a series of web meetings to share the BBB vision and gather information for hazard risk assessment.

Going forward, JICA plans to conduct an efficient field survey as the situation demands and thus continue to cooperate with Tonga in building a more resilient state than before the disaster.



Tonga: The tsunami engulfed Atata Island, causing extensive damage

DATA

Data Collection Survey for Build Back Better from the Volcanic Eruption and Tsunami Disaster

Country
 Tonga
 Period
 Apr.–Dec. 2022

VOICE

Drawing on the experience and knowledge of two countries

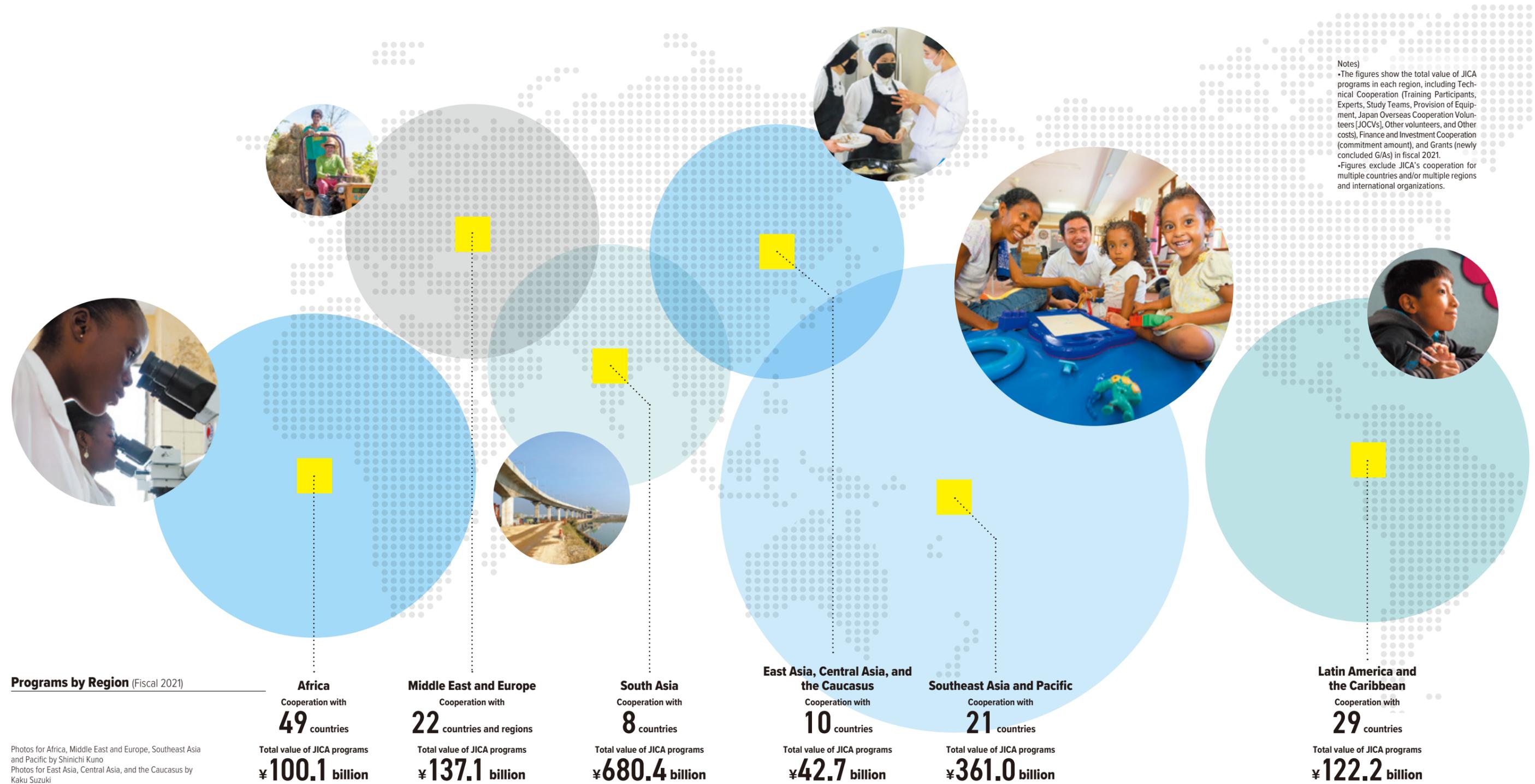


JICA mission member
 Akio Odake, Oriental Consultants Global Co. Ltd.

We started this survey in Tonga to gather information by interviewing government agency officials and other means. The information thus collected covered assistance activities of other donors, the situations in areas and remote islands hit hard by the tsunami, and relevant geospatial information (GIS data). Both Japan and Tonga have a history of overcoming numerous disasters. We aim to realize the BBB vision that draws on the experience and knowledge of both nations.

Overview by Region

JICA operates in some 150 developing countries and regions. Different developing countries face quite different development issues. Based on analysis of the varying conditions and the needs of these countries and regions, and the aim for achieving *human security* and *quality growth* in them, JICA strategically formulates and implements programs while factoring in the Japanese government's policies and commitments as well as its available cooperation modes and budgetary allocations.



Photos for Africa, Middle East and Europe, Southeast Asia and Pacific by Shinichi Kuno
 Photos for East Asia, Central Asia, and the Caucasus by Kaku Suzuki

Southeast Asia		Total value of JICA programs in fiscal 2021 ¥340,504 million
Technical Cooperation ¥31,142 million	Finance and Investment Cooperation ¥301,979 million	Grants ¥7,383 million
Promoting a “Free and Open Indo-Pacific”		

Southeast Asia

ASEAN as a cornerstone of the Indo-Pacific

Member states of the Association of Southeast Asian Nations (ASEAN) play a leading role in promoting the stability and prosperity of this region, which faces the Indian and Pacific Oceans. ASEAN states thus constitute a cornerstone of a Free and Open Indo-Pacific (FOIP), a vision advocated by the Japanese government. While experiencing rapid economic growth, ASEAN countries face disparities both in the region and within individual countries along with enormous development needs in terms of both socio-economic infrastructure and human resources development.

The Japanese government supports the ASEAN Outlook on the Indo-Pacific (AOIP), a vision announced by ASEAN in 2019, and has committed to cooperation in the priority areas outlined in the AOIP: maritime cooperation, connectivity, the SDGs, and the economy.

Responding to the COVID-19 crisis from a post-pandemic perspective

Based on this background, JICA’s cooperation covers the following focus areas:

1. Strengthening ASEAN connectivity
Cooperation in both physical and nonphysical aspects of land, maritime, and air corridor connectivity projects
2. Promoting *quality growth*
Cooperation in mitigating urban traffic congestion, air pollution control, and solid

- waste management, among other projects
3. Creating a society with dignity through the embodiment of *human security*
Cooperation in health, education, and disaster risk reduction, among others
4. Promoting countermeasures to climate change, including decarbonization
5. Developing human resources: leaders and administrative officers who will steer each ASEAN country in the future
6. Addressing vulnerabilities in the region
Cooperation for Mindanao in the Philippines
7. Establishing and implementing operations that meet the needs of the times

Japan and ASEAN countries enjoy a strong relationship. In extending development cooperation, JICA makes maximum use of the broad-ranging expertise and know-how of private-sector companies, universities and research institutions, and local governments as well as taking advantage of digital transformation (DX). JICA’s cooperation for Timor-Leste is designed to support the country’s accession to ASEAN and transition from post-conflict reconstruction to development.

In response to the COVID-19 pandemic, JICA forged ahead with JICA’s Initiative for Global Health and Medicine in fiscal 2021. Specific actions included offering budget support through Emergency Support Loans, strengthening systems for delivering telemedicine and vaccines through Technical Cooperation and Grants, and developing human resources in the health sector. JICA also implemented the

Total value of JICA programs by country

Philippines	¥260,307 million
Cambodia	¥33,645 million
Viet Nam	¥27,435 million
Laos	¥5,392 million
Indonesia	¥5,381 million
Myanmar	¥3,421 million
Thailand	¥2,503 million
Timor-Leste	¥1,506 million
Malaysia	¥914 million

Note) For the total value of JICA programs, see the note on “Programs by Region” on page 39. Totals may not add up due to rounding.



Viet Nam: A doctor treating a patient at Hue Central Hospital, a referral hospital in central Viet Nam, using part of the medical equipment that JICA has provided to build up COVID-19 response capabilities, including ECMO units, ventilators, patient monitors, and digital radiography units.

The Pacific		Total value of JICA programs in fiscal 2021 ¥20,486 million
Technical Cooperation ¥3,013 million	Finance and Investment Cooperation ¥10,000 million	Grants ¥7,473 million
Shaping a Sustainable Future of Pacific Island Countries		

JICA Program for Japanese Studies (JICA Chair)—which is designed to share Japan’s modernization and development cooperation experiences [→ see page 50]—at selected universities in the Philippines, Viet Nam, Indonesia, Laos, Cambodia, and Thailand.

The Pacific

Challenges unique to island countries and response to climate change

Japan and Pacific Island Countries (PICs) share the Pacific Ocean, a global public good, and have historically maintained close relations. Achieving the sustainable development of the Pacific region will not only help strengthen bilateral relations between Japan and PICs but also contribute to maintaining and developing a regional environment conducive to realizing a Free and Open Indo-Pacific.

PICs are faced with common challenges and vulnerabilities unique to island countries: they are small, isolated, remote, and oceanic. In recent years, they have attracted global attention as one of the regions most vulnerable to the negative impacts of climate change. Countries in the region have also been working on climate change mitigation. Many set ambitious targets to introduce renewable energy ahead of the rest of the world, and to limit temperature rise to 1.5 degrees Celsius above preindustrial levels, as called for at the 26th Session of the Conference of the Parties (COP26) of the UN Framework Convention on Climate Change, held in November 2021.

Promoting cooperation based on PALM9

Given these circumstances, JICA is delivering development cooperation in the following five priority areas agreed on at the Ninth Pacific Islands Leaders Meeting (PALM9) in July 2021:

1. COVID-19 response and recovery
Developing health facilities and human resources as well as offering budget support
2. Sustainable oceans based on the rule of law
Building the capacity for maritime law enforcement and fishery resources management; extending cooperation for managing disposal of waste
3. Climate change and disaster resilience
Promoting deployment of renewables; capacity development for disaster management agencies; delivering emergency relief supplies for Tonga, which suffered damage from the volcanic eruption and tsunami in January 2022
4. Strengthening the foundation for sustainable and resilient economic development
Developing quality infrastructure, promoting trade and investment, increasing the resilience of public finance, and strengthening governance
5. People-to-people exchanges and human resources development
Inviting potential future leaders to Japan for study, providing training, dispatching JICA volunteers, supporting regional exchanges

Total value of JICA programs by country

Fiji	¥13,438 million
Vanuatu	¥4,137 million
Papua New Guinea	¥801 million
Solomon Islands	¥697 million
Tonga	¥643 million
Palau	¥347 million
Samoa	¥226 million
Marshall Islands	¥98 million
Federated States of Micronesia	¥66 million
Kiribati	¥30 million
Tuvalu	¥1 million
Nauru	¥1 million

Note) For the total value of JICA programs, see the note on “Programs by Region” on page 39. Totals may not add up due to rounding.



JICA’s brochure titled “Dive into the Blue Pacific” explains why Japan extends development cooperation to PICs.

It also provides a brief overview of what is going on in the region and what JICA is doing there in the priority areas set out at PALM9.



Tonga: On January 15, 2022, the country was severely damaged by falling ashes from a submarine volcanic eruption and the associated tsunami. The photo shows a father and his son in the hard-hit village of ‘Ahau receiving drinking water, which was part of emergency relief supplies from Japan. (Photo: Japanese Embassy in Tonga)

East Asia, Central Asia, and the Caucasus		Total value of JICA programs in fiscal 2021 ¥42,654 million	
Technical Cooperation ¥6,007 million	Finance and Investment Cooperation ¥32,851 million	Grants ¥3,796 million	
Toward Sustainable Development through Enhanced Regional Connectivity and Industrial Diversification			

Reducing dependence on natural resources and fostering domestic industries

JICA operates ODA in nine developing countries in East Asia, Central Asia, and the Caucasus: Mongolia, the five Central Asian countries, and the three Caucasus countries.*

Mongolia, Kazakhstan, Turkmenistan, and Azerbaijan are endowed with natural and agricultural resources; however, as their economies are heavily dependent on these resources, they are vulnerable to fluctuations in global commodity prices. Facing the need to reduce its dependence on such resources, typically cotton plants and natural gas, Uzbekistan is undertaking government-led investment promotion and industrial development. The Kyrgyz Republic and Tajikistan, on the other hand, are not rich in natural resources. Remittances from Kyrgyzstanis and Tajikistanis working in Russia and elsewhere account for nearly one-third of the GDP of each country. The countries are thus confronting the urgent need to foster domestic industries and create employment opportunities.

The keys to sustainable economic development that is not dependent on natural resources include stimulating private sector-led economic activity, diversifying industry, and developing infrastructure that will strengthen intra- and interregional connectivity.

Toward the stability and self-reliance of the countries in the region

Many countries in the region share national borders with two major powers, Russia and China, as well as with South Asian and Middle Eastern countries, including Afghanistan, where the Taliban has taken power. They are thus under the strong political and economic influence of these neighboring countries. With the understanding that securing stability and self-reliance of the countries in the region is essential to the stability of the entire Eurasian continent, JICA's cooperation focuses on (1) *governance strengthening*, including legal system development; (2) *industrial diversification*, including the promotion of small

and medium enterprises; (3) *infrastructure development*, including the construction of airports and power plants; and (4) *human resources development* [→ see the *Project in Focus* on page 31].

The COVID-19 pandemic has taken a heavy toll on service sectors, including tourism, and has increased unemployment and decreased work opportunities for migrant workers. It has also exposed vulnerabilities in health care and other social services in the region, which is already beset with geopolitical risks. During fiscal 2021, JICA extended development cooperation to this region in the form of budget support as well as Last One Mile Support, which involves providing medical equipment and developing a vaccine rollout system. In the sector of human resources development, JICA implemented the JICA Chair at selected universities in Mongolia and Uzbekistan with a view to broadening the base of leaders who can foster a long-lasting bilateral relationship between each country and Japan.

ODA for China discontinued

JICA completed all its ODA programs for China by the end of fiscal 2021 based on the policy of the Japanese government.



Total value of JICA programs by country

East Asia	
Mongolia	¥3,469 million
China	¥192 million
Central Asia and the Caucasus	
Uzbekistan	¥23,581 million
Georgia	¥11,596 million
Kyrgyz Republic	¥2,381 million
Tajikistan	¥1,172 million
Kazakhstan	¥100 million
Azerbaijan	¥71 million
Armenia	¥65 million
Turkmenistan	¥27 million

Note) For the total value of JICA programs, see the note on "Programs by Region" on page 39. Totals may not add up due to rounding.

*Excluding China

Kyrgyz Republic: JICA has long been cooperating in building community business models inspired by the One Village, One Product (OVOP) movement. The photo shows women making animal dolls with merino wool, a local specialty, under the Project for Dissemination of OVOP Issyk-Kul Model to Other Regions of the Country. (Photo: Kaku Suzuki)

South Asia		Total value of JICA programs in fiscal 2021 ¥680,362 million	
Technical Cooperation ¥21,243 million	Finance and Investment Cooperation ¥641,994 million	Grants ¥17,125 million	
Building Resilient Social Systems toward Regional Stability and Development			

Economic recovery and unstable economic and social conditions

South Asia is a region of geopolitical importance linking Southeast Asia with the Middle East and Africa. The region, home to 1.8 billion people, accounts for one-quarter of the global population. It has markedly expanding consumer and labor markets, with young people under age 25 making up about a half the regional population.*1 Tapping into the power of this young generation to sustain economic development requires human resources and infrastructure. Meanwhile, with the number of people living in absolute poverty in the region, amounting for about 220 million or one-third of the world's total,*2 there have been calls for building inclusive (meaning "leaving no one behind"), resilient, and sustainable societies as stipulated in the SDGs.

Despite waves of COVID-19 infections, countries in the region relaxed related restrictions, such as by lifting COVID-19-related curfews or easing travel restrictions, and, as a result, the regional economy grew 7% in 2021.*3 Nevertheless, global price rises amid recovery from the pandemic are making it difficult to steer their economies successfully. In fact, some economies in the region are deteriorating rapidly, giving rise to social unrest. In addition, the region, vulnerable to natural disasters, has been impacted by climate change.

Cooperation with a focus on building inclusive and resilient societies

JICA has been proactively delivering cooperation to build inclusive and resilient societies that can cope with the above challenges.

In fiscal 2021, JICA placed emphasis on responding to the pandemic as in the previous year, helping to strengthen health services in both physical and nonphysical aspects as well as offering budget support through emergency loans. JICA also focused on cooperation for tackling climate change, including afforestation and disaster risk reduction. With a flexible combination of various

forms of cooperation, JICA also worked on a range of other issues such as (1) developing infrastructure; (2) improving the investment environment; (3) improving access to basic human needs; (4) securing regional peace and stability; (5) strengthening intra- and interregional connectivity; and (6) developing human resources through the JICA Chair and the acceptance of foreign students in Japan [→ see the *Project in Focus* on pages 30 and 33]. Going forward, JICA will also continue to work on digital transformation (DX) to further enhance its cooperation.

For Afghanistan, JICA supported the Afghan people related to JICA's activities to flee the country after the Taliban took control of Kabul in August 2021. While continuing its support, JICA is exploring other possibilities of assistance in meeting a wide range of humanitarian needs in cooperation with international organizations in line with Japanese government policies.

The year 2022 is designated as the "Japan-Southwest Asia Exchange Year."*4 In commemoration, JICA is accelerating its information dissemination efforts to further deepen ties with countries in the region.



Total value of JICA programs by country

India	¥334,011 million
Bangladesh	¥318,098 million
Nepal	¥15,909 million
Pakistan	¥6,485 million
Bhutan	¥2,145 million
Sri Lanka	¥1,843 million
Afghanistan	¥1,501 million
Maldives	¥369 million

Note) For the total value of JICA programs, see the note on "Programs by Region" on page 39. Totals may not add up due to rounding.

*1 United Nations, "World Population Prospects 2019."

*2 Calculated based on data from World Bank, "Poverty and Shared Prosperity 2018: Piecing Together the Poverty Puzzle."

*3 World Bank, "Global Economic Prospects, January 2022."

*4 Designated by the Japanese government to commemorate the milestone anniversaries of establishing diplomatic ties with the countries in the region, including the 70th anniversary in relation to India, Pakistan, and Sri Lanka.

Bangladesh: Situated across a delta of three large rivers, Bangladesh suffers inundation every year; it is one of the most vulnerable countries to precipitation change due to climate change. JICA is working on improving the livelihoods of local farmers in Haor, a low-lying wetland in the country, through such means as embankment construction and agricultural promotion, under the Haor Flood Management and Livelihood Improvement Project.

Latin America and the Caribbean		Total value of JICA programs in fiscal 2021 ¥122,198 million
Technical Cooperation ¥14,599 million	Finance and Investment Cooperation ¥103,160 million	Grants ¥4,439 million
Aiming to Further Deepen Shared Values		

Prolonged crises for partner countries

Latin America and the Caribbean have a population of some 650 million*1 and a GDP of over \$4.7 trillion,*2 about 1.9 times the size of ASEAN.*3 They constitute an important place in the world both as a home to rich nature, as highlighted by the Amazon region, and as a world center of agricultural production. The region shares with Japan universal values such as freedom and democracy and also is home to the largest *Nikkei* (Japanese emigrants and their descendants) community in the world, making an important partner for Japan in addressing common challenges.

Although the region generally enjoys high income levels, economic disparities are large among and within the 33 countries in the region. The region faces such challenges as the exodus of Venezuelans in 2019 and the issue of illegal immigrants in northern Central America. These challenges are exacerbated by adverse socioeconomic impacts of the global COVID-19 pandemic and the Ukrainian crisis, among others. This situation in turn is affecting the political arena as well, complicating issues which countries in the region face.

Strengthening both cooperation for Building Back Better and links with various stakeholders

JICA's cooperation for this region places emphasis on (1) developing infrastructure for economic development; (2) reducing disaster risks and coping with climate change; and (3) improving the urban environment and reducing disparities. Additional focus is placed on fighting the pandemic under JICA's Initiative for Global Health and Medicine as well as on Building Back Better for the post-COVID era.

In fiscal 2021, JICA provided (1) budget support ODA Loans and Private-Sector Investment Finance for social and economic recovery, (2) Technical cooperation and Grants for fighting the pandemic, and (3) support for *Nikkei* as well as other people in their neighboring communities through *Nikkei* organizations [→ see page 57 as well as the

Project in Focus on page 32].

In addition, JICA implemented a comprehensive survey with an eye on the post-COVID era. JICA analyzed the impact of the pandemic on each country, identified new and emerging issues and their solutions, and set up pilot projects applying DX technology in addressing these issues. JICA also worked with the Inter-American Development Bank (IDB) to launch a platform called "Transformational Start ups' Business Acceleration for the SDGs Agenda (TSUBASA)" to seek out Japanese business startups that have innovative ideas and help them expand their business in the region.

Furthermore, JICA collaborated with the World Bank and such regional development partners as the Central American Integration System (SICA) and the Caribbean Community (CARICOM) to step up efforts to address some of the region's common issues, including disaster risk reduction, logistics, the environment, and gender. It also conducted studies related to hydrogen and other renewables and offered training for future leaders of countries in the region through its scholarship programs and the JICA Chair [→ see page 50].

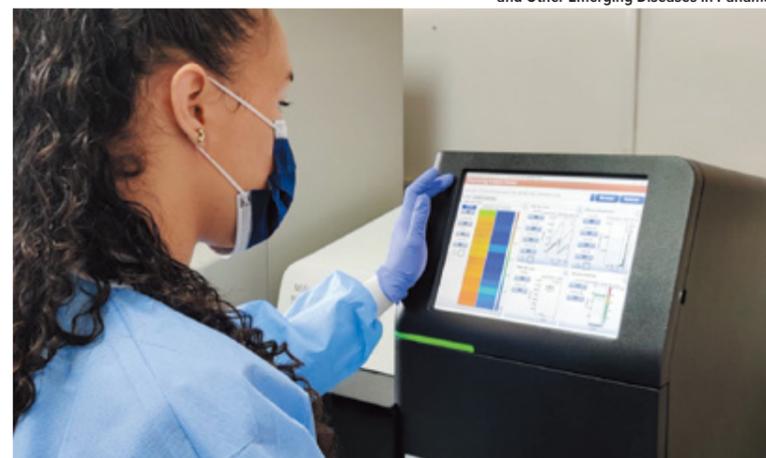
*1-2 World Bank Group, "DataBank Microdata Data Catalog" (2020).
*3 International Monetary Fund, "World Economic Outlook Database" (2020).

Total value of JICA programs by country

Central America and the Caribbean	
Dominican Republic	¥26,912 million
Honduras	¥13,842 million
Nicaragua	¥1,887 million
El Salvador	¥1,142 million
Guatemala	¥848 million
Mexico	¥739 million
Panama	¥628 million
Cuba	¥441 million
Saint Lucia	¥105 million
Jamaica	¥102 million
Other 9 countries	¥317 million
South America	
Brazil	¥43,485 million
Colombia	¥17,495 million
Paraguay	¥9,981 million
Bolivia	¥1,529 million
Peru	¥1,233 million
Ecuador	¥635 million
Argentina	¥425 million
Chile	¥403 million
Other 2 countries	¥48 million

Note) For the total value of JICA programs, see the note on "Programs by Region" on page 39. The above tables list only countries with program value of ¥100 million and over. Totals may not add up due to rounding.

Panama: A lab technician conducting a genome analysis of the coronavirus using equipment provided by JICA under the Project for Strengthening Surveillance and Diagnostic Capacities for COVID-19 and Other Emerging Diseases in Panama.



Africa		Total value of JICA programs in fiscal 2021 ¥100,119 million
Technical Cooperation ¥38,203 million	Finance and Investment Cooperation ¥35,497 million	Grants ¥26,420 million
Toward Building Resilient and Inclusive Societies and Economies after the Pandemic		

COVID-19 stalled socioeconomic development, slowing recovery from the crisis

Accounting for a quarter of UN membership, African countries play an important role in international politics. As they are expected to represent a quarter of the global population by 2050,*1 Africa is attracting attention as a promising market that is experiencing the rise of leapfrog phenomena associated with advancing digitalization.

Nevertheless, the COVID-19 pandemic is taking a heavy toll on socioeconomic development in Africa, turning its economy into negative growth. The poverty rate is also rising. In addition, economic recovery is lagging due in part to the delay of vaccination rollouts. Ramifications of the Ukraine crisis, including food scarcity and soaring prices, are another cause of concern. It is therefore important to protect the vulnerable from these threats and thus to support the recovery of Africa.

Toward building new societies and economies in the post COVID-19 era

For the Eighth Tokyo International Conference on African Development (TICAD 8) in August 2022, JICA set out the directions of its cooperation in building resilient societies and economies in Africa under the slogan

"Toward a resilient, inclusive, and prosperous Africa." It also made efforts to mitigate the negative social impacts of the pandemic in various sectors by capitalizing on innovations and private-sector initiatives, including the health sector under JICA's Initiative for Global Health and Medicine [→ see page 19 and the *Project in Focus* on pages 34 and 35].

For example, JICA provided Kenya, Ethiopia, Nigeria, and Rwanda with bilateral cooperation aimed at building a start-up ecosystem.*2 It also organized a related pitch event*3 in Uganda. In addition, JICA collaborated with the African Union Development Agency (AUDA-NEPAD) to offer business management support for African companies in the health sector. In one case, this support allowed a Kenyan firm that manufactures medical supplies such as syringes to secure funds totaling some \$7 million, largely from private investors, thus successfully expanding its business.

In December 2021, the Parliament of Uganda adopted a resolution commending years of JICA's cooperation to the country. The resolution expressed appreciation for JICA's approaches that stress human relationships and respect African ownership.

Total value of JICA programs by country

Tanzania	¥39,245 million
Ghana	¥6,306 million
Kenya	¥5,620 million
Malawi	¥4,945 million
Djibouti	¥4,095 million
Senegal	¥3,477 million
Mozambique	¥2,390 million
Rwanda	¥2,203 million
Uganda	¥2,056 million
Madagascar	¥1,848 million
South Sudan	¥1,766 million
Ethiopia	¥1,707 million
Zambia	¥1,686 million
Democratic Republic of the Congo	¥1,684 million
Sudan	¥1,282 million
Côte d'Ivoire	¥1,271 million
Nigeria	¥933 million
Cameroon	¥886 million
Burkina Faso	¥830 million
South Africa	¥636 million
Angola	¥286 million
Other 28 countries	¥14,964 million

Note) The table lists only countries where JICA's overseas offices are located. For the total value of JICA programs, see the note on "Programs by Region" on page 39. Totals may not add up due to rounding.

*1 United Nations, "World Population Prospects 2019."

*2 A platform whereby young entrepreneurs link up with various stakeholders such as investors, educational institutions, and line ministries to launch new businesses.

*3 A type of event in which venture and startup businesses come together and brief investors on their products and services.

Uganda: The Parliament of Uganda adopting a resolution commending JICA's cooperation. The resolution expressed appreciation for JICA's activities that focused on investment in people and the self-reliant development of Uganda. An example cited was reconstruction support for northern Uganda, affected by a civil war that lasted for over 20 years from the mid-1980s. (Photo by courtesy of the Parliament of Uganda)



Middle East and Europe		Total value of JICA programs in fiscal 2021 ¥137,139 million	
Technical Cooperation ¥8,676 million	Finance and Investment Cooperation ¥126,155 million	Grants ¥2,309 million	
Coping with Twin Crises: Regional Turmoil and COVID-19			

Lasting geopolitical instability and accelerating crises

In the Middle East, political instability has been lingering in many countries. In Yemen, Syria, and Libya, civil wars have destroyed basic infrastructure and deprived people of educational opportunities. The influx of Syrian refugees and their subsequent residence constitute a significant social and economic burden for Jordan, Lebanon, and Turkey. Even Tunisia, where the Arab Spring originated, is now facing social and economic turmoil.

In Europe, the momentum for reform with a view to acceding to the European Union (EU) is increasing among Western Balkan countries. Yet the Ukraine conflict that broke out in February 2022 is affecting not only Eastern European countries that are hosting Ukrainian refugees but also the entire world in the form of soaring food and energy prices.

In both regions, the pandemic sent already high unemployment rates even higher. Poverty is also rising. All these developments point to the need for assistance for the poor and vulnerable in each country in these regions.

Mid- to long-term efforts toward peace and stability

JICA understands that peace and stability in the Middle East and Europe are crucial for the peace and prosperity of the international community, including Japan. With this in mind, JICA extended development cooperation in fiscal 2021 from a medium- and long-term perspective, with focus on four pillars: (1) regional stability and *human security*, (2) *quality growth*, (3) human resources development and exchanges as well as nurturing of future leaders with great affinity toward and knowledge of Japan, and (4) promotion of regional initiatives [→ see the *Project in Focus* on page 28].

Specifically, JICA delivered cooperation to Jordan for strengthening the framework for providing refugees staying in the country with appropriate mental and psychological care at the community level. It also continued to provide opportunities for Syrian refugees to

study at Japanese universities.

Moreover, toward increasing employment and promoting industrial innovation, JICA cooperated with Tunisia in improving the quality and productivity of local products, while in Morocco it continued with a project aimed at recycling olive mill waste by leveraging the expertise of a Japanese private firm.

JICA has been supporting Egypt—which is promoting Japanese-style education—with wide-ranging cooperation in education, covering stages from preschool to college education. Across the country, there are now a total of 48 Egyptian Japanese Schools: primary schools that incorporate Japanese-style education. The JICA Chair was also implemented at selected universities in Serbia and Turkey, contributing to nurturing leaders with great affinity toward and knowledge of Japan.

JICA is also engaged in a regional cooperation framework involving Japan, Palestine, Israel, and Jordan. This quadripartite framework involves middle- to long-term efforts to encourage the economic self-reliance of Palestine. As part of such efforts, JICA cooperated with Palestine and Jordan in restoring ruins of great historical value and making better use of local tourism resources, thus contributing to regional economic revitalization and employment promotion.



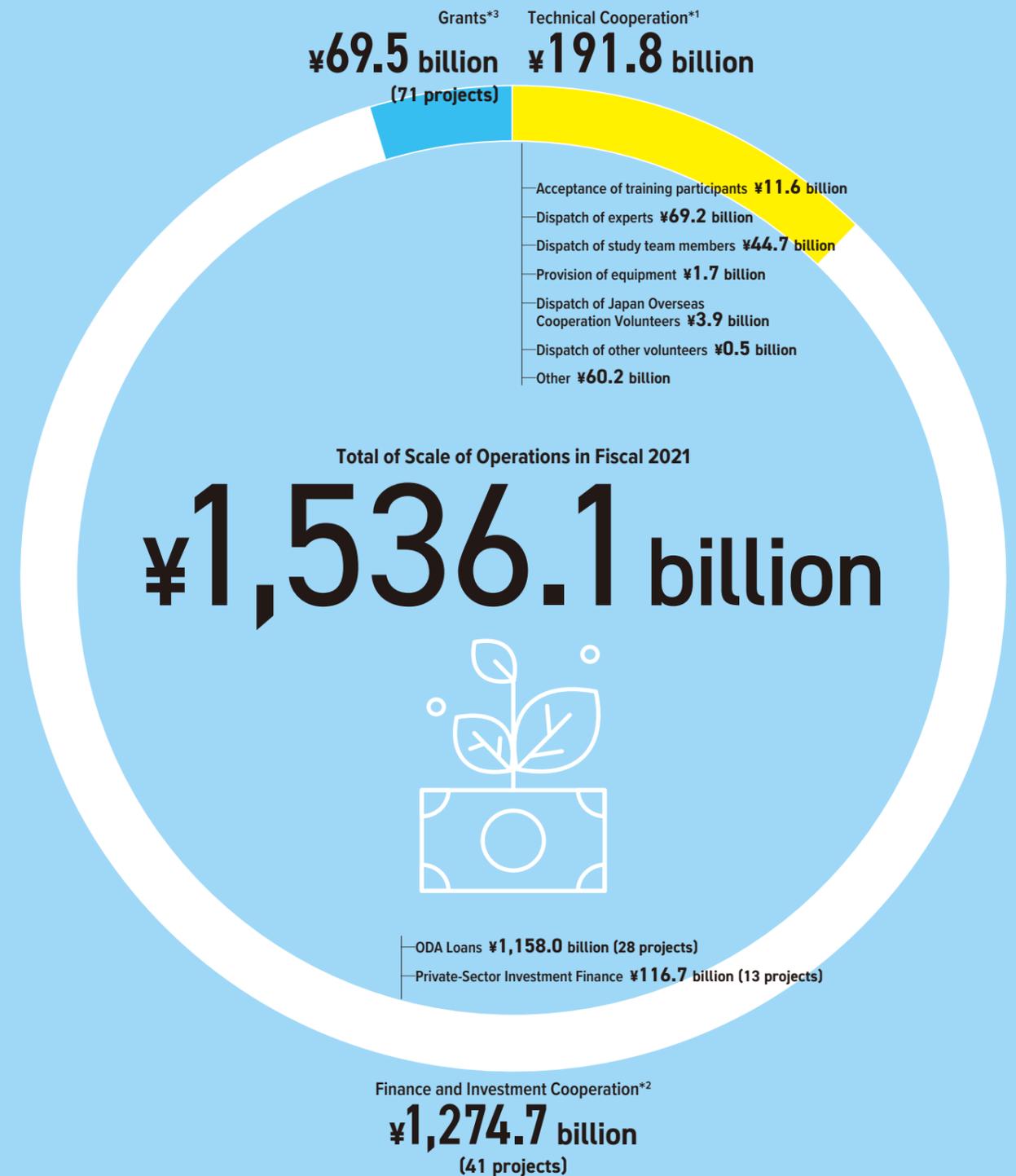
Total value of JICA programs by country or region

Europe	
Turkey	¥78,134 million
Kosovo	¥570 million
Serbia	¥291 million
Albania	¥273 million
Ukraine	¥233 million
North Macedonia	¥140 million
Moldova	¥79 million
Bosnia and Herzegovina	¥76 million
Montenegro	¥67 million
Middle East	
Iraq	¥37,741 million
Jordan	¥11,678 million
Egypt	¥2,253 million
Palestine	¥2,103 million
Tunisia	¥1,967 million
Iran	¥708 million
Morocco	¥387 million
Syria	¥226 million
Saudi Arabia	¥93 million
Algeria	¥58 million
Lebanon	¥39 million
Yemen	¥19 million
Libya	¥2 million

Note) For the total value of JICA programs, see the note on "Programs by Region" on page 39. Totals may not add up due to rounding.

Jordan: JICA cooperated in constructing and managing a 200 MW solar power plant—one of the largest in the country—under the Al-Muwaqqar Solar Energy Project to increase power supply and diversify power sources. The new plant contributes to meeting growing power demand from Jordan's economic development and refugee hosting communities. It also helps mitigate the impact of climate change, a key challenge facing the Middle East and Europe as well.

Overview of Operations



Scale of Technical Cooperation by type (number of persons newly dispatched and cumulative total)

	Newly dispatched	Cumulative total
Acceptance of training participants	21,735	676,079 (FYs 1954–2021)
Dispatch of experts	2,583	199,925 (FYs 1955–2021)
Dispatch of study team members	1,992	305,942 (FYs 1957–2021)
Dispatch of Japan Overseas Cooperation Volunteers	312	46,493 (FYs 1965–2021)
Dispatch of other volunteers	43	7,998 (FYs 1999–2021)*4

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

Note) Totals may not add up due to rounding.
 *1 Technical Cooperation expenses include Technical Assistance expenses managed under the Finance and Investment Account budget, but exclude administration costs.
 *2 Total commitment amounts of ODA Loans and Private-Sector Investment Finance.
 *3 Aggregated amount of Grants committed through concluding of respective Grant Agreements.
 *4 Includes Senior Volunteers, JOCVs and Senior Volunteers for *Nikkei* Communities, and UN Volunteers. Until 1998, these figures had been included in other types of cooperation.

Assistance by Region

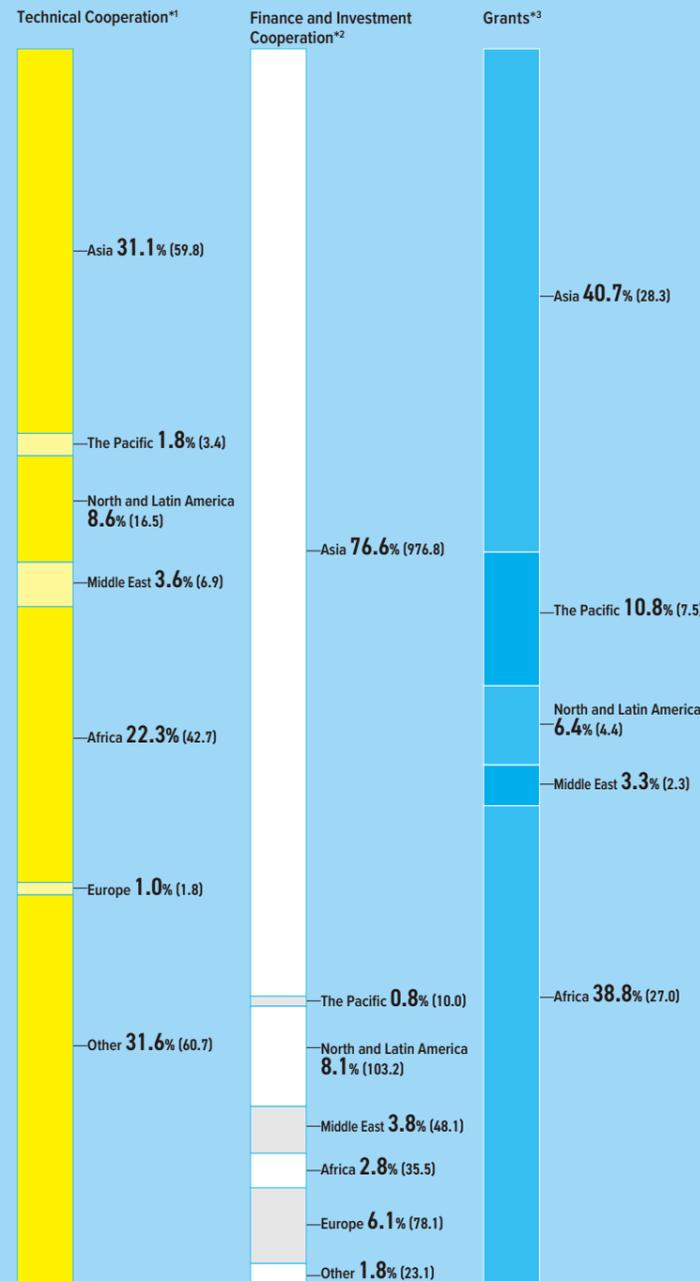
Looking at disbursements of Technical Cooperation by geographic region, Asia accounted for 31.1%, Africa 22.3%, and North and Latin America 8.6%, in descending order.

Looking at newly committed amounts for Finance and Investment Cooperation by region in fiscal 2021, Asia accounted for 76.6%, North and Latin America 8.1%, and Europe 6.1%. Continuing from fiscal 2020, Asia's share has been considerably high.

As for Grants, Asia accounted for 40.7%, Africa 38.8%, and the Pacific 10.8%. As in fiscal 2020, Asia and Africa accounted for a large proportion of Grants.

"Other" includes disbursements for and commitment amounts with international organizations and worldwide projects across countries and regions.

Composition of assistance by region in fiscal 2021 (Unit: %, ¥ billion)



Note) Totals may not add up due to rounding.

*1 Technical Cooperation expenses include Technical Assistance expenses managed under the Finance and Investment Account budget, but exclude administration costs.

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

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

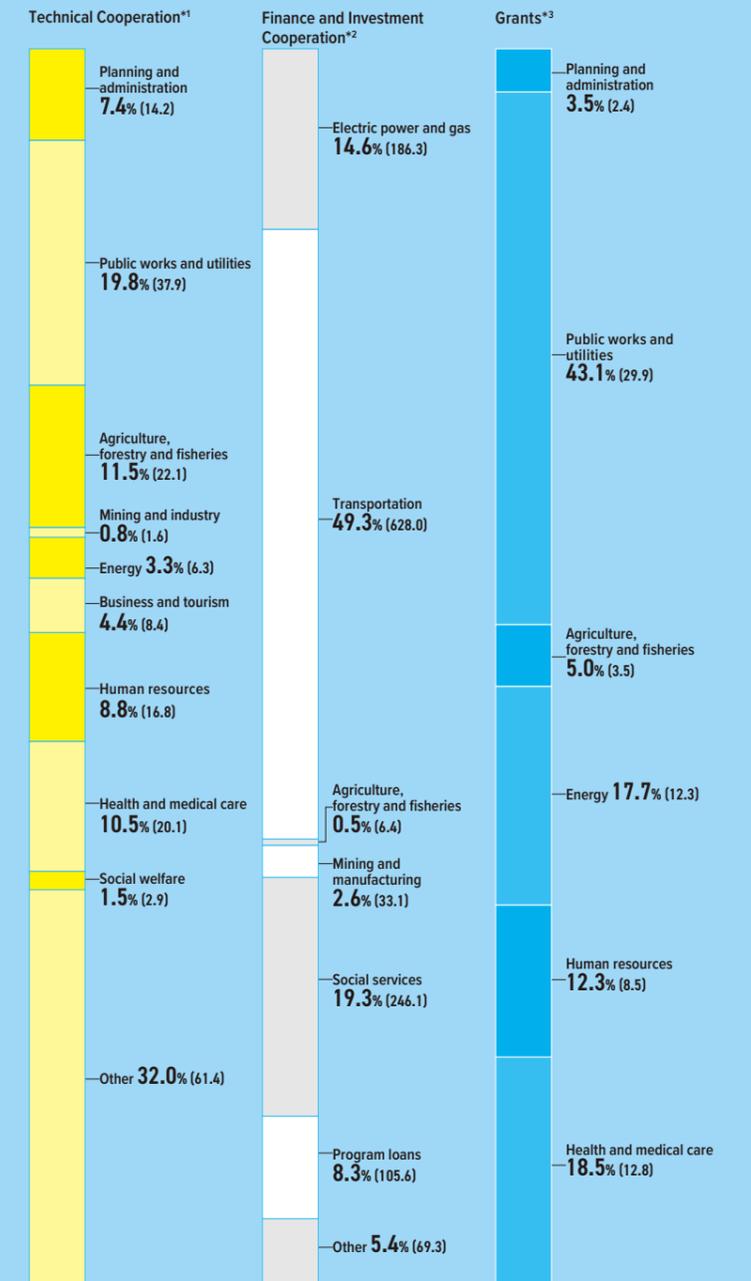
Assistance by Sector

Disbursements of Technical Cooperation by sector were, in descending order, 19.8% for public works and utilities, 11.5% for agriculture, forestry and fisheries, and 10.5% for health and medical care.

For Finance and Investment Cooperation, the largest portion is 49.3% for projects in the transportation sector. This was followed by social services at 19.3% and 14.6% for electric power and gas.

For Grants, the largest share was made to public works and utilities at 43.1%, followed by health and medical care at 18.5%, and 17.7% for energy.

Composition of assistance by sector in fiscal 2021 (Unit: %, ¥ billion)



Note) Totals may not add up due to rounding.

*1 Technical Cooperation expenses include Technical Assistance expenses managed under the Finance and Investment Account budget, but exclude administration costs.

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

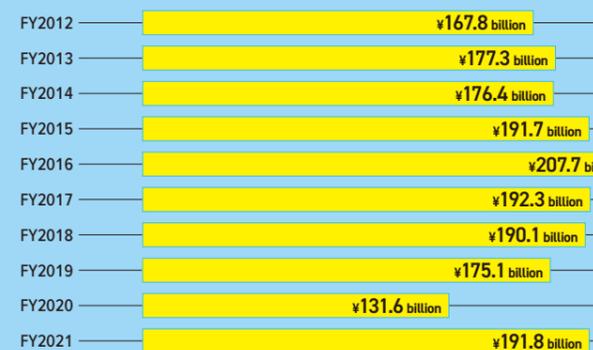
*3 Aggregated amount of Grants committed through concluding of respective Grant Agreements.

Overview of Trends for the Past Ten Years

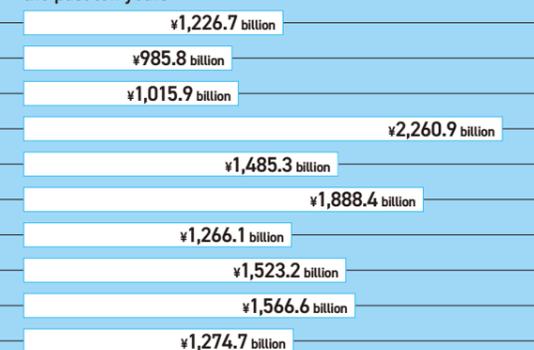
The graph at right shows trends in the scale of JICA's programs for Technical Cooperation, Finance and Investment Cooperation, and Grants over the past ten years.

In fiscal 2021, disbursements of Technical Cooperation increased from the previous fiscal year by 45.7% to a total of ¥191.8 billion; the Finance and Investment Cooperation commitment amount decreased by 18.6%, totaling ¥1,274.7 billion; and the scale of Grants decreased by 3.1% to a total amount of ¥69.5 billion.

Technical Cooperation expenses for the past ten years*1



Finance and Investment Cooperation commitment amounts for the past ten years*2



Scale of Grants for the past ten years*3



Partnerships with Universities and Research Institutions

Jointly Creating Knowledge and Fostering Future Leaders

As challenges faced by developing countries have become even more diverse and complicated, partnerships with universities and research institutions are indispensable for proceeding with international cooperation initiatives because of their extensive and advanced knowledge. JICA promotes partnerships with these institutions through various approaches, including their participation in JICA's research projects and studies on international cooperation, in technical cooperation projects in developing countries, as well as accepting students from these countries.

JICA Development Studies Program (JICA-DSP)

Sharing Japan's modernization experience and lessons learned from its development cooperation

JICA has built partnerships with 94 Japanese universities by the end of fiscal 2021 to accept JICA scholars* in their master's and doctoral courses. The aim is to allow these scholars, who have studied in Japan, to play a significant role in their homelands as future leaders who can foster a long-lasting bilateral relationship between each country and Japan.

The JICA Development Studies Program (JICA-DSP) offers JICA scholars the opportunity to learn about Japan's modernization and development experiences, which differ from those of Europe and the United States, and its wisdom as a country that has provided cooperation toward the progress of developing countries after World War II. JICA-DSP consists of two kinds of programs: (1) the *Common and Local Programs* offered by JICA, titled Understanding the Japanese

Development Experience and Understanding Japanese Local History and Development; and (2) *Development Studies Programs Offered by Various Universities*, offered by partner universities. Through these two kinds of programs, JICA scholars learn about Japanese expertise and experience and put them to good use for the development of their countries back home.

In fiscal 2021, proactive efforts resulted in 237 and 390 JICA scholars participating in the Common and Local Programs, respectively. In this way, JICA-DSP shares both Japan's modernization experience and lessons learned from the process of its development cooperation with future leaders from partner countries who will contribute to the progress of their countries.

JICA Program for Japanese Studies (JICA Chair)

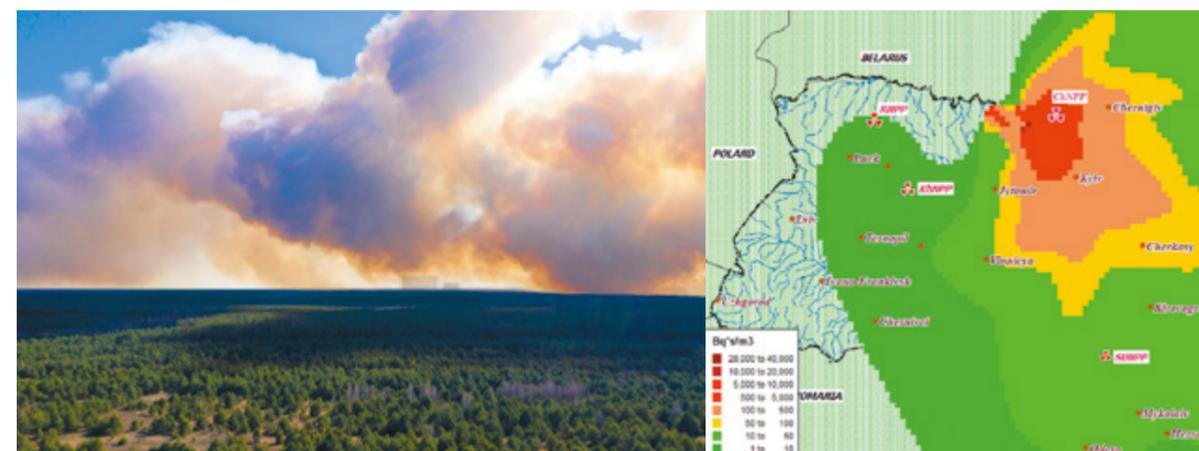
Expanding JICA-DSP abroad

In order to offer partner countries opportunities to learn about Japan's modernization and development cooperation experiences, JICA offers the JICA Program for Japanese Studies (JICA Chair). The JICA Chair supports leading universities in these countries to establish courses or programs of Japanese studies that explore such experiences through delving into the Japanese history and culture that underlie these experiences.

JICA Chair's activities include: (1) *Short Intensive Lectures*, which involve, among other things, dispatching lecturers from Japan and offering related video teaching materials; and (2) *the JICA Chair of Japanese studies*, which also entails conducting joint



Uganda: Makerere University, a national university in Uganda, hosted the JICA Chair, in cooperation with the Japanese Embassy in Uganda, as part of the ceremonial event for the centennial of its foundation. It is expected that students who studied under the JICA Chair—which is being rolled out in many countries around the world—will help to maintain and strengthen relationships between those countries and Japan over the medium and long term.



Ukraine: The extent of pollution by radioactive substances in Chernobyl was assessed by taking advantage of the state-of-the-art technology for environmental monitoring and analysis under the SATREPS project, Strengthening of the Environmental Radiation Control and Legislative Basis for the Environmental Remediation of Radioactively Contaminated Sites. The photos show a forest fire in the exclusion zone in April 2020 (left) and the results of a simulation of cesium-137 concentrations in the atmosphere resulting from the fire (right). (Source: Japan Science and Technology Agency, "JST News," February 2022)

research activities and providing research and education opportunities in Japan for young researchers. Up to fiscal 2021, JICA has offered these two types of programs in 49 countries in accordance with partner countries' needs.

To promote the JICA Chair in many partner countries, JICA produced the video teaching material called "Japanese Modernization Lecture Series (Chapters 8 to 15)" in fiscal 2021 in cooperation with the Open University of Japan. This is a sequel to "Seven Chapters on Japanese Modernization," coproduced in fiscal 2019. During fiscal 2021, JICA also developed video teaching materials on Japan's modernization and development cooperation experiences in line with the JICA Global Agenda—a set of issue-specific cooperation strategies [➔ see page 22].

In March 2022, JICA dispatched a lecturer from a Japanese university to a partner country for the first time under the JICA Chair. He gave a special lecture at Makerere University in Uganda, inviting lively discussions following the lecture [➔ photo on page 50].

Science and Technology Research Partnership for Sustainable Development (SATREPS)

Drawing on the research capacity of universities and research institutions

SATREPS is an endeavor to draw on the latest science and technology to come up with solutions to increasingly serious and complex challenges, such as global

epidemic outbreaks, natural disasters, and natural resource issues. JICA works with the Japan Agency for Medical Research and Development and the Japan Science and Technology Agency to conduct international joint research that aims to address these challenges with the involvement of universities and research institutions in Japan and developing countries.

The research themes are wide-ranging, from environmental pollution, climate change, and carbon neutrality to natural disasters and infectious diseases. Japan's research prowess is put to good use for many studies under SATREPS, including: a study to protect the high-density metropolis from earthquake disaster in Bangladesh; a study to make safe and effective land use of the exclusion zone after the nuclear disaster in Ukraine [➔ photo above]; and a study to understand where marine plastic waste comes from and what impact it has on the marine environment in Thailand.

In fiscal 2021, JICA adopted 12 projects for 12 partner countries under SATREPS and proceeded with discussions with the universities and research institutions in these countries toward project implementation. Apart from these new projects, JICA conducted case studies and offered seminars for researchers with the aim of utilizing research outcomes for the progress of society.

 More information JICA's website: JICA Development Studies Program/JICA Chair Science and Technology Cooperation on Global Issues



More than
8,000
students from
over 100 countries

Total numbers of JICA scholars and their countries of origin in fiscal 2010–2021



94 universities

Number of Japanese universities that accept JICA scholars in master's and doctoral courses in fiscal 2021

* "JICA scholars" here refers to participants from developing countries who are enrolled in degree programs at Japanese universities under certain frameworks, including technical cooperation; the Project for Human Resource Development Scholarship (JDS), a Grant; and the Scholarship for Japanese Emigrants and Their Descendants in Latin America and the Caribbean.

Cooperation with the Private Sector

Supporting Economic and Social Development through Private-Sector Business Activities

JICA has networks and trusting relationships with the governments of developing countries as well as the know-how in project implementation in the developing world gained through ODA over many years. While making use of these assets, JICA provides wide-ranging support schemes, as shown in the figure at right, to produce better development results efficiently and effectively through further collaboration with the private sector.

Private-Sector Investment Finance

Economic and social development support in developing countries by the private sector

Of the Finance and Investment Cooperation provided by JICA, Private-Sector Investment Finance (PSIF) is a scheme to support—through the provision of loans and equity—private enterprises around the world, including Japanese companies that conduct business with high development outcomes in such sectors as infrastructure development, poverty reduction, and measures against climate change.

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 improve development outcomes.



Viet Nam: Under the Private-Sector Investment Finance (PSIF) scheme, JICA co-financed the Quang Tri Province Onshore Wind Power Project along with the Asian Development Bank and Export Finance Australia. The investors are RENOVA, Inc., a renewable energy power producer in Japan; and PC1 Group Joint Stock Company, a power supplier in Viet Nam. The project was completed in October 2021 and the wind farm is now generating power. (Photo: RENOVA, Inc.)

JICA is particularly strengthening cooperation with international organizations in order to promote co-financing. Over the past years, JICA has signed memoranda of cooperation (MOC) with the U.S. International Development Finance Corporation, the Agence Française de Développement, the African Development Bank, and the European Investment Bank.

In fiscal 2021, JICA approved 13 projects under PSIF. These included the Health Care Sector Enhancement Project in Brazil and the project to support COVID-19 response in Africa, among other projects to strengthen health systems in the face of the COVID-19 pandemic; the Quang Tri Province Onshore Wind Power Project in Viet Nam [→ photo at the lower left]; and the DX Start-ups Investment Project in India, among other projects to address advanced and important agenda items such as decarbonization, digital transformation (DX), and startup assistance.

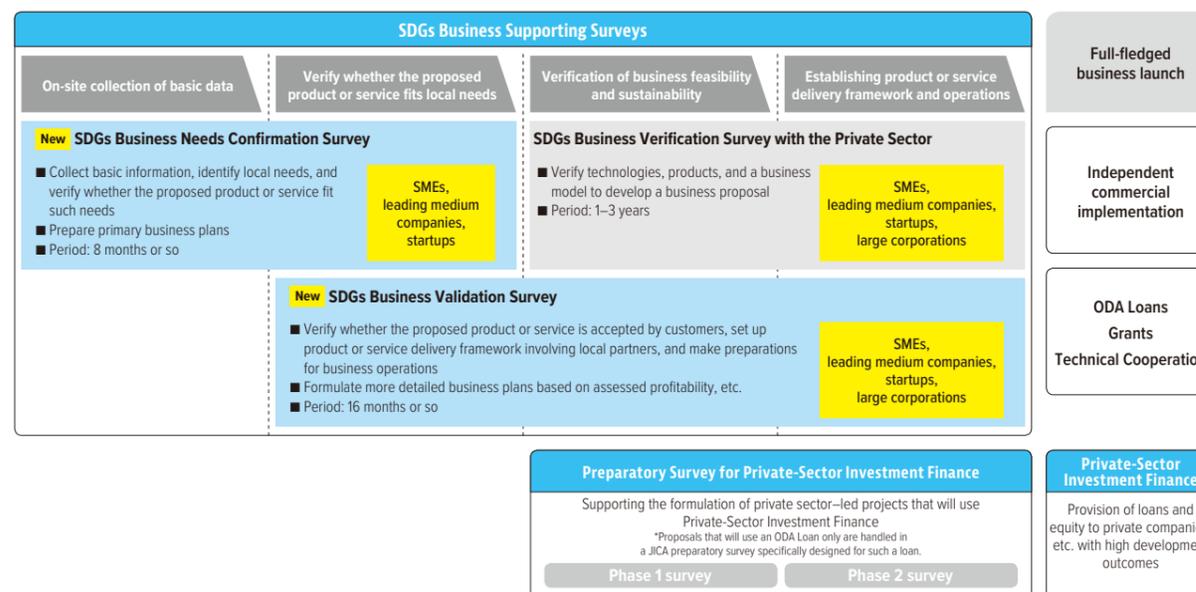
Preparatory Survey for Private-Sector Investment Finance

Supporting the formation of promising PSIF projects

This scheme is designed to identify and formulate projects that capitalize on the expertise of Japan's private sector. Under the scheme, JICA entrusts the necessary surveys to private Japanese companies that have submitted promising proposals so as to develop project plans to be implemented that utilize PSIF. In fiscal 2021, JICA adopted two proposals under the scheme.

There are many challenges related to this kind of project in developing countries. These challenges include an inadequate investment environment in both physical and nonphysical aspects, difficulties in securing financial viability, and insufficient recognition of proper public-private role-sharing and risk allocation (insufficient support from developing-country governments). Therefore, in addition to supporting individual projects by the private sector, JICA is promoting comprehensive efforts for the establishment of projects by cooperating in the establishment of associated policies and institutions and strengthening implementation capacities.

Available schemes and the flow of commercial implementation



SDGs Business Supporting Surveys

Supporting the creation and deployment of businesses that help developing countries achieve the SDGs

SDGs Business Supporting Surveys is a program based on proposals from private companies. It is aimed at building win-win relationships between developing countries that want to use Japanese technologies, products, and know-how for addressing their challenges and Japanese companies that seek to venture into developing-country markets. This program, made up of two types, the "SME support type" and the "SDGs Business support type," has been offering three support schemes for different purposes for different business phases: SME Partnership Promotion Survey, SDGs Business Model Formulation Survey with the Private Sector, and SDGs Business Verification Survey with the Private Sector.

The portfolio of support schemes reorganized in fiscal 2022

Recent years have seen rising expectations in developing countries for the mobilization of private funds for development and the utilization of business strengths to address

development issues. Also, businesses are moving to incorporate the SDGs and ESG into their corporate management and accelerating the trend toward impact investing. The affinity between business and efforts to solve development issues is stronger than ever.

These circumstances point to the relevance for private companies to make more use of this program in order to increase the number of successful cases in which development issues are solved through business. This is why JICA will reorganize the portfolio of support schemes under this program by the end of fiscal 2022 on a trial basis. The portfolio will be reorganized into the SDGs Business Needs Confirmation Survey, SDGs Business Validation Survey, and SDGs Business Verification Survey with the Private Sector [→ see the figure above].



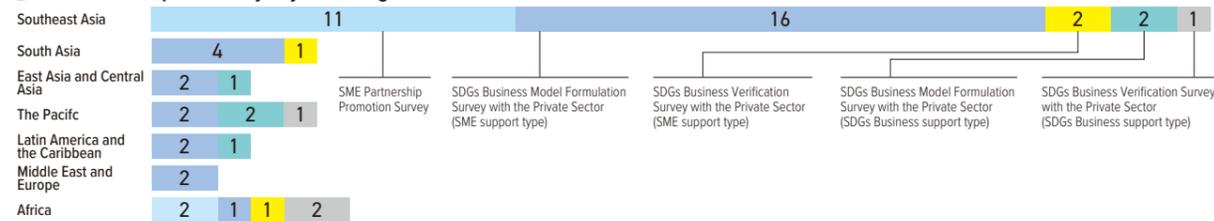
1,389

The number of projects adopted under the SDGs Business Supporting Surveys in fiscal 2010–2021

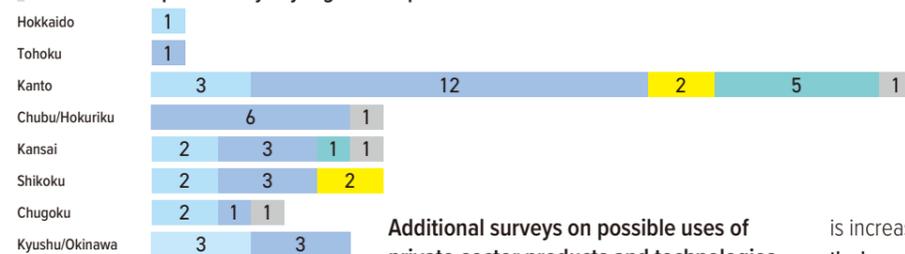
Number of proposals adopted out of those submitted in response to open calls during fiscal 2021 (breakdown)

category	SME Partnership Promotion Survey	SDGs Business Model Formulation Survey with the Private Sector	SDGs Business Verification Survey with the Private Sector	Total
SME support type	13 surveys	29 surveys	4 surveys	46 surveys
SDGs Business support type	—	6 surveys	4 surveys	10 surveys

Number of adopted surveys by world region in fiscal 2021



Number of adopted surveys by region in Japan in fiscal 2021



Additional surveys on possible uses of private-sector products and technologies

Of the proposals submitted in response to open calls made from fiscal 2010—when JICA launched private-sector partnership programs—through fiscal 2021, JICA adopted an aggregated total of 1,389 proposals under this program, including 56 in fiscal 2021.

A case in point is the proposal made by CHUWA Industrial Co., Ltd. Under this program, the Tokyo-based company installed smokeless incinerators for medical waste at hospitals in Morocco. The company also made inroads into such countries as Bangladesh and Madagascar, contributing to the proper treatment of medical waste, which

is increasing amid the pandemic [➡ photo at the lower left].

In fiscal 2021, because of the pandemic, JICA invited proposals under the category of “remote implementation,” whereby the survey is carried out by local human resources without Japanese personnel traveling to the partner country. JICA adopted 11 proposals under this category. It also sought proposals under the category of “cooperation with Japanese regional financial institutions,” which gives preferential treatment to proposals that involve the participation of employees at regional financial institutions, such as regional banks, in the survey. Under this category, JICA adopted 22 proposals.

In addition to these existing programs based on private-sector proposals, JICA implemented the program called “Data Collection Survey on Matching the Needs of Partner Countries with Japanese Technologies” to explore possible uses of Japanese firms’ products and technologies. Under this program, JICA calls for proposals from Japanese companies that offer innovative products, technologies, or services that will help solve local issues in four fields whose importance is growing in the developing world, including low carbon and the digitalization of public, financial, and communication services. JICA adopted 30 such proposals.



Morocco: CHUWA Industrial Co., Ltd. is taking advantage of JICA’s support schemes to expand its business to Africa. The photo shows training at work for operating a medical waste incinerator installed at a hospital in Morocco. (Photo: Earth and Human Corporation)

[More information](#)
JICA’s website: [Public-Private Partnerships](#)

Volunteer Programs

Citizen-based International Cooperation: Both You and the World Are Full of Possibilities

JICA’s volunteer programs support activities by citizens who wish to cooperate in the economic and social development as well as the reconstruction of developing countries. These time-honored programs—which include Japan Overseas Cooperation Volunteers (JOCVs), founded in 1965—are widely recognized as a good example of grassroots-level international cooperation extended by the Japanese government and JICA, and they are highly praised by partner countries. By the end of March 2022, some 55,000 JICA volunteers have engaged in different activities in the developing world as Japanese conspicuous contributors to the international community.

volunteers engaged in online support activities and capacity building. Drawing from these experiences, they are now working in their countries of assignment.

JICA resumed pre-dispatch group training in April 2021 for the first time in 12 months. On resuming training, JICA took substantial measures toward infectious disease control while reducing the number of participants and providing online training.

Scaling up support for former JICA volunteers with a scholarship program and others

In fiscal 2021, JICA scaled up its support for former JICA volunteers to make better use of their experience for the benefit of society. As part of such efforts, JICA launched a scholarship program for them as well as the “glocal program,” which provides them with the opportunity to participate in the regional revitalization activities of local governments in Japan and others if they wish. Going forward, JICA will continue to enhance its support for former volunteers so that they can play a greater role, as precious talent, in practicing international cooperation globally or promoting multicultural coexistence and regional revitalization in Japan.

Volunteer programs resumed amid the pandemic

Due to the global COVID-19 pandemic, all JICA volunteers returned to Japan in March and April of 2020 on a temporary basis. In November 2020, JICA started to dispatch volunteers again depending on the situations surrounding infections and health-care resources in their countries of assignment. By March 31, 2022, there were 446 volunteers dispatched to 40 countries. During their stay on standby in Japan, these



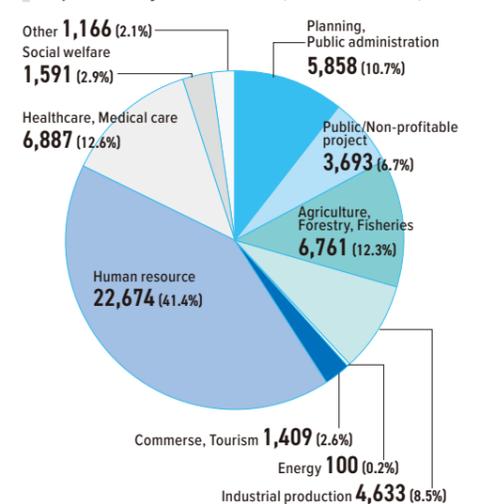
54,772 JICA volunteers

were assigned in fiscal 1965–2021



Dominican Republic: A Japan Overseas Cooperation Volunteer is teaching children to eat a balanced diet in her capacity as a nutritionist.

Cumulative number of JICA volunteers dispatched by field of work (as of March 2022)



[More information](#) JICA’s website: [Volunteers](#)

Support for the Acceptance of Foreign Human Resources

Achieving a Prosperous Society Where We Live Together



497

organizations and individuals

JP-MIRAI membership as of July 2022

*1 Source: Ministry of Health, Labour and Welfare, "Situation of Notified Foreign National Employment Status" (as of the end of October 2021).

*2 Japan Centers for Human Resources Development (known as Japan Centers) were established to help the Southeast Asia and East and Central Asia regions move to market economies. JICA assists in developing these centers as an exchange hub (platform) for Japan and the respective countries.

Over the past ten years, the number of foreign workers in Japan increased by a factor of about 2.5 to some 1.73 million.*1 Half of them are from developing countries. They play important roles in the economic growth of their home countries, primarily through their remittances.

Japan will need four times that number, or some 6.74 million foreign workers, in 20 years if it wants to sustain its economic growth, according to an estimate by the study on "Diversity and Social Inclusion of Migrant Workers in Japanese Society—Our World in 2030/40," conducted in fiscal 2021 by the JICA Ogata Research Institute for Peace and Development. Global competition for human resources (HRs) is intensifying but Japan has much room for improvement to invite more foreign HRs. Urgent action is needed to make Japan a country that they choose.

JICA helps foreign HRs to address various challenges they face before coming to Japan, while staying in Japan, and after returning home. Building on its strengths, JICA provides such support based on the four principles shown below.

The Kagawa-Laos model: An initiative to achieve win-win development

The Farmers Cooperative Association in Kagawa prefecture, which has been accepting technical intern trainees from Laos, is providing advice and guidance in cultivation technology even after the trainees return back to Laos, so that they can better contribute in agriculture at home. These activities are highly

JICA's four principles of work

1. Contribute to economic growth in developing countries and to regional revitalization in Japan.
2. Support in improving an environment and capacity for accepting foreign workers.
3. Building a more culturally diverse and inclusive society in Japan.
4. Support foreign HRs who have returned to make active contributions in their own countries.

reputed, and in Xieng Khouang Province, the number of applicants for technical training to Kagawa is increasing.

JICA supports this initiative and also promotes cooperation with private companies and nonprofit organizations (NPOs) in Kagawa to improve the environment surrounding the acceptance of technical intern trainees and to achieve the development of both Laos and Japan.

Providing informative contents for the appropriate acceptance of foreign workers

JICA supports people seeking job opportunities in Japan. It provides accurate information on daily life and the business environment in Japan through, among other channels, Japan Centers for Human Resources Development*2 in seven countries.

Promoting multicultural and inclusive communities through 15 domestic offices of JICA

Starting in fiscal 2020, JICA has in place coordinators for international cooperation at its domestic offices who help local communities address challenges they face in accepting foreign HRs and build a more culturally diverse and inclusive society. These offices also provide training sessions and seminars regarding multicultural coexistence for teachers. In promoting such coexistence in Japan through these and other activities, JICA leverages its strengths, including the knowledge, experience, and human connections that it has in relation to developing countries.

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

Further Strengthening the Bonds with *Nikkei* Communities

Some 2.13 million *Nikkei* (Japanese emigrants and their descendants) live in Latin America and the Caribbean, and their presence represents strong bonds between Japan and the region.

JICA continued providing support to Japanese emigrants who had moved to the region under Japan's postwar emigration policy. Recently, JICA has shifted its focus to enhancing collaboration with *Nikkei* communities and cooperation with them in light of their maturing and generational transition.

Contributing to the region in cooperation with *Nikkei* organizations

In fiscal 2021, JICA provided subsidies to pandemic-affected *Nikkei* organizations in the region for their services in such areas as health care, elderly welfare, and Japanese heritage language education. It is worth noting that their health-care institutions provide medical services to *Nikkei* and non-*Nikkei* residents alike, making great contribution to community health care in the region.

Continuing with online training and other assistance

Even in difficult situations to visit Japan for training amid the pandemic, JICA offered online programs for a total of 58 *Nikkei* junior and senior high school and college students.

In the Training Program for *Nikkei* Communities, JICA also provided 31 courses designed to learn technical skills for a total of 107 people. Additionally, JICA gave seminar-type training online, with a total attendance of 1,265 people. In this way, the Training Program for *Nikkei* Communities was continued even amid the pandemic and celebrated its 50th anniversary in 2021. Over the past 50 years, this program has invited a total of 5,005 participants to Japan from 15 countries. It has contributed to human resources development in *Nikkei* communities for such a long time. In addition, JICA plans to help 22 *Nikkei* go to graduate school.

Some 300,000 *Nikkei* live in Japan. In fiscal 2021, JICA gave "*Nikkei* supporter," training in cooperation with NPOs in Kanagawa and Gifu Prefecture, online. The training is designed for *Nikkei* to support multicultural programs of local governments and others in Japan and to learn about such programs in the process. JICA also conducted seven of the series of online open seminars on multiculturalism and Japanese society, attended by a total of 1,439 people.

JICA resumed in stages the dispatch of Japan Overseas Cooperation Volunteers for *Nikkei* Communities and other volunteers, whose activities in their countries of assignment had been suspended since March 2020 due to the pandemic. As of the end of fiscal 2021, seven such volunteers were working there.

Exhibition renewal at JOMM made possible by its national and international networks

During fiscal 2021, the Japanese Overseas Migration Museum (JOMM) in Yokohama had a total of 18,850 visitors. It organized 11 online events, attracting 1,634 participants in total. JOMM also renewed its exhibition in commemoration of the 20th anniversary of its opening with the help of migration museums and prefectural *Nikkei* associations in Japan and abroad as well as *Nikkei* in Japan. Moreover, JOMM added the "essays and reviews" section to the JICA Essay Competition on Japanese Emigration in order to increase public interest in the history of Japanese overseas migration. The winners of the contest were announced in November 2021.



5,005 people

from 15 countries in Latin America and the Caribbean

came to Japan to participate in the Training Program for *Nikkei* Communities in fiscal 1971–2021.



Peru: The Clínica Centenario Peruano Japonesa (Japanese Peruvian Centennial Clinic) saw its earnings drop 74% due in large part to lockdowns. The clinic was struggling to renovate its neonatal intensive care units, but after having received JICA funding, it was able to introduce Japan-made incubators for premature infants and other equipment. With many of its professional staff having received training in Japan, the hospital is providing high-quality medical services, contributing to enhancing the trusting relationship between Japan and Peru. (Photo: Clínica Centenario Peruano Japonesa)

JP-MIRAI: Japan Platform for Migrant Workers towards Responsible and Inclusive Society

Promoting efforts at improving the environment in Japan and the capacity of stakeholders for accepting foreign workers

In November 2020, JICA established JP-MIRAI in collaboration with various stakeholders, including private sector firms, local governments, NPOs, academics, and attorneys. As of July 2022, the membership stood at some 500 organizations and individuals. JICA moves ahead with the JP-MIRAI initiative while capitalizing on the trust and human connections it has built in Japan and abroad

through its international cooperation over the years.

In March 2022, JP-MIRAI set up a portal site that provides foreign workers with accurate and useful information on daily life and employment in Japan. The information is available in nine languages. It is now putting effort into creating a mechanism for listening to the "voices" of foreign workers and reflecting them in its activities.



More information
JP-MIRAI Website
JP-MIRAI Portal site

Collaboration with Civil Society

For Attentive Cooperation by Various Actors

In the field of citizen participatory cooperation, JICA focuses on (1) helping developing countries to address their development issues in cooperation with Japanese citizens, (2) promoting public understanding of international cooperation and encouraging public participation in it, and (3) utilizing JICA's experiences in international cooperation for the benefit of local communities in Japan. Among these activities, partnerships with NGOs and other organizations and local governments as well as support for development education are introduced below.

Partnerships with NGOs and Other Organizations

Through *dialogue*, JICA works to strengthen partnerships with NGOs and other organizations and to provide *capacity-enhancement support* for them. It is also engaged in *collaboration* with them to address development issues facing developing countries.

1. Dialogue

JICA provides several platforms for dialogue for different purposes. In fiscal 2021, JICA continued to arrange the nationwide NGO-JICA Dialogue Meeting as well as

regional meetings designed to deepen discussions focused on regional issues. As in fiscal 2020, JICA also held NGO-JICA study meetings aimed both at sharing information on specific topics and at exploring more opportunities for cooperation.

2. Capacity-enhancement support

JICA offers capacity-enhancement training in organizational management and project execution to NGOs and other organizations to support their effective international cooperation activities. It also operates the NGO-JICA Japan Desk in 27 developing countries to provide NGOs and other organizations based in Japan with information on their counterparts in these countries.

3. Collaboration

JICA implements JICA Partnership Program (JPP) projects jointly with NGOs and other organizations by taking advantage of their expertise and experience in order to support the socioeconomic development of developing countries. In fiscal 2021, a total of 31 JPP projects were adopted.

Separately, JICA adopted 16 such projects financed by the JICA Donation Fund for the People of the World, which receives donations

from citizens, companies, and organizations.

During fiscal 2021, the pandemic continued to make international travel to partner countries difficult. Nevertheless, JICA continued its operations by resorting to alternative implementation processes, including online technical guidance.

Partnerships with Local Governments

JICA is also engaged in activities that not only contribute to developing countries but also serve to vitalize regional areas in Japan. In this regard, local governments are particularly important partners of JICA. JICA works with local governments to implement projects proposed by them in developing countries. It also supports local communities in conducting international cooperation activities and developing global human resources through coordinators for international cooperation that JICA assigns to regional councils for international relations and other organizations across the country.

Through these activities, JICA encourages overseas activities of local governments and companies and helps to internationalize the regions. JICA employees on loan to local governments help them to address issues of their own by capitalizing on the expertise and experiences such employees gained through JICA's cooperation in developing countries. Recently, local governments and other regional actors have made more use of JICA's know-how and networks in supporting coexistence with foreign nationals, promoting the SDGs, and taking part in the Host Town Initiative for the Tokyo 2020 Olympic and Paralympic Games.

Development Education

JICA Global Plaza

JICA's three Global Plazas—the JICA Global Plaza in Ichigaya, Tokyo; the Nagoya Global Plaza in Nagoya City, Aichi; and the Hokkaido Global Plaza in Sapporo City, Hokkaido—offer hands-on exhibitions that encourage seeing, listening, and touching. Visitors can receive explanations from Global Concierges, who have abundant experience in international cooperation. These Global Plazas offer the



In the JICA Global Plaza, "Global Concierges," staff members who serve as guides, explain the exhibition to students who visit on school excursions or field trips as well as to general visitors.

opportunity to learn about the realities in developing countries and the challenges facing the global community as well as international development cooperation at work, while encouraging visitors to think about what they learned and even translate it into action.

In fiscal 2021, many events and seminars moved online due to the pandemic, attracting numerous participants even from remote areas. Other JICA domestic offices also provide a wide range of information on international cooperation for the public.

Promotion of development education at schools

JICA conducts activities aimed at promoting development education at school. The idea is to foster the abilities of students and pupils to (1) understand how development challenges facing the world relate to Japan, (2) regard them as their own problems, (3) proactively study them, and (4) participate in efforts to overcome them. Specific activities include working with such actors as boards of education, teachers and school administrators to (1) organize training sessions and seminars for teachers, (2) produce and provide teaching materials, and (3) deliver lectures on international cooperation upon request.

JICA, with its ample expertise, information, and human resources in international cooperation, has an ever increasingly larger role to play in school education in the effort to foster creators of a sustainable society as called for in the New National Curriculum Standards, which came into effect in fiscal 2020.



2,322,908
people

visited the JICA Global Plaza in Ichigaya, Tokyo in fiscal 2006–2021

Uganda: The Global Bridge Network (GBN), a nonprofit organization based in Japan, worked with a local NGO to provide training in making reusable cloth sanitary pads in a collaboration project with JICA. The idea was to help create an environment where schoolgirls can go to school without feeling uncomfortable even during their period so that they can complete basic education. GBN also conducts awareness-raising activities regarding hygiene, sex education, and gender. (Photo: GBN)



Research

Co-Creating Practical Knowledge for Peace and Development

The JICA Ogata Sadako Research Institute for Peace and Development (abbreviated as JICA Ogata Research Institute) launched the first issue of its regular flagship report *Human Security Today* in Japanese in March 2022. It has been almost 30 years since the concept of *human security* was first propounded. Traditional concerns such as conflicts and natural disasters are becoming more acute, and new challenges, such as the COVID-19 pandemic, climate change, and aging society, have emerged. As a perspective needed to address these threats, the practice of *human security* is more relevant than ever before.

Inheriting the philosophy of Dr. Ogata Sadako, former JICA President, JICA Ogata Research Institute conducts policy-oriented and field-based research on the challenges faced by developing countries and aspires to gain intellectual presence in the international community.

Basic Research Policy

- (1) Conduct research of international academic standard and actively disseminate its results;
- (2) Bridge research and practice by analyzing and synthesizing information and data from the field; and
- (3) Contribute to the realization of *human security*.

Research Clusters

The institute has six Research Clusters, including Politics and Governance, which was newly added in fiscal 2021.

- 1 Politics and Governance**

In recent years there have been an increasing number of cases where people's peaceful lives have been destroyed, depriving them of not only the opportunity to pursue their full potential but also their very lives. This cluster considers the conditions of domestic and international politics as well as social mechanisms to allow all people to enjoy *human security*.
- 2 Economic Growth and Poverty Reduction**

There are still many impoverished people in the world. In order to clarify how policies and initiatives in developing countries contribute to economic growth and poverty reduction, this cluster conducts research on finances, the socioeconomic effects of infrastructure, and more with the help of comparative analysis of with/without intervention.
- 3 Human Development**

Sights are set on achieving quality education for all, ensuring access to quality health services, and empowering people. Research in education focuses on examining the impact of studying abroad for developing countries as well as analyzing the history of Japan's international cooperation in education. For the COVID-19 pandemic, studies on various aspects of countries' and communities' responses are ongoing to build resilient Universal Health Coverage (UHC).*
- 4 Peacebuilding and Humanitarian Support**

This research cluster is built on two pillars: *human security*, for which the cluster studies the relationship between protection and empowerment, and *peacebuilding*, for which it analyzes the enabling as well as the inhibiting factors for peace. In this way, it explores effective approaches taken by diverse actors engaged in humanitarian support, sustainable development, and sustaining peace.
- 5 Global Environment**

This research cluster focuses on actions toward achieving the SDGs as well as climate actions. Research subjects include economic evaluation methods for climate change adaptation projects, strategies for sustainable development with the indicators for assessing the sustainability of societies, and policies and measures on the environment and climate change for ASEAN countries.
- 6 Development Cooperation Strategies**

This research cluster focuses on historical research on Japanese development cooperation, research on contemporary issues such as how to realize multicultural coexistence, and cross-disciplinary research on other topics. Through these kinds of research, the cluster examines how international cooperation should function and what approach should be taken to make it effective in today's world.

*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."



Two of the institute's publications during fiscal 2021

Achievements in Fiscal 2021

Based on these principles and activities in these clusters, JICA Ogata Research Institute conducted 28 research projects in fiscal 2021 and published part of the outcomes.

Outcomes of research activities

In fiscal 2021, the institute released 12 working papers, two policy notes, three field reports, two knowledge reports, and one literature review.

The institute also published four books written in Japanese and six in English, as well as six reports, including the first issue of its regular flagship report *Human Security Today* in Japanese, as mentioned earlier. These include one Japanese academic book titled *The Making of Development Cooperation: Ecological History of Dependency and Self-Reliance (Volume 7)* in the series "Reconsidering the History of Japan's Development Cooperation." This book tries to unravel, from a new perspective, how development cooperation has been formed by using Japan as a case study.

The six English books include two academic books published as interim outcomes of the "Research Project on Japanese Experience of Industrial Development and Development Cooperation: Analysis of Translative Adaptation Processes." The other English academic books deal with the themes "frontier



On March 28, 2022, the Ogata Sadako Memorial Gallery opened on the first floor of the JICA Ichigaya Building in Tokyo. Its exhibition covers the achievements of and anecdotes about Ogata Sadako as a university professor, as the United Nations High Commissioner for Refugees, and as JICA President. The memorial gallery also introduces the concept of *human security*, the formation and dissemination of which she contributed to, as well as JICA's specific activities based on this concept.



The institute has designed and newly introduced a logo to strengthen its brand identity. The new design combines the letters O and S—the initials of the late Ogata Sadako—to form the letter O, representing research questions, which are the core of the institute's research activities.

technologies for SDGs," "quality growth," and "adaptive mediation."

Three Japanese books and one English book were published in the Project History series, a collection of popular publications that document Japan's contribution to developing countries from a long-term perspective. The topics treated in Japanese books are environmental cooperation projects in Thailand, developing human resources in information technology (IT) in Bangladesh, and cooperation for the establishment of a science and technology university in Egypt. The English book is *Peace and Unity Through Sports: South Sudan's First "National Unity Day" and Its Inaugural Olympic Participation*, the English version of Volume 23 of this series.

In addition, most of the outcomes of research are widely shared among scholars as articles in academic journals, books, and conference presentations.

Enhancing knowledge-sharing amid the COVID-19 crisis

As it did in fiscal 2020, the institute provided various seminars online. In addition to events celebrating the publication of books, the institute conducted a total of 37 seminars on themes that correspond to today's needs. These themes included Japan's initiatives in the health sector amid the pandemic, the history of immigration and multicultural understanding, and coexistence in society.

More information
JICA Ogata Research Institute website

Emergency Disaster Relief

Taking Back as Many Smiles as Possible

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 organizations.

1. Dispatch of JDR teams

The JDR team is dispatched in the form of a Rescue Team, a Medical Team, an Infectious Diseases Response Team, an Expert Team, or a Self-Defense Force Unit.

The JDR Rescue Team searches for and rescues people affected by urban earthquake disasters. The Rescue Team, which is classified by the International Search and Rescue Advisory Group (INSARAG) as being “heavy,” has been dispatched 20 times. The JDR Medical Team provides medical assistance to disaster-affected people. The Medical Team, which is certified by the World Health Organization (WHO) as an Emergency Medical Team (EMT), has been dispatched 59 times. In 2015, the JDR Infectious Diseases Response Team was established. Up to now, it was dispatched to the Democratic Republic of the Congo to fight against yellow fever and Ebola virus disease (EVD) outbreaks as well as to Samoa in response to the measles outbreak.

In fiscal 2021, JICA dispatched a Japan

Self-Defense Force Unit to Tonga to transport emergency relief supplies. The country was hard hit by a volcanic eruption and tsunami.

2. Provision of emergency relief supplies

JICA keeps stockpiles of emergency relief supplies in warehouses at five locations around the world for prompt delivery to affected areas. During fiscal 2021, it provided such supplies on 13 occasions, for disasters in Tonga as well as other countries in Asia, Africa, and Latin America and the Caribbean [→ see Table 15 in *JICA Annual Report Data Book 2022*].

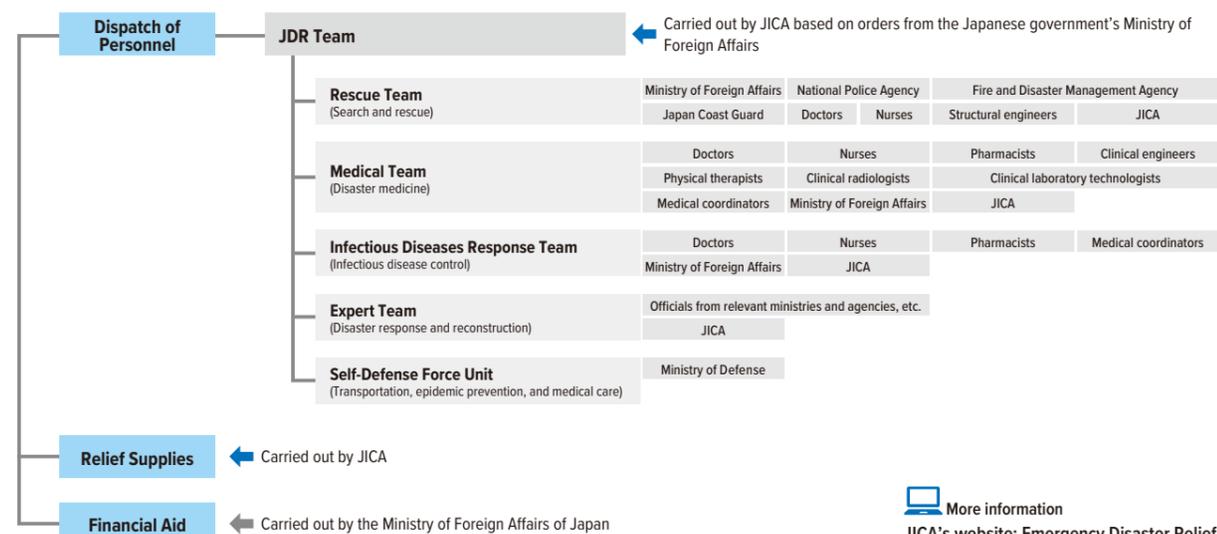
3. Preparation for emergency response at ordinary times

JICA provides various kinds of training throughout the year to build the capacity of candidate JDR team members. It also works to strengthen relationships with other international organizations concerned, and helps to develop the disaster medicine cooperation system in the ASEAN region and build the capacity of the personnel involved. Furthermore, it works to strengthen cooperation with different departments and sections to provide seamless assistance for rehabilitation and reconstruction after an emergency response.



Tonga: Transport planes of the Self-Defense Force Unit of JDR carried emergency relief supplies that had been urgently procured, including drinking water.

Japan's Emergency Disaster Relief System

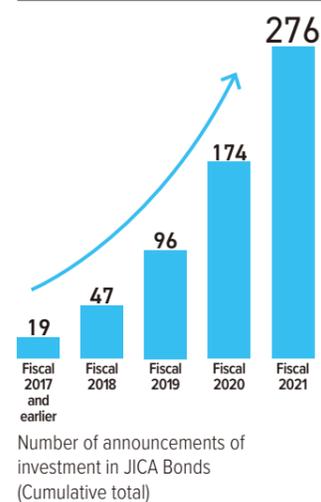
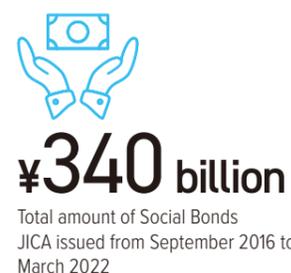


JICA's Social Bonds

A Financial Instrument to Help Achieve the SDGs



India: Delhi Metro, with women-only cars, makes women feel safer to commute to town and has promoted women's social advancement. The proceeds of JICA Gender Bonds are used in part to develop safe and secure public transportation for women. (Photo: Shinichi Kuno)



*JICA bonds have the features of “Social Bonds” defined by the International Capital Market Association (ICMA). JICA Social Bonds are qualified by a second-party opinion from an independent third party.

In 2016, JICA issued Japan's first Social Bonds in the domestic market. Since then, all JICA bonds issued domestically are Social Bonds, bringing the total amount of issuance to ¥340 billion by fiscal 2021.

Proceeds of Social Bonds will be exclusively allocated to projects that address social issues.* Due to its feature as Social Bonds, JICA Bonds have attracted attention as a means to contribute to the SDGs or as an ESG investment and have received investment announcements from many investors.

Proceeds of JICA Bonds are used for operations in Finance and Investment Cooperation

The proceeds of JICA Bonds are allocated to JICA's Finance and Investment Cooperation. They are specifically used for projects aimed at the stability and sustainable development of developing countries in a wide range of sectors, including the development of transportation infrastructure such as roads and railways, the development of renewable energy sources, and the promotion of gender equality.

JICA issued “Gender Bonds,” the first of their kind in Japan

In fiscal 2021, JICA placed its focus on gender inequalities and disparities in developing countries, one of the issues particularly exacerbated by the COVID-19 crisis. This was

why JICA issued “Gender Bonds,” the first of their kind in Japan. Proceeds of JICA's Gender Bonds are allocated to projects that focus on gender equality and women's empowerment in developing countries, including projects that help to promote gender equality, such as those to extend loans to female business owners.

These bonds received outstanding reviews. They won the “Best Deals of 2021” in the category of FILP agency bonds in the Capital Eye Awards, given for best practices in bond issuance. The awards were sponsored by Capital Eye Limited, a media outlet specializing in domestic capital markets.

During fiscal 2021, JICA also issued retail bonds for individual investors for the first time in seven years. A wide range of individuals invested in the bonds with strong support for JICA's mission.

Going forward, JICA will continue to issue JICA Bonds to provide a more accessible instrument to support international cooperation, the SDGs, and ESG investing for investors.

[More information](#)
JICA's website: [Investor Relations](#)

Transparency of Operations

Project Evaluation

To improve projects and ensure accountability

JICA conducts its projects under the continuous PDCA cycle: plan, do, check, and action. JICA's project evaluation involves monitoring and evaluation according to this cycle to further improve its projects and ensure accountability to stakeholders. For

these two purposes, JICA conducts evaluation of individual projects as well as comprehensive and cross-sectoral evaluation and analysis of sets of projects that it carries out [→ see the figure below].

In the ex-post evaluation, which confirms project outcomes, JICA aims to conduct coherent evaluations of projects and

to utilize evaluation results by sharing the basic evaluation framework across the schemes and evaluators. Specific actions are twofold: (1) evaluating projects in accordance with the DAC evaluation criteria, which provide an international ODA evaluation perspective as defined by the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD DAC); and (2) publishing evaluation results that are standardized with the use of JICA's rating system.

JICA's revised evaluation criteria

The DAC evaluation criteria were revised in 2019 following the review process that was prompted by the adoption of the SDGs in 2015. JICA reviewed and revised its own evaluation

criteria in accordance with the new DAC evaluation criteria [→ see the table on page 64]. JICA's revised criteria have been applied to projects that started their evaluation activities after fiscal 2021.

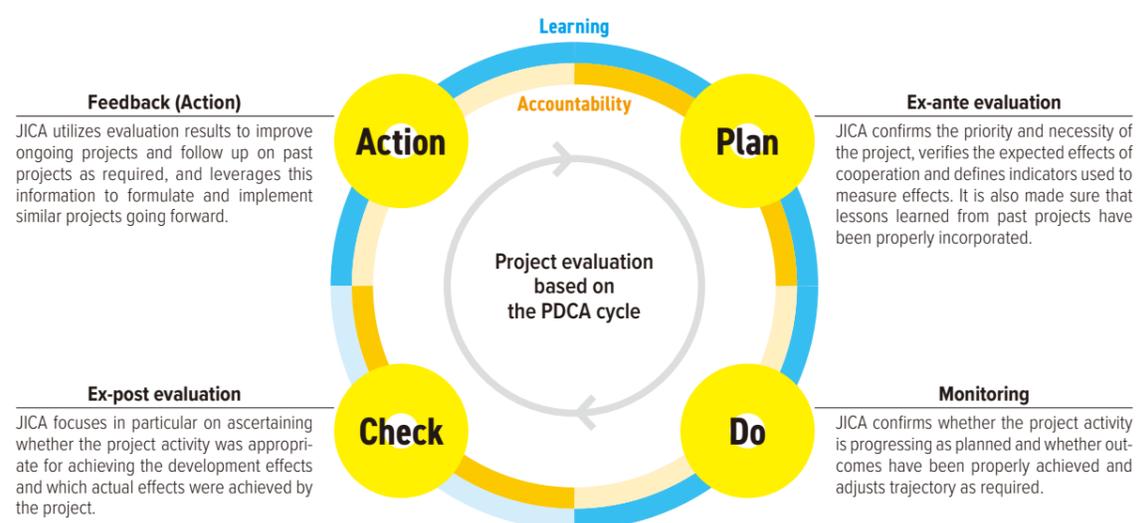
The revised evaluation criteria include a new criterion, *coherence*, which refers to consistency with (1) development assistance policies of the Japanese government and JICA, (2) other projects by JICA and others, and (3) global frameworks. The aim is to enhance coordination and synergy with other organizations.

The existing evaluation criteria were also adjusted to reflect the SDGs philosophy. *Relevance* has incorporated the perspective of beneficiaries to evaluate whether the project is formulated so as to give consideration to vulnerable people and ensure equity. *Effectiveness* focuses on both the extent of benefit and differential results depending on the target group to evaluate the benefit of development effects from the perspectives of disparity and equity across the

beneficiaries. *Impact* and *sustainability* have incorporated, respectively, the perspectives of human rights and human well-being and the perspective of response to possible risks. Two other benchmarks have also been added to JICA's new evaluation criteria to extract better lessons and utilize them for other projects. One is whether the project made a timely and appropriate response or judgement in relation to any changes in its surrounding environment during its implementation. The other is whether the project had any effective ideas to enhance its development effectiveness.

It is expected that the revised evaluation criteria will ensure that the SDGs philosophy is reflected in the outcomes and impact of each project, and in particular, the new criterion of coherence will promote more strategic project formulation and execution.

[More information](#)
JICA's website: [Annual Evaluation Reports](#)
[Search Page for Evaluation Reports](#)



Definition of new JICA evaluation criteria

Criterion title	
Relevance	<ul style="list-style-type: none"> Validity with project implementation (with the recipient country's development plans, development needs, social needs, and beneficiaries' needs in the target area) Whether the project is designed to focus on "beneficiaries," give consideration to vulnerable people, and ensure fairness and whether the project is adaptable enough to remain relevant if circumstances change during implementation Appropriateness of the project plan and logic of approach
Coherence	<ul style="list-style-type: none"> Consistency with development assistance policies of the Japanese government and JICA Synergistic effects and mutual relations with JICA's other projects (Technical Cooperation, ODA Loan, Grant, etc.) Complementarity, harmonization, and collaboration with other assistance/projects in Japan, other development organizations, etc.; consistency with global frameworks (e.g. SDGs and other international targets and initiatives) and international norms and standards; and producing expected achievement in the project plan
Effectiveness	<ul style="list-style-type: none"> The degree of achievement of target level in target year of expected project outcome (including the usage of facilities and equipment) and any differential results across the groups
Impact	<ul style="list-style-type: none"> Positive and negative indirect and long-term effects (systems and norms, people's well-being, human rights, gender equality, and the environment)
Efficiency	<ul style="list-style-type: none"> Comparison of planned and actual project inputs, project period, and project cost
Sustainability	<ul style="list-style-type: none"> Outlook on sustainability of effects that are realized by the project Institutional/organizational sustainability (organizational structures and personnel assignment), technical sustainability, financial sustainability (availability of funds to cover the operation and maintenance costs), environmental and social sustainability, resilience to risks, and operation and maintenance conditions

Performance Evaluation

Framework for formulation of objectives and plans, and performance evaluation

In accordance with the Act on General Rules for Incorporated Administrative Agencies, JICA conducts operations based on its five-year Medium-term Plan and an Annual Plan [→ see page 12].

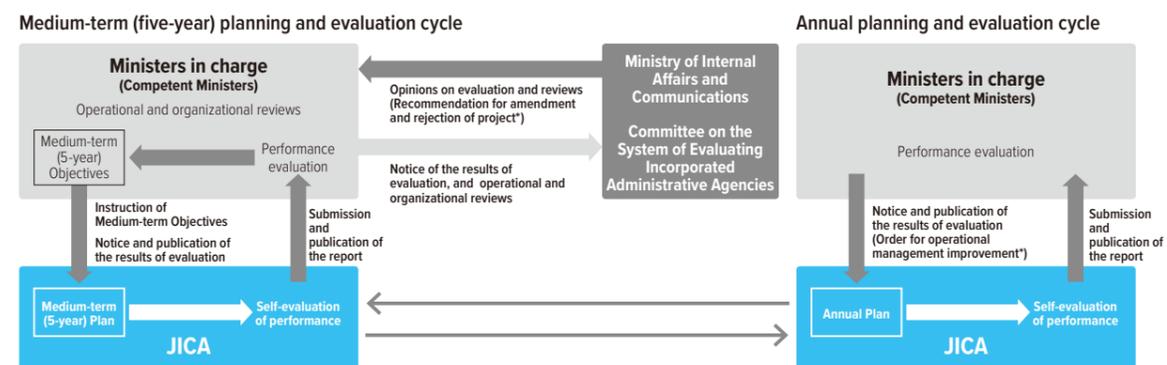
JICA then prepares self-evaluations on its annual operational performance and submits them to the competent ministers (principally the Minister for Foreign Affairs),

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

JICA's operational performance in fiscal 2020, the fourth year of the 4th Medium-term Plan, was evaluated by the competent ministers as having exceeded the intended objectives as defined in the Medium-term Plan, and was graded A on the whole.

[More information](#)
JICA's website: [Organization \(Medium-term Plan/Annual Plan\)](#)

Framework for performance evaluation and operational management review



* Based on the results of the ministers' evaluation, the ministers may recommend improvement or elimination of operations or order JICA to improve its operational management.

Notes)
1. For Performance Evaluation Reports by JICA, visit JICA's website <https://www.jica.go.jp/disc/jisseki/index.html> (in Japanese only).
2. Details of JICA performance evaluations by the competent ministers, including those for fiscal 2020, are available for reference on the website of the Ministry of Foreign Affairs https://www.mofa.go.jp/mofaj/ms/pe_ar/page24_000483.html (in Japanese only).

Human Resources Strategy

With major changes in the world, development cooperation needs are becoming increasingly more complex and diverse. JICA has been undertaking a variety of programs to secure professionals capable of responding to these ever-changing needs. It has also been exerting efforts to achieve a structure in which employees can function effectively as development cooperation professionals.

Recruiting and Training Human Resources for Development Cooperation

Securing capable personnel

Experts who will engage in JICA's field operations are selected by three means: open recruitment via the comprehensive international cooperation career information website called PARTNER (the Participatory Network for Expert Recruitment), recommendations by stakeholder organizations,

and open bidding (consultant contracts). JICA has introduced batch recruitment through a roster registration system for project formulation advisors responsible for project formulation, implementation, and management at overseas offices. In addition, JICA endeavors to secure senior advisors and special advisors who contribute to the quality improvement of JICA projects based on their high-level expertise in their respective specialist fields.

Training human resources for the future

JICA offers various training programs for future human resources for development cooperation.

The JICA Internship Program provides undergraduate and graduate students as well as adults with the opportunity to gain practical work experience. The Associate Expert Program is designed to train future JICA experts from among young professionals who have a certain level of expertise and experience in fields where development cooperation will be in much demand over the medium- to long-term. Other training programs are designed to develop personnel ready to work at project sites. Capacity Enhancement Training offers information on recent trends in international cooperation as well as on emerging challenges. Pre-dispatch training is provided for those assigned to JICA overseas offices.

PARTNER, mentioned above, is widely utilized as a common platform for human resources in the international cooperation sector, providing information on employment opportunities, training courses, and seminars from a broad range of actors, such as international organizations, development consultants, NGOs and NPOs, local governments, universities, and private companies.

Overview of programs in fiscal 2021

Recruitment	JICA Senior Advisors 98	Special Advisors 84	Openly-recruited or recommended and screened experts, including project formulation advisors 482*	
Training human resources	Internship Program 99 participants	Associate Expert Program 38 participants	Capacity Enhancement Training 518 participants	Pre-dispatch Training for JICA Experts 374 participants
The comprehensive international cooperation career information website "PARTNER"	Number of individuals registered on PARTNER (accumulated total) 59,805	Number of companies and organizations registered on PARTNER (accumulated total) 2,349	Number of information offerings on job openings (outside JICA), training, and seminars 2,821	Number of career consultations 208

*Total number of expert dispatches during fiscal 2021 out of the short-term and long-term experts who have been selected either by open recruitment or based on recommendations. The figure does not include recruits on a consulting-service contract.

Human Resources (Human Capital)

Toward an organization with diverse and active development cooperation professionals

Work at JICA entails overseas assignments and business trips chiefly to developing countries, so various innovative measures are required to foster a balance between career and personal life. More efforts are

needed so that diverse human resources with firm conviction,

high aims, and diverse backgrounds will identify with JICA's mission; join forces as development cooperation professionals; work with peace of mind; and create more added value. To that end, JICA is working on (1) improving the working environment; (2) nurturing a corporate culture that embraces mutual help, mutual growth, and mutual respect for the personalities and strengths of individual employees; and (3) implementing human resources training that brings out their potential and initiative and encourages them to emulate one another.

Promoting "Smart JICA" work-style reform

JICA has been endeavoring to increase work flexibility, provide support for balancing work and family life, and reduce the amount of overtime work. In 2018, JICA's efforts were widely recognized when the organization was the only public-sector agency chosen by the Ministry of Internal Affairs and Communications as a Telework Pioneer. In fiscal 2019, JICA introduced "Smart JICA 3.0: Teamwork in Diversity." Under this policy version, JICA has been focusing on building teamwork to create new values within diversity and promoting a work environment in which employees can achieve their full potential.

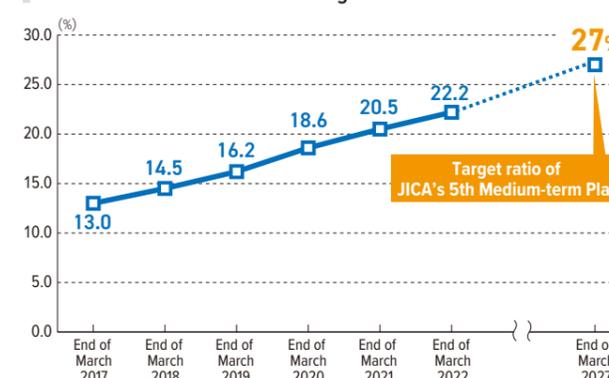
In fiscal 2021, JICA promoted more flexible work styles to enable the organization to fulfill its duties to developing countries and Japanese society, while taking all necessary measures to prevent the spread of COVID-19. Specifically, JICA made its work environment more conducive to remote work, made more use of the telework system, and introduced more flexible work hours.

Realizing diversity and inclusion

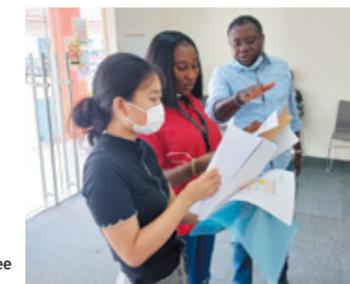
JICA is making every effort to create a workplace environment in which women can play a more active leadership role. JICA overfulfilled two major targets for the ratio of women in managerial positions: (1) 20% or more under JICA's 4th Medium-term Plan (April 2017–March 2022); and (2) 15% by March 2021, a target set by the government for independent administrative agencies. This ratio for JICA increased to 22.2% by the end of March 2022. The target ratio during the 5th Medium-term Plan (April 2022–March 2027) is set at 27% [→ see the graph below].

JICA is also encouraging all employees to take advantage of the various support systems available to help them achieve a balance between their respective life events and careers. Many female employees who are given overseas assignments after taking childcare leave opt to bring their children with them, and this number has consistently been around 30.

Trends in the ratio of female managers



Overseas OJT at work as part of new employee training in fiscal 2021



Now, more male employees take childcare leave, and an increasing number of employees use the system of shorter working hours for childcare, which is available to both male and female employees. The ratio of male employees taking childcare leave is growing remarkably year by year. It reached around 40% in fiscal 2021.

JICA also supports employees in striking a balance between work and family care by taking advantage of short- and long-term family care leave and external services according to the individual situation. As part of such support, JICA regularly holds life planning seminars and talk gatherings on family care to provide information surrounding such care. In addition, JICA actively employs persons with disabilities and conducts regular internal discussion meetings as well as in-house training for all staff to create accessible workplaces for such employees.

JICA has also been putting considerable effort into training for local staff recruited at JICA overseas offices. It provides them with both local training and opportunities to work in Japan.

OJT and training that focuses on initiative and independence

JICA places emphasis on on-the-job training (OJT), which promotes growth and development of employees through everyday duties. JICA assigns two or more trainers or mentors to each new employee fresh out of school for on-site training and guidance. A characteristic system that JICA has introduced to take advantage of its numerous overseas project sites is overseas OJT for new employees, who are dispatched overseas for a few months to instill in them a sense of *gemba* (the field). In order to allow new employees to get used to work and function effectively, JICA increasingly assigns mentors to mid-career recruits as well and offers "JICA Academy," a permanent training program designed to teach core skills that every JICA employee should have.

In addition, JICA has a number of systems that support independent career formation by employees while respecting their spontaneity. These include (1) "10% sharing rule," a system in which employees can try their hand at different kinds of work at a place other than their assigned workplace; (2) the "in-house intern training system" in which employees can experience work in a different section of their interest; (3) training aimed at fostering leadership and management skills corresponding to employees' respective number of years' service and positions; (4) a long-term studies system in which employees can take a leave of absence to gain an academic degree; and (5) a secondment training system in which employees can broaden their knowledge and skills through work at a different organization.

Efforts to Combat Climate Change

JICA identifies efforts to tackle climate change and strengthen information-sharing as one of its priorities in view of a number of initiatives, including the SDGs; the Paris Agreement of 2015; the 2017 recommendations compiled by the Task Force on Climate-related Financial Disclosures (TCFD), established by the Financial Stability Board; and, in particular, the 2050 Carbon Neutral Declaration, announced by the Japanese government in 2020. JICA will remain committed to helping realize a zero-carbon society under this and other policies of the Japanese government.

Governance

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 the competent ministers (the Minister for Foreign Affairs and other ministers). Response to climate change is also covered in these plans and operations. In addition, JICA

works to enhance the development effectiveness of projects it cooperates on with developing countries—including those involving climate action—through monitoring and evaluation processes that utilize a consistent framework covering every stage, from ex-ante evaluation and in-operation monitoring to ex-post evaluation and feedback [→ see page 64].

Moreover, in October 2015, JICA formulated the JICA Environmental Policy as the organizational policy on global environmental sustainability that also covers climate action. In July 2021, JICA established a strategy for climate action

Strategy

Actions to achieve international goals

The strategy for climate action projects that JICA formulated in July 2021 set out two goals. One is to work with developing countries as partners to forge ahead with development cooperation aimed at supporting a transition to a decarbonized society and making societies resilient to

climate change so as to lead sustainable development. The other is to contribute, through such efforts, to achieving the international goals laid out by a number of international arrangements, including the Paris Agreement; the Sendai Framework for Disaster Risk Reduction; the UN Convention on Biological Diversity; the 2050 Carbon Neutral Declaration; the Osaka Blue Ocean Vision; and the SDGs.

The strategy calls for two sets of specific actions:

1. Actions designed to support developing countries in delivering on the Paris Agreement in such aspects as formulating and implementing climate change plans, inventorying greenhouse gas (GHG) emissions, strengthening the framework for greater transparency regarding such emissions, and introducing and utilizing climate funds*

projects it cooperates on with developing countries. JICA also complies with the JICA Guidelines for Environmental and Social Considerations (ESC Guidelines) in managing its operations [→ see page 70].

Organizational framework for enhancing operations and ensuring transparency

With regard to the organizational framework, the General Affairs Department is responsible for the environmental policy of the entire organization; the Office for Climate Change, established in 2010 within the Global Environment Department, is aimed at enhancing climate-related operations; the Credit Risk Analysis and Environmental Review Department takes charge of the ESC Guidelines; and the Secretariat of the Examiner for the Guidelines handles objections, the content of which are reviewed by the Examiners, who are independent of the operational departments of JICA.

2. Broader actions that offer co-benefits and contribute to both resolving development issues and combatting climate change through the implementation of projects in a range of relevant sectors—among which are energy, urban development, transportation, the conservation of the natural environment, including forests, agriculture, environmental management, disaster risk reduction, water resources management, and health care

Complying with new strategies of the Japanese government

In June 2022, the Japanese government finalized the Infrastructure System Overseas Promotion Strategy 2025 (supplementary version, June 2022), which states: “Japan will make responsible inter-agency efforts towards global decarbonization by strengthening its engagement with partner countries, in accordance with their stages of development. To lead global decarbonization efforts, the government’s

*A climate fund is a pool of money contributed by national public funds, multilateral development banks such as the World Bank, and the private sector for climate actions. Climate actions refer to activities aimed at reducing GHG emissions and increasing their uptake (mitigation), those aimed at preventing and reducing damage associated with the impact of climate change (adaptation), or both.

basic policy will be to support infrastructure exports that guide countries’ energy transitions toward decarbonization. Based on a deep understanding of the needs of partner countries, Japan will offer all available options for reducing their carbon dioxide (CO₂) emissions, including through renewable energies (such as wind, solar, geothermal, and hydrogen), as well as energy management techniques and CCUS/carbon recycling. Furthermore, as articulated in the G7 Climate, Energy and Environment Ministers’ Communiqué of May 2022, while recognizing that advancing national security and geostrategic interests is crucial, and further recognizing that accelerating the international clean energy transition and phasing out continued global investment in the unabated fossil fuel sector is essential to keep a limit of 1.5°C temperature rise within reach, Japan will end new direct public support for the international unabated fossil fuel energy sector by the end of 2022, except in limited circumstances clearly defined by each country that are consistent with a 1.5°C warming limit and the goals of the Paris Agreement.” JICA will comply with this and other policies of the Japanese government.

Risk Management

JICA identifies and assesses the climate risks of its operations (hazards, exposures, vulnerabilities) and studies measures to address them in the project formulation phase. Specifically, the Climate Finance Impact Tool (JICA Climate-FIT) is used to assess these climate risks and to look into the possibility of integrating activities conducive to climate actions (mitigation and adaptation measures).

In addition, JICA may help ESC-related surveys and

Metrics and Targets

JICA understands that climate change will pose higher risks for its operations and the achievement of development impacts, especially in relation to the SDGs. With this understanding, JICA is in the process of introducing a framework for evaluating and managing risks and opportunities associated with GHG emissions and climate change.

Opportunities and risks associated with climate change

The main opportunity that climate change offers for JICA is the potential to further support developing countries in achieving a zero-carbon society by (1) supporting mitigation projects that concern the promotion of renewables, energy saving, and forest conservation as well as adaptation projects that focus on disaster risk reduction and other aspects; (2) implementing more projects under contract to the Green Climate Fund; and (3) expanding research that contributes to climate action.

Associated major risks include the impact that the increase in natural hazards in developing countries might have on JICA’s operations (physical risks) as well as the additional costs of dealing with climate change in its operations that result from stricter laws and regulations and rapid technological progress (transitional risks). JICA has conducted scenario analyses to assess the impacts of risks associated with climate change. It will also proceed with the study of strategies aimed at supporting a transition to a zero-carbon society.

procedures in partner countries through the preparatory survey and detailed design, both of which are conducted in the project planning phase. JICA also supports capacity building in the climate change sector in partner countries through its training programs and other technical cooperation. Furthermore, JICA takes measures to reinforce Japan’s support capabilities, including by offering capacity-building training to relevant parties in Japan and overseas, gathering information on ESC in developing countries, and sharing information with other development partners.

In addition, JICA will remain committed to reducing energy consumption at its offices and facilities in Japan with specific targets.



More information

JICA’s website: Climate Change/ Environmental and Social Considerations
Climate Change
JICA Sustainability Report

Environmental and Social Considerations

In January 2022, JICA announced a revision of the JICA Guidelines for Environmental and Social Considerations (ESC Guidelines) as well as the JICA Objection Procedures Based on the Guidelines for Environmental and Social Considerations (Objection Procedures).

Background and outline of the revisions

ESC Guidelines intend that JICA's cooperation activities can achieve sustainable development outcomes by minimizing the negative impacts on the natural and social environment. In accordance with the ESC Guidelines, JICA supports and confirms that the appropriate considerations are conducted, such as preventing air and water pollution, reducing noise and vibration, and providing appropriate measures to residents who need to be relocated. If significant impacts nonetheless remain, JICA evaluates and identifies measures needed to mitigate or compensate for such impacts. Objection procedures are in place to accept objections from local residents and investigate and coordinate with such residents if noncompliance with the ESC Guidelines is identified.

The new ESC Guidelines cover efforts to estimate and disclose total emissions of greenhouse gases as a response to climate change. They also involve changes to the requirements for information disclosure concerning environmental impact assessment reports so as to promote the dissemination of information and dialogue with stakeholders in the early stages of project planning and to produce development effects more quickly. Moreover, aiming to secure the appropriate participation of local people who may be affected by the project in the process of confirming environmental and social considerations, the revised ESC Guidelines have improved the existing standards of action and made adjustments as appropriate in light of the responses made by the World Bank and other international organizations.

The Objection Procedures were reviewed from the viewpoint of clarifying the independence and neutrality of the Examiner for the ESC Guidelines, securing a sufficient time frame for the Examiner's investigation, and improving access by revising the requirements for submitting an objection.

Procedures of ESC and endeavors to ensure transparency

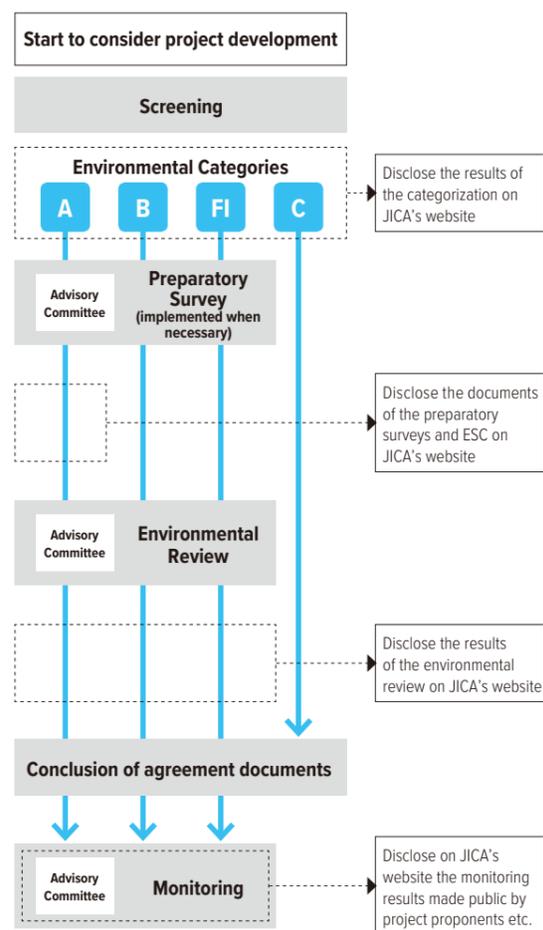
There were no major changes in the procedures of environmental and social considerations due to the revision of the ESC Guidelines. They consist of the same three processes: (1) Screening, in which projects are classified into four categories based on the magnitude of their potential impacts; (2) Environmental Review, in which JICA examines and evaluates the ESC during the review of the project proposal; and (3) Monitoring, in which JICA follows up on the ESC activities for a specific period of time, including the post-completion stage [→ see the figure at right].

In each process, JICA proactively discloses information

on environmental and social considerations in collaboration with project proponents, among others, in order to ensure accountability and promote the participation of various stakeholders.

As part of such efforts, JICA has in place the Advisory Committee for Environmental and Social Considerations as an independent standing council that provides advice to JICA on its examination and support of ESC. The committee consists of external experts in the relevant fields who have been impartially selected following public announcement. Furthermore, to ensure transparency and accountability, JICA discloses the minutes of the meetings of the Advisory Committee for Environmental and Social Considerations as well as ESC-related documents prepared by project proponents and others.

Flowchart for environmental and social consideration procedures



More information
JICA's website: Climate Change/Environmental and Social Considerations

Security Measures

Following the terrorist attack in Dhaka, Bangladesh, that occurred on July 1, 2016, JICA announced the JICA Declaration on Security Measures in November 2017. This declaration expressed to people in Japan and abroad JICA's strong resolve to do all it can to ensure that its partners engaged in JICA's cooperation (JICA partners) can travel to their assignment locations safely, work there safely, and return home safely. Threats in the international community are changing daily and hourly in terms of both their level and aspect. Since 2019 the world has been faced with new crises, including the global COVID-19 pandemic and the Russian invasion of Ukraine.

Responding to COVID-19

JICA worked on and developed three of its own frameworks for forging ahead with its operations that entail international travel, ensuring the safety and health of its partners.

The first framework is a set of travel rules to be observed by JICA partners in order to prevent COVID-19 infection and spread. These rules include the Code of Conduct that sets out the behavioral patterns to be followed by each partner, encouraging them to practice self-restriction and self-restraint.

The second framework consists of country-specific response arrangements and manuals, both of which are designed to protect the safety and health of JICA partners. JICA put in place an arrangement for closer coordination with medical institutions and prepared a manual to be followed in times of ill health. This is to ensure prompt and appropriate response in cases where project partners are suspected to have been infected with COVID-19 or suffer other serious illness or injury. JICA is proceeding with travel for its partners to return to the countries and regions where conditions permit.

The third framework was designed to enforce strict

travel control. Travel by partners under contract to JICA are placed under the sole control of the Security Management Department, which checks each travel plan to determine whether there is any problem with regard to safety or health. Liaison arrangements are also in place to allow JICA partners to take appropriate action if there are changes in emigration and immigration rules in their destination countries or at transfer sites, or changes in border controls at the time of re-entry into Japan. Furthermore, the above-mentioned Code of Conduct calls for compliance with the border controls of the Japanese government, including strict quarantine upon re-entry. This is to prevent any introduction of the virus into Japan.

Enhancing security measures

Amid drastic changes in the international situation, threats to international travelers are changing in level and aspect. International travelers are always at risk: they might experience indiscriminate terrorism, including bombings, aimed at causing many casualties; focused terrorism designed to kidnap a few targeted people and take them hostage; robbery by armed groups and individuals; or violence against women.

JICA helps to improve the self-defense capabilities of its partners based on the motto: "You are the one who protects yourself." Among such efforts is the publication of the Overseas Safety Measures Handbook, a booklet that explains the basics for acquiring these capabilities. It encourages each partner to raise their safety awareness, change their behavior, and practice self-defense skills. From fiscal 2022, the handbook will be available in e-book format as well to make it more accessible to JICA partners.

Partners who will be dispatched overseas under direct contract to JICA must receive self-defense training prior to their departure. JICA offers open training 12 times a year for partners who will be dispatched overseas under contract to a JICA partner company or organization as well as for partners in financial cooperation. They are encouraged to receive such training before their departure. Since fiscal 2020, JICA has been offering lecture-based training online due to the COVID-19 pandemic. The idea is to make JICA's training accessible to a wider audience while preventing infection.



A trainer demonstrating practical skills in counter-terrorism training

Corporate Governance

Internal Control

In order to improve the effectiveness and efficiency of its operations, to comply with laws and other rules, and to accomplish objectives as stipulated in the Act of the Incorporated Administrative Agency—Japan International Cooperation Agency, JICA has developed a corporate governance structure that encompasses a system of

internal discipline.

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 the General Affairs Department, who takes charge of its promotion within the organization. The status of internal control is monitored on a regular basis; major issues regarding internal control are summarized and reported to

the Board of Directors.

JICA has also established the Office of Audit as an independent 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 making necessary improvements to its operations based on the results of the audits.

As part of its efforts to raise awareness and reinforce action for internal control, JICA has developed relevant regulations for the internal control system and a regulation that sets out basic business procedures. It has also compiled a policy document titled “Internal Control at JICA,” which is available to the public.

For important areas of internal control, JICA sets up committees that deliberate on relevant issues and take necessary precautions. JICA also has mechanisms to receive internal and external reporting for early detection and prevention of regulatory noncompliance.

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 economic 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

It is important that JICA, as an organization that implements Japan's ODA, meets the expectations of the Japanese public and the international community in accordance with social norms, not to mention laws, regulations, and rules.

To properly enforce compliance, JICA has in place rules and guidelines to be observed by its officers and staff as well as all parties involved in ODA projects. Among them, the Compliance Rules of JICA lay out a number of regulations designed to raise compliance awareness among officers and staff and to ensure fairness in operations. The Compliance Rules stipulate key reporting systems, including the Incident Reporting System, Internal Whistleblowing System, and External Reporting System. The Compliance Rules also delineate functions of the Compliance Committee. JICA also endeavors to prevent fraud and corruption, such as bribery and other fraudulent practices, from occurring in JICA-funded projects by accepting reports at the Consultation Desk on Anti-Corruption and other means.

In fiscal 2021, JICA established a consultation desk for

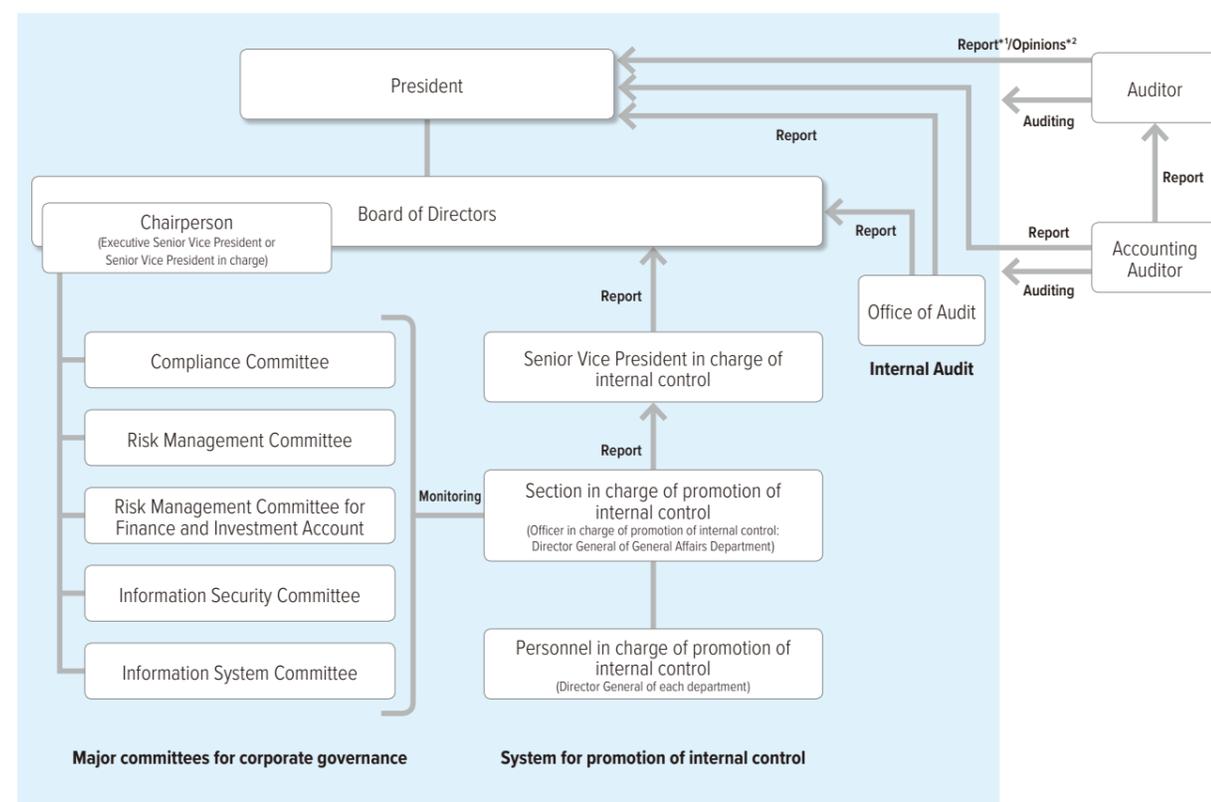
external stakeholders that handles cases of sexual exploitation, abuse, and harassment (SEAH) perpetrated by JICA's contracted personnel, and announced the establishment on its website.

Risk management

For effective and efficient delivery of its organizational objectives and plans, such as the Medium-term Plans, JICA defines risks as factors that will act as barriers to its operations. It then assures implementation of risk management systems, performs risk identification and assessment, and deals with such risks for the smooth running of its projects.

All departments in JICA annually identify risks that are relevant to their operations. They assess how these risks affect their operations and strive to reduce them. The Risk Management Committee, chaired by the Senior Vice President in Charge of Internal Control, evaluates the results of risk assessments and countermeasures to strengthen organizational responses.

Corporate Governance



*1 The audit report is submitted to the competent minister via the president.
*2 Opinions can be submitted to the competent minister.

Financial Risk Management of Finance and Investment Cooperation

The operations of Finance and Investment Cooperation (ODA Loans and Private-Sector Investment Finance) involve various risks, including credit risk, market risk, liquidity risk, and operational risk, among others. The nature as well as the volume of risks in JICA's operations and the ways they are dealt with differ from the risks and

countermeasures at private financial institutions. Nonetheless, it is essential for JICA to have appropriate risk management, like any financial institution.

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 a decline in, or total loss of, the value of assets (including off-balance-sheet assets) due to the deteriorating financial condition of a borrower. The main area of Finance and Investment Cooperation is lending to sovereigns. Consequently, credit risk management of sovereign risk has a prominent position in this form of cooperation. As an official financier, JICA therefore evaluates sovereign risk by making full use of information gathered through communication with governments and relevant authorities in the recipient countries, multilateral institutions

Corporate Governance

such as the International Monetary Fund (IMF) and the World Bank, other regional and bilateral donor organizations, as well as private financial institutions in developed countries. As for Private-Sector Investment Finance (PSIF), JICA assesses the risk associated with lending to private entities.

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, calculating allowance for loan losses, and quantifying credit risks. Credit ratings are divided into two categories: sovereign borrowers and non-sovereign borrowers. A different credit rating system is used for each category. Ratings are subsequently updated as appropriate.

2. Self-assessment of asset portfolio

Self-assessment of asset portfolio refers to the act by financial institutions of categorizing their own assets according to the degree of risk of such assets becoming unrecoverable or their value being eroded. It provides a means to manage credit risks; it is also a requirement for implementing write-offs and allowance for loan losses in a proper and timely manner. JICA's internal rules for self-assessment align with the laws applicable to general financial institutions, and to ensure an appropriate checking function, the first-stage assessment is conducted by the financing departments while the second-stage assessment is conducted by the credit risk analysis department.

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 interest rate loans due to the characteristics of its lending activities. In this regard, JICA is enhancing its capacity to absorb interest

rate risk by building up its capital defenses with acceptance of government investments and retained earnings reserve.

Furthermore, interest rate swaps are carried out exclusively for the purpose of hedging interest rate risk. In order to control the counterparty credit risk of interest rate swaps, the market value of transactions and the creditworthiness 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 the risk that the Finance and Investment Account will incur losses because it finds it difficult to secure the necessary funds or is forced to obtain funds at far higher interest rates than under normal conditions due to a mismatch between the maturities of assets and liabilities, an unexpected delay in collection, or an unexpected increase in spending (funding-liquidity risk). It also refers to the risk that the Finance and Investment Account will incur losses because it is unable to conduct market transactions or is forced to conduct transactions at far more unfavorable prices than under normal conditions due to a market crisis and the like (market-liquidity risk).

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 improper work processes, personnel activities, and 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.

Information Security and Personal Information Protection

JICA is committed to information security and protection of personal information by improving related internal regulations.

JICA has enhanced information security measures and moved ahead with the development of new system infrastructure to cope with increased opportunities for remote working amid the COVID-19 pandemic.

To ensure the safe use of such system infrastructure, JICA has revised related internal regulations.

JICA also continued to reinforce personal information protection. Internal regulations were revised in accordance with the changes that were made to the Act on the Protection

of Personal Information (Act No. 57 of May 30, 2003). Furthermore, JICA made preparations to comply with the new Standard Contractual Clauses under the General Data Protection Regulation (GDPR) of the European Union (EU).

Today, we face a growing need for stricter information security and personal information protection. JICA continues to step up efforts to meet this need in its operations. These efforts include, among others, (1) offering drills and training courses for staff, and (2) strengthening the framework of the Computer Security Incident Response Team (CSIRT).

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 information related to its organization, operations, and finance; information related to the evaluation and audit thereof; information related to procurement and

contracts; and information on related entities.

Efforts to Improve Management of Organization and Operations

Based on the Medium-term Objectives and Plan, JICA has been working on improvement of organizational and operational management.

Development of organizational foundations for strategic operational management

In fiscal 2021, JICA set up a cross-departmental project team to promote digital transformation (DX) and monitor its progress within the organization. It also appointed the Chief Digital Officer, tasked with supervising the promotion of DX. Additionally, JICA established the Office for Foreign Human Resources. The new office is tasked with three major functions: (1) organization-wide coordination for supporting the acceptance of foreign human resources and multicultural coexistence in Japan; (2) management as the secretariat of

the Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI); and (3) coordination with other partners concerned.

Optimization and streamlining of administrative operations

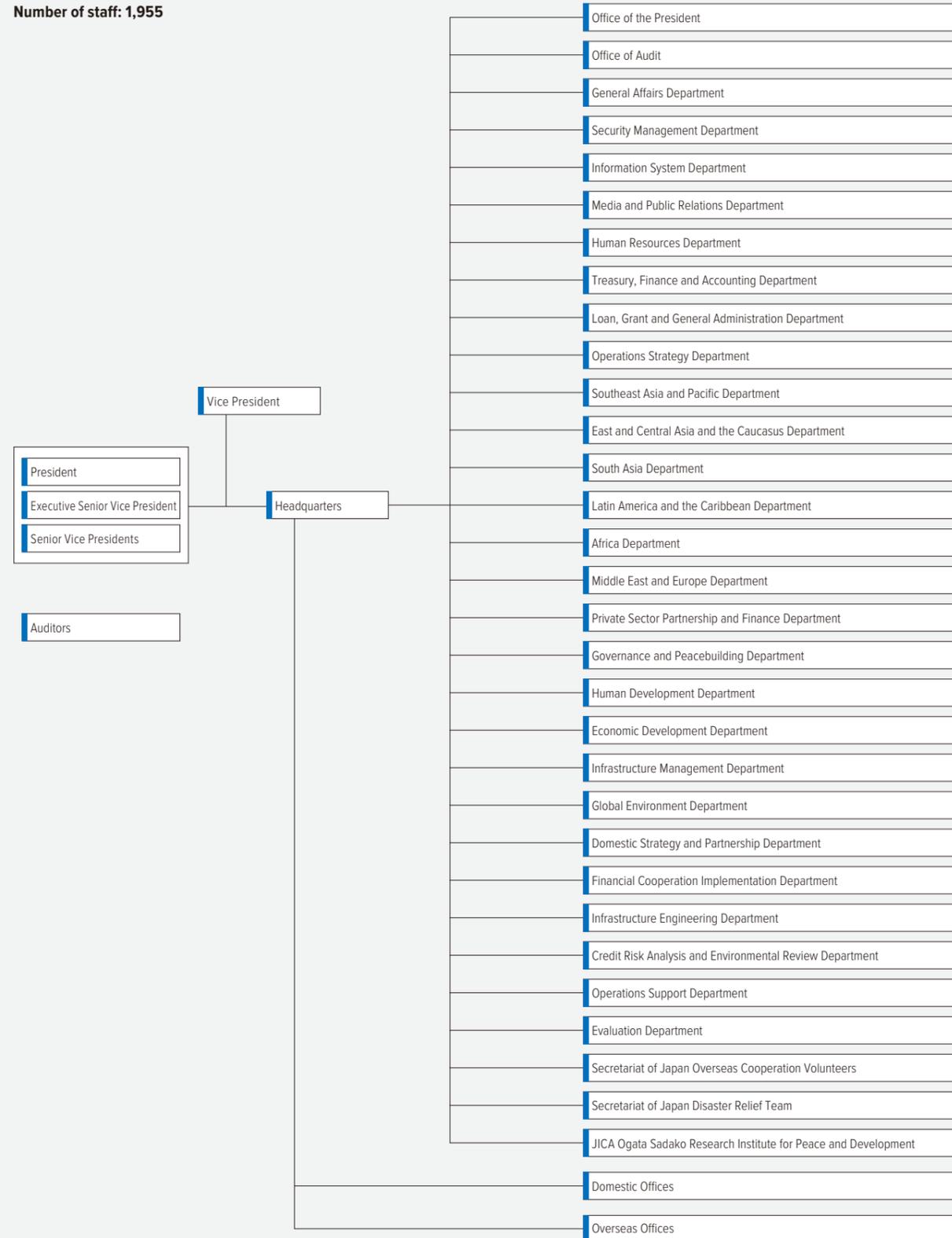
JICA is committed to streamlining its administrative operations to meet domestic and international expectations for Japan's ODA. In the course of optimization and streamlining of administrative operations, JICA has focused on reducing fixed expenses, optimizing personnel expenses, streamlining its assets, and improving the procurement process.

Major activities during fiscal 2021 included introducing an electronic approval system to the organization as a whole for more operational efficiency as well as strengthening support for overseas offices, especially small ones, for more appropriate procurement operations.

Notes) 1. For information related to personal information protection, visit JICA's Web page <https://www.jica.go.jp/english/policy/index.html>.
2. For information related to disclosure, visit JICA's Web page <https://www.jica.go.jp/disc/index.html> (in Japanese only).

Organization Chart (As of July 1, 2022)

Number of staff: 1,955



Note) Please refer to pages 80 to 81 for a list of JICA's Offices.

Executive Officers and Auditors (As of July 1, 2022)

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.

Title	Name	Date of Appointment
President	TANAKA Akihiko	April 1, 2022
Previous Position:	President, the National Graduate Institute for Policy Studies (GRIPS), Japan	
Executive Senior Vice President	YAMADA Junichi	May 23, 2020
Previous Position:	Senior Vice President, JICA	
Senior Vice President	UESHIMA Takumi	December 1, 2018 (Reappointment)
Previous Position:	Chief Secretary, Office of the President, JICA	
Senior Vice President	YOKOYAMA Tadashi	October 1, 2019 (Reappointment)
Previous Position:	Deputy Vice Minister for international affairs, Ministry of Finance	
Senior Vice President	NAKAZAWA Keiichiro	May 23, 2020 (Reappointment)
Previous Position:	Director General, Operations Strategy Department, JICA	
Senior Vice President	SHIBATA Hironori	July 1, 2020 (Reappointment)
Previous Position:	Deputy Director-General for International Trade Policy of the Trade Policy Bureau, Ministry of Economy, Trade and Industry	
Senior Vice President	NAKAMURA Toshiyuki	October 1, 2020
Previous Position:	Director General, Governance and Peacebuilding Department, JICA	
Senior Vice President	YAMANAKA Shinichi	October 1, 2020
Previous Position:	Chief Representative, Indonesia Office, JICA	
Senior Vice President	ONODERA Seiichi	July 1, 2021
Previous Position:	Counselor for Global Strategies, Minister's Secretariat, Ministry of Land, Infrastructure, Transport and Tourism	
Senior Vice President	IMOTO Sachiko	October 1, 2021
Previous Position:	Director General, Media and Public Relations Department, JICA	
Auditor	SANO Keiko	July 1, 2022
Previous Position:	Director General, Economic Development Department, JICA	
Auditor	SEKIGUCHI Noriko	July 1, 2022
Previous Position:	Representative of Sekiguchi Noriko CPA Office	

(Senior Vice Presidents and Auditors are listed in the order of their appointment.)



JICA's website: Board Members

Overview of Financial Statements

General Account

1. Overview of Balance Sheet

For the fiscal year ended March 31, 2022, total assets amounted to ¥356,612 million, decreasing ¥21,133 million from the previous fiscal year, primarily due to the ¥23,533 million decrease in cash and deposits. The ending balance of cash and deposits of ¥268,232 million includes donated funds for grant aid projects which amount to ¥178,253 million. Total liabilities were ¥233,851 million, decreasing ¥91,015 million year-on-year, primarily due to the ¥86,927 million decrease in operational grant liabilities and ¥17,897 million decrease in funds for grant aid.

(Unit: Millions of yen)

Assets	Amount	Liabilities	Amount
Current assets		Current liabilities	
Cash and deposits	268,232	Funds for grant aid	178,253
Others	29,256	Others	33,283
Non-current assets		Non-current liabilities	
Tangible assets	40,789	Contra accounts for assets	8,381
Intangible assets	3,150	Provision for retirement benefits	13,451
Investments and other assets	15,186	Others	484
		Total liabilities	233,851
		Net assets	
		Capital	
		Government investment	61,400
		Capital surplus	(23,336)
		Retained earnings	84,697
		Total net assets	122,761
Total assets	356,612	Total of liabilities and net assets	356,612

2. Overview of Statement of Income

For the fiscal year ended March 31, 2022, ordinary expenses amounted to ¥227,084 million, increasing ¥64,074 million from the previous fiscal year. The major factor of the increase was the ¥50,442 million year-on-year increase in expenses for priority sectors and regions of which operational grants are the financial source and the ¥5,169 million increase in expenses for grant aid. Ordinary revenues totaled ¥273,693 million, increasing ¥110,051 million year-on-year. The major factor of the increase was the ¥102,688 million increase in revenues from operational grants and the ¥5,169 million increase in revenues from grant aid.

(Unit: Millions of yen)

	Amount
Ordinary expenses	227,084
Operating expenses	214,088
Expenses for priority sectors and regions	99,774
Expenses for domestic partnership	9,794
Expenses for operation support	37,983
Expenses for grant aid	57,565
Others	8,972
General administrative expenses	12,802
Others	194
Ordinary revenues	273,693
Revenues from operational grants	208,391
Revenues from grant aid	57,565
Others	7,736
Extraordinary losses	75
Extraordinary income	24,590
Reversal of reserve fund carried over from the previous Mid-term Objective Period	610
Total income for the current fiscal year	71,734

Notes) 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 2022 for detailed financial conditions.

Finance and Investment Account

1. Overview of Balance Sheet

For the fiscal year ended March 31, 2022, total assets amounted to ¥14,241,210 million, increasing ¥637,383 million from the previous fiscal year, primarily due to the ¥711,438 million increase in loans. Total liabilities were ¥4,131,924 million, increasing ¥558,993 million year-on-year, primarily due to the ¥420,031 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	
Cash and deposits	158,858	Current portion of borrowings from government fund for Fiscal Investment and Loan Program	96,878
Loans	14,053,147	Others	64,183
Allowance for loan losses	(227,219)	Non-current liabilities	
Others	67,807	Bonds	1,015,324
Non-current assets		Borrowings from government fund for Fiscal Investment and Loan Program	2,945,905
Tangible assets	9,367	Others	9,635
Intangible assets	4,877	Total liabilities	4,131,924
Investments and other assets		Net assets	
Claims probable in bankruptcy, claims probable in rehabilitation and other	87,063	Capital	
Allowance for loan losses	(87,063)	Government investment	8,249,188
Others	174,373	Retained earnings	
		Reserve fund	1,832,533
		Others	22,811
		Valuation and translation adjustments	4,753
		Total net assets	10,109,285
Total assets	14,241,210	Total of liabilities and net assets	14,241,210

2. Overview of Statement of Income

For the fiscal year ended March 31, 2022, total income amounted to ¥22,811 million, decreasing ¥10,196 million from the previous fiscal year. This increase resulted from ordinary revenues which increased ¥18,344 million to ¥152,414 million while ordinary expenses increased ¥28,486 million to ¥129,546 million. The major factor of the increase in ordinary revenues was the ¥9,706 million increase in interest on loans from the previous fiscal year, while the increase in ordinary expenses was primarily due to the ¥16,547 increase in provision for allowance for loan losses.

(Unit: Millions of yen)

	Amount
Ordinary expenses	129,546
Expenses related to operations of cooperation through finance and investment	129,546
Interest on bonds and notes	8,431
Interest on borrowings	12,510
Interest on interest rate swaps	5,436
Operations consignment expenses	22,889
Operating and administrative expenses	13,650
Others	66,631
Ordinary revenues	152,414
Revenues from operations of cooperation through finance and investment	151,423
Interest on loans	118,545
Dividends on investments	14,035
Others	18,843
Others	991
Extraordinary losses	59
Extraordinary income	3
Total income for the current fiscal year	22,811

Notes) 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 2022 for detailed financial conditions.

Budget

1 General Account Revenue and Expenditure Budget (FY2022)

(¥ million)

Items	FY2022
Revenues	152,480
Operational grants	150,139
Subsidies for facilities, etc.	1,612
Interest income and miscellaneous income	289
Contracted programs	295
Donations	145
Other revenue	—
Reversal of reserve fund carried over from the previous Mid-term Objective period	—
Expenditures	152,480
Operating expenses	140,459
(Excluding special operating expenses)	139,579
Facilities	1,612
Contracted programs	296
Donation programs	145
General administrative expenses	9,969

Notes) 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 (FY2022)

(¥100 million)

	FY2022
Investment and loan	
ODA loans	13,300
Private-sector investment finance	900
Total	14,200
Source of funds	
Capital investment from the Government of Japan (GOJ)'s General Account	471
Borrowings from the Fiscal Investment and Loan Program (FILP)	6,417
FILP Agency Bonds	800
Other Own funds, etc.	6,512
Total	14,200

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Organization

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	Headquarters (Ichigaya) Ichigaya Building, 10-5, Ichigayahonmuracho, Shinjuku-ku, Tokyo 162-8433, Japan Tel: +81-3-3269-2911
Establishment	October 1, 2003
Capital	¥8,319 billion (as of July 2022)
Full-time Staff	1,955 (as of July 2022)
Objectives	Established as an Incorporated Administrative Agency under the Act of the Incorporated Administrative Agency - Japan International Cooperation Agency (Act No. 136, 2002), JICA aims to contribute to the promotion of international cooperation as well as the sound development of Japanese and global economy by supporting the socioeconomic development, recovery or economic stability of developing regions.

Guide to JICA's Website and Other Sources

For detailed information on JICA's activities, please see our website. JICA also publishes Sustainable Reports, which introduce JICA's efforts to support sustainable socioeconomic development in developing countries, including measures to fight climate change; and Annual Evaluation Reports, which provide information on current evaluation activities as well as summaries of evaluation results.

JICA's website
<https://www.jica.go.jp/english/>



JICA Sustainability Report 2021

https://www.jica.go.jp/english/our_work/social_environmental/c8h0vm0000013og5-att/report_01.pdf

JICA Annual Evaluation Report 2021

https://www.jica.go.jp/english/our_work/evaluation/reports/2021/index.html

JICA Annual Report 2022 Figures

1. This annual report summarizes the activities of JICA in fiscal 2021 (April 1, 2021, to March 31, 2022).
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 2021 (January 1, 2021, to December 31, 2021) 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.

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