

## Overview of Domestic Offices

The following table contains an overview of domestic offices, including international centers and training centers.

Name	Location	Year opened	Accommodation capacity	Accommodation eligibility	Prefectures covered
Institute for International Cooperation	10-5 Ichigaya Honmura-cho, Shinjuku-ku, Tokyo 162-8433 TEL: 03-3269-2911	1983	80	Technical training participants	—
Sapporo International Center	4-25 Minami, Hondori 16-chome, Shirosishi-ku, Sapporo City, Hokkaido 003-0026 TEL: 011-866-8333	1955	100	Technical training participants	Hokkaido (South, North)
Obihiro International Center	1-2 Nishi 20-jo Minami 6-chome, Obihiro City, Hokkaido 080-2470 TEL: 0155-35-1210	1995	50	Technical training participants	Hokkaido (East)
Tsukuba International Center	3-6 Koyadai, Tsukuba City, Ibaraki Prefecture 305-0074 TEL: 029-838-1111	1996*	200	Technical training participants	Ibaraki
Tokyo International Center	49-5 Nishihara 2-chome, Shibuya-ku, Tokyo 151-0066 TEL: 03-3485-7051	1985	458	Technical training participants	Tokyo (23 wards), Tochigi, Gunma, Saitama, Chiba, Niigata
Hachioji International Center	31-2 Akatsuki-cho 2-chome, Hachioji City, Tokyo 192-0043 TEL: 0426-26-5411	1976	100	Technical training participants	Tokyo (excluding 23 wards), Yamanashi
Yokohama International Center	3-1 Shinko 2-chome, Naka-ku, Yokohama City, Kanagawa Prefecture 231-0001 TEL: 045-663-3251	2002	120	Technical training participants, senior volunteers for overseas Japanese communities, ethnic Japanese training participants	Kanagawa
Ghubu International Center	2-73 Kamenoi, Meito-ku, Nagoya City, Aichi Prefecture 465-0094 TEL: 052-702-1391	1971	98	Technical training participants	Shizuoka, Aichi, Gifu, Mie
Osaka International Center	25-1 Nishitoyokawa-cho, Ibaraki City, Osaka Prefecture 567-0058 TEL: 072-641-6900	1994	300	Technical training participants	Shiga, Kyoto, Nara, Osaka, Wakayama
Hyogo International Center	5-2 Wakihami Kaigandori 1-chome, Chuo-ku, Kobe City, Hyogo Prefecture 651-0073 TEL: 078-261-0341	2002	100	Technical training participants	Hyogo
Chugoku International Center	3-1 Kagamiyama 3-chome, Higashi Hiroshima City, Hiroshima Prefecture 739-0046 TEL: 0824-21-6300	1997	50	Technical training participants	Okayama, Hiroshima, Shimane, Tottori, Yamaguchi
Kyushu International Center	2-1 Hirano 2-chome, Yahata Higashi-ku, Kitakyushu City, Fukuoka Prefecture 805-8505 TEL: 093-671-6311	1989	150	Technical training participants	All-Kyushu
Okinawa International Center	1143-1 Aza Maeda, Urasoe City, Okinawa Prefecture 901-2552 TEL: 098-876-6000	1985	139	Technical training participants	Okinawa
Nihonmatsu Training Center	4-2 Aza Nagasaka, Nagata, Nihonmatsu City, Fukushima Prefecture 964-8558 TEL: 0243-24-3200	1994	204	JOCVs, technical training participants	Fukushima
Komagane Training Center	15 Akaho, Komagane City, Nagano Prefecture 399-4117 TEL: 0265-82-6151	1979	240	JOCVs	Nagano
Hiroo Training Center	2-24 Hiroo 4-chome, Shibuya-ku, Tokyo 150-0012 TEL: 03-3400-7717	1968	57	JOCVs	All-Japan
Tohoku Branch Office	15F Sendai Dalichi Seimei Tower Bldg., 6-1 Ichiban-cho 4-chome, Aoba-ku, Sendai City, Miyagi Prefecture 980-0811 TEL: 022-223-5151	—	—	—	Aomori, Iwate, Miyagi, Akita, Yamagata
Hokuriku Branch Office	3F Kanazawa Park Bldg., 1-1 Hirooka 3-chome, Kanazawa City, Ishikawa Prefecture 920-0031 TEL: 076-233-5931	—	—	—	Toyama, Fukui, Ishikawa
Shikoku Branch Office	13F 114 Bldg., 5-1 Kamei-cho, Takamatsu City, Kagawa Prefecture 760-0050 TEL: 087-833-0901	—	—	—	All-Shikoku

\*Year of organizational reform

**Overseas Offices**

- **Asia** .....
- **JICA Bangladesh Office**  
HDB Bhaban, E-8-A, Rokeya Sharani, Sher-e-Bangla Nagar, Dhaka-1207, BANGLADESH  
(Banani P.O.Box No.9030, Dhaka-1213, BANGLADESH)  
TEL+880-2-9126315
- **JICA Cambodia Office**  
House No.40A+448AEo, Monivong Blvd, Sangkat Tonle Bassac, Khan Chamkannon, Phnom Penh, CAMBODIA  
(P.O.Box 613, Phnom Penh, CAMBODIA)  
TEL+855-23-211673~4
- **JICA China Office**  
Room No.1111, Beijing Fortune Building,  
5 Dong San Huan Bei-Lu,  
Chao Yang District, Beijing 100004,  
People's Republic of CHINA  
TEL+86-10-6590-9250
- **JICA India Office**  
DLF Centre (2nd Floor), Sansad Marg (Parliament Street),  
New Delhi-110001, INDIA  
TEL+91-11-2331-1990-4
- **JICA Indonesia Office**  
Plaza B II Tower II 27th Floor, Jl. M.H. Thamrin 51,  
Jakarta 10350, INDONESIA  
TEL+62-21-390-7533
- **JICA Laos Office**  
Sihom Commerce Center Building No 006, 3rd Floor,  
Luangprabang Rd. Ban Sihom, Vientiane, LAO PDR  
(c/o JICA LAOS Office P.O.BOX 3933, Vientiane, LAO PDR)  
TEL+856-21-241100
- **JICA Malaysia Office**  
Suite 29.03, Level 29, Menara Citibank, 165,  
Jalan Ampang, 50450 Kuala Lumpur, MALAYSIA  
TEL+60-3-21668900
- **JICA Mongolia Office**  
Bodi Tower 7th Floor, Sukhbaatar Square 3, Ulaanbaatar,  
MONGOLIA  
(Central P.O.Box 682, Ulaanbaatar 211213, MONGOLIA)  
TEL+976-11-325939
- **JICA Myanmar Office**  
#701, 7th Floor, Sakura Tower, No.339,  
Boyojoke Atung San Road, Kyaunkinda Township, Yangon,  
MYANMAR  
(Mail to the Japanese Embassy at the address below)  
(c/o Technical Cooperation Section, Embassy of Japan, No. 160,  
Natmauk Road, Yangon, MYANMAR, P.O. BOX 841)  
TEL+95-1-255473~6
- **JICA Nepal Office**  
Block B, Karmachari Sanachaya Koshi Building Hariharbhavan,  
Lalitpur, NEPAL (P.O.Box 450, Kathmandu, NEPAL)  
TEL+977-1-5552205
- **JICA Pakistan Office**  
COMSATS Building, 3rd Floor, Shahrah-e-Jamhuriat G-5/2,  
Islamabad, PAKISTAN (P.O.BOX 1772 Islamabad, PAKISTAN)  
TEL+92-51-2829473-8
- **JICA Philippines Office**  
12th Floor, Pacific Star Building,  
Sea, Gil J. Puyat Avenue Extension corner Makati Avenue,  
Makati City, Metro Manila, PHILIPPINES  
(P.O.Box 1026, MCPO, Makati City, Metro Manila, PHILIP-  
PINES)  
TEL+63-2-893-3081
- **JICA Sri Lanka Office**  
Green Lanka Tower, 5th Floor, 46/46, Nawam Mawatha,  
Colombo-2, SRI LANKA  
(P.O.Box No.2068, Colombo, SRI LANKA)  
TEL+94-11-2303780
- **JICA Thailand Office**  
1674/1 New Petchburi Road, Bangkok 10320, THAILAND  
TEL+66-2-251-1655
- **JICA Uzbekistan Office**  
5th floor, International Business Center, 107-B,  
Amir Temur Str., Tashkent 700084, UZBEKISTAN  
TEL+998-71-120-7966-67
- **JICA Viet Nam Office**  
16th Floor, Office Tower, Dacha Business Center,  
360 Kim Ma Street, Ba Dinh District, Hanoi, VIET NAM  
TEL+84-4-8315005-8
- **Middle East** .....
- **JICA Afghanistan Office**  
No.49 Wazir Akbar Khan Main Street,  
Opposite of Wazir Akbar Khan Mosque, Kabul, AFGHANISTAN  
(CFO Box 461 Kabul, AFGHANISTAN)  
TEL+873-7634-24422 (Inmarsat)

- **JICA Egypt Office**  
World Trade Center 10th Floor,  
1191 Corniche El Nile St., Boulak., Cairo, EGYPT  
(c/o JICA Egypt Office, P.O. Box 475, Dokki, Arab Republic of  
EGYPT)  
TEL+20-2-5748240~2
- **JICA Jordan Office**  
3rd Floor, Adel Hajarat Commercial Complex,  
Salah Al Suheima Street, Al-Sweifih, Amman, JORDAN  
(P.O.Box 926355, Amman 11190, JORDAN)  
TEL+962-6-5858921~3
- **JICA Morocco Office**  
JICA Bureau au Maroc 6, Rue Rif, Route des Zaïers, Souissi,  
Rabat, MAROC  
TEL+212-3-37-638708-10
- **JICA Saudi Arabia Office**  
Economic Section, Annex of Japanese Embassy Block No.55,  
Amer Ibn Aws Street, Al-Radd District, Riyadh, SAUDI ARABIA  
(P.O.Box 90552, Riyadh 11623, SAUDI ARABIA)  
TEL+966-1-488-2212
- **JICA Syria Office**  
No.28 Al Mahdi Bin Baraka Street, Abou Roumaneh, Damascus,  
SYRIA (P.O.Box 10012, Damascus, SYRIA)  
(963-11) 3339359
- **JICA Tunisia Office**  
16, Rue Jaâfer El Barnaki, Moutelleville 1002 Tunis, TUNISIE  
(B.P. 764, 1080 Cedex, Tunis, TUNISIE)  
TEL+216-71-786386
- **JICA Turkey Office**  
Ugur Mumcu Cad, 88/6 B Block, Gaziosmanpasa,  
06700 Ankara, TURKEY  
(P.K.117, Kavaklıdere 06692, Ankara, TURKEY)  
TEL+90-312-447-2530~32
- **JICA Office in Gaza**  
No.102 Riyad Tower, 136/57 Damascus St. Al-Roma, Gaza  
(Mail or ship to Tel-Aviv Office instead of Gaza Office)  
Mr.Takeshi NARUSE, JICA Office in Tel-Aviv  
c/o Embassy of Japan, Asia House 4 Weizman Street,  
Tel-Aviv 64239, ISRAEL  
TEL+972-3-6958291 (Tel-Aviv)
- **Africa** .....
- **JICA Côte d'Ivoire Office**  
7 Boulevard Roume, Plateau, Abidjan COTE D'IVOIRE  
(04 B.P. 1825 Abidjan 04, COTE D'IVOIRE)  
TEL+225-20-22-22-03
- **JICA Ethiopia Office**  
Woreda 18, Kebele 36, House No.676/05, Addis Ababa, Ethiopia  
(MINA Building, 6-7F)  
(P.O.Box 5384, Addis Ababa, ETHIOPIA)  
TEL+251-1-504755
- **JICA Ghana Office**  
Millennium Heights Building 4th Floor, 14 Liberation Link,  
Airport Commercial Area, Accra, GHANA  
(P.O.Box 6402, Accra-North, GHANA)  
TEL+233-21-760781
- **JICA Kenya Office**  
The Rahimtulla Tower 10th and 11th Floor, Upper Hill Road,  
Nairobi, KENYA (P.O.Box No.50572-00200, Nairobi, KENYA)  
TEL+254-20-2724121~4
- **JICA Madagascar Office**  
Près Lot II Y 53 bis, Rue Dr. Césaire Rabenoro, Andranarivo,  
Antananarivo 101, MADAGASCAR  
(BP 60120, Antananarivo 101, MADAGASCAR)  
TEL+261-20-2259410
- **JICA Malawi Office**  
Raza House, Area 13, Plot No.100, City Centre, Lilongwe 3,  
MALAWI  
(P.O.Box 30321, Capital City, Lilongwe 3, MALAWI)  
TEL+265-1-771644
- **JICA Mozambique Office**  
Av. 24 de Julho N° 7, 5° andar, Escritório A,  
B e F, Maputo, MOZAMBIQUE  
(P.O. Box 2650, Maputo, MOZAMBIQUE)  
TEL+258-1-486357-8
- **JICA Nigeria Office**  
2nd Floor AP Plaza, Adetokunbo Ademola Crescent, Wuse II,  
Abuja, NIGERIA  
(P.M.B. 5090 Wuse, Abuja, NIGERIA)  
TEL+234-9-523-2869
- **JICA Senegal Office**  
JICA Bureau au Sénégal  
20, Ave. Léopold Sédar Senghor, Immeuble A BM- 5ème Etage,  
Dakar, SENEGAL  
(B.P.3323, Dakar, SENEGAL)  
TEL+221-8216919

- **JICA South Africa Office**  
Lobby 2, 1st Floor Bank Forum Building,  
Cnr. Fehrsten & Veale Streets, New Muckleneuk, 0181 Pretoria,  
SOUTH AFRICA  
(P.O. Box 14068 Hatfield 0028, Pretoria, SOUTH AFRICA)  
TEL+27-12-346-4493
- **JICA Tanzania Office**  
3rd Floor, Barclays House, Ohio Street, Dar es Salaam,  
TANZANIA (P.O. Box 9450, Dar es Salaam, TANZANIA)  
TEL+255-22-2113727~2113730
- **JICA Zambia Office**  
Plot No.11743A Brentwood Lane, Longacres, Lusaka, ZAMBIA  
(P.O.Box 30027, Lusaka 10101, ZAMBIA)  
TEL+260-1-254501
- **JICA Zimbabwe Office**  
8th Floor, Internarke Life Towers, 77 Jason Moyo Avenue,  
Harare, ZIMBABWE (P.O.BOX 4066, Harare, ZIMBABWE)  
TEL+263-4-252500-2
- **Latin America** .....
- **JICA Argentina Office**  
JICA Oficina en Argentina  
Maipú 1300 piso 21 C1006ACT Buenos Aires, ARGENTINA  
TEL+54-11-4312-8901
- **JICA Bolivia Office**  
Agencia de Cooperación Internacional del Japon en BOLIVIA  
Av. Victor Sanjinés No.2678 Edif. Barcelona Piso 5-Plaza España,  
La Paz, BOLIVIA  
(Cajón Postal No.11447 La Paz, BOLIVIA)  
TEL+591-2-4222221
- **JICA Brazil Office**  
Escritório Anexo da Embaixada do Japão  
JICA Brasil Office  
SCS - Quadra 01 - Bloco "F" Ed. Camargo Corrêa 12°  
andar 70397-900 - Brasília - DF - BRASIL  
(Caixa Postal, 099-42, Cep 70.040-976 - Brasília - DF -  
BRASIL)  
TEL+55-61-321-6465
- **JICA Chile Office**  
Av. André Bello 2777, Piso 27, Of. 2701, Las Condes, Santiago,  
CHILE  
(Casilla 16137, Correo 9, Santiago, CHILE)  
TEL+56-2-203-3095-8
- **JICA Colombia Office**  
JICA Oficina en Colombia  
Carrera 7, No.73-55, Edificio Ultra Bursátiles, Piso 13,  
Bogotá D.C. COLOMBIA  
(Apartado Aéreo No. 90861, Bogotá D.C., COLOMBIA)  
TEL+57-1-312-1117
- **JICA Dominican Republic Office**  
JICA Oficina en la República Dominicana  
Av. Sansota No.20, Torre Empresarial AIRD,  
Piso 7, La Julia, Santo Domingo, REPUBLICA DOMINICANA  
(Apartado Postal No.1163, Santo Domingo, REPUBLICA  
DOMINICANA)  
TEL+1-809-381-0005
- **JICA Honduras Office**  
JICA Oficina en Honduras  
Col. Lomas del Mayab, Calle Santa Rosa Casa No.1346,  
Tegucigalpa, M.D.C., HONDURAS, C.A.  
(Apartado Postal No. 1752, Tegucigalpa, M. D. C., HONDURAS,  
Central America)  
TEL+504-232-6727
- **JICA Mexico Office**  
JICA Oficina en México  
Ejército Nacional No. 418-201, Col. Chapultepec Morales  
(Polanco), C.P. 11570, MEXICO, D.F.  
TEL+52-55-5545-2476
- **JICA Panama Office**  
JICA Oficina en Panamá  
Edificio World Trade Center Panamá, Piso 4, Calle 53 E,  
Urbanización Marbella, Ciudad de Panamá, REPUBLICA DE  
PANAMA  
(Apartado 0832-00900, World Trade Center Panamá, Panamá,  
REPUBLICA DE PANAMA)  
TEL+507-264-9669
- **JICA Paraguay Office**  
JICA Oficina en Paraguay  
Pde. Franco y Ayolas, Edificio AYFRA Piso 11,  
Asunción, REPUBLICA DE PARAGUAY  
(Casilla de Correo No.1121 Asunción, REPUBLICA DE  
PARAGUAY)  
TEL+595-21-491154-491157
- **JICA Peru Office**  
JICA Oficina en el Peru  
Av. Angamos Oeste 1381, Santa Cruz, Miraflores, Lima, PERU  
(Apartado Postal 180261, Lima 18, PERU)  
TEL+51-1-221-2433

● North America

■ JICA USA Office  
1776 I Street, N.W. Suite #895, Washington, D.C. 20006, USA  
TEL+1-202-293-2334

● Oceania

■ JICA Fiji Office  
7th Floor, Dominion House, Suva, FIJI  
(JICA Private Mail Bag, Suva, FIJI)  
TEL+679-330-2522

■ JICA Papua New Guinea Office  
Second Floor, Garden City, Angau Drive, Boroko, N.C.D.,  
PAPUA NEW GUINEA  
(P.O.Box 6639, Boroko, N.C.D., PAPUA NEW GUINEA)  
TEL+675-325-1699

■ JICA Samoa Office  
Mulivai, Apia, SAMOA  
(P.O.Box No.1625, Apia, SAMOA)  
TEL+685-22572

● Europe

■ JICA Austria Office  
Dr. Karl Lueger-Ring 10, 5th Floor, A-1010 Wien, AUSTRIA  
(Dr. Karl Lueger-Ring 10, A-1010 Wien, AUSTRIA)  
TEL+43-1-3156565

■ JICA France Office  
JICA Bureau en France  
8, rue Sainte-Anne, 75001 Paris, FRANCE  
TEL+33-1-40200421

■ JICA UK Office  
26-28 Hammersmith Grove London W6 7BA, U.K.  
TEL+44-20-8834-1025

JICA/JOCV Offices

● Asia

■ JICA Bhutan Office  
Doybun Lam / Memorial Chorten, Thimphu, BHUTAN  
(P.O.Box 217, Thimphu, BHUTAN)  
TEL+975-2-322030

■ JICA Kyrgyz Republic Office  
TESKO Office Building 2F, Sovetskaya Street 203, Bishkek,  
720011, KYRGYZ REPUBLIC  
TEL+996-312-665774

■ JICA Singapore Office  
Room 801, RELC Building 30, Orange Grove Road, SINGA-  
PORE, 258352  
TEL+65-67340706

■ JICA Timor-Leste Office  
No.26, Farol Area, Díli, TIMOR-LESTE  
(CPA No.83, Díli, TIMOR-LESTE)  
TEL+670-3312420

● Latin America

■ JICA Costa Rica Office  
Avenida 1era, calle 39, Barrio Dent, San Pedro,  
Edificio Delfos 3er Piso (100mts' Norte de la Agencia Subaru),  
COSTA RICA A.C.  
(Apartado Postal #666-2010, Zapote, San José, COSTA RICA  
A.C.)  
TEL+506-225-3114

■ JICA/JOCV El Salvador Office  
(Write the address in Spanish for mailing or shipping)  
Oficina Residencia Representativa de JICA/JOCV  
Calle y Colonia Mascota #521-A, San Salvador,  
EL SALVADOR, C.A.  
(Apartado Postal NO.01-114, San Salvador, EL SALVADOR,  
C.A.)  
TEL+503-2630940

■ JICA Guatemala Office  
18 Calle, 5-56 Zona 10 Guatemala Edificio Unicentro 12 Nivel  
Oficina 1203, GUATEMALA  
(Apartado Postal No.269-A, Guatemala, GUATEMALA)  
TEL+502-2366-1919

■ JICA/JOCV Jamaica Office  
8th Floor, Island Life Centre 6, St. Lucia Avenue Kingston 5,  
JAMAICA (W.I.)  
(P.O.Box 8202, C.S.O., Kingston, JAMAICA (W.I.))  
TEL+1-876-929-4069

■ JICA Nicaragua Office  
Hospital Militar Cuadra al Lago, 1 y 1/2 Cuadra Abajo, Bolonia,  
Managua, NICARAGUA  
(P.O. Box 509, Managua, NICARAGUA)  
TEL+505-2668323

● Europe

■ JICA/JOCV Bulgaria Office  
Interped - WTC Sofia Bldg. Block A, 9th fl.,  
office 901, 36 Dragan Tsankov Blvd. Sofia 1057, BULGARIA  
TEL+359-2-971-2170

■ JICA/JOCV Hungary Office  
(Address to JOCV Hungary Office when using air cargo and couri-  
er services)  
1075 Budapest, Karolyi korut 11 7A, HUNGARY  
TEL+36-1-269-7884

■ JICA/JOCV Poland Office  
Al. Jana Pawla II 18, 00-116 Warszawa POLAND  
TEL+48-22-6270164-5

■ JICA/JOCV Romania Office  
Aleea Alexandru 9A, 3rd Floor, Sector 1, Code 011821, Bucharest,  
ROMANIA  
(P.O.Box 67-3, Bucharest, ROMANIA)  
TEL+40-21-231-6723-5

● Oceania

■ JICA Micronesia Office  
3rd Floor Martin's Building Kaselelich Street,  
Kolonja, Pohnpei 96941, The Federated States of MICRONESIA  
(P.O.Box G, Kolonia, Pohnpei 96941, The Federated States of  
MICRONESIA)  
TEL+691-320-5350

■ JICA Palau Office  
George Ngiarsael Commercial Building, Koror, PALAU 96940  
(P.O.Box 6047 Koror, REPUBLIC OF PALAU 96940)  
TEL+680-488-5373

■ JICA Solomon Islands Office  
1st Floor, Solomon Islands Mutual Center Building, Town Ground,  
Mendana Avenue, Honiara, SOLOMON ISLANDS  
(P.O.Box 793, Honiara, SOLOMON ISLANDS)  
TEL+677-24170

■ JICA Tonga Office  
Level 3, National Reserve Bank of Tonga Building,  
Salote Road, Fasi-moe-Afi, Nuku'alofa, Kingdom of TONGA  
(P.O.Box 413, Nuku'alofa, Kingdom of TONGA)  
TEL+676-23072

■ JICA Vanuatu Office  
2nd Floor, Hong Kong & New Zealand House, Port Vila,  
VANUATU  
(P.M.B. 9005, Port Vila, VANUATU)  
TEL+678-23546

● Africa

■ JICA/JOCV Botswana Office  
1st Floor, Plots 896/897 Kaunda Road, Gaborone, BOTSWANA  
(Private Bag 00369, Gaborone, BOTSWANA)  
TEL+267-3912176

■ JICA Niger Office  
JICA Bureau au Niger  
N°521, Rue des Lacs, PL521, Quartier Plateau, Commune 1,  
Niamey, NIGER  
(B.P.10036, Niamey, NIGER)  
TEL+227-73-55-69

JOCV Offices

● Asia

■ JOCV Maldives Office  
1st Floor, Radijunge-Ango, Neslofaru Magu, Male, MALDIVES  
(P.O.Box 2007, Male Republic of MALDIVES)  
TEL+960-322049

● Latin America

■ JOCV Belize Office  
APT. 301 Belize Marina Towers, Newtown Barracks, Belize City,  
BELIZE, C.A.  
(P.O. BOX 224, Belize City, BELIZE, C.A.)  
TEL+501-223-4404

■ JOCV Dominica Office  
The Globe, 106 Independence Street, Roseau,  
Commonwealth of DOMINICA, W.I.  
(P.O.Box 163, Roseau, Commonwealth of DOMINICA, W.I.)  
TEL+1-767-440-3184

■ JOCV Ecuador Office  
Av. Amazonas N34-289 entre Alahualpa y Nuñez de Vela,  
Edificio el Dorado, Piso 8, Quito, ECUADOR  
(P.O.Box 17-21-01466, Quito, ECUADOR)  
TEL+593-2-2248470

■ JOCV Saint Lucia Office  
23 Brazil Street, 2nd Floor of Kaycees Building, Castries, ST.  
LUCIA, W.I. (P.O.Box 1042, Castries, ST. LUCIA, W.I.)  
TEL+1-758-453-6032

■ JOCV Saint Vincent and the Grenadines Office  
Villa Point Indian Bay SAINT VINCENT AND THE  
GRENADINES (P.O.Box 2355 Kingstown General Post Office)  
TEL+1-784-457-5184

■ Uruguay Coordinator Office  
Oficina de Voluntarios Señor de JICA en Uruguay  
Bulevar General Artigas 417, Of.601, Montevideo, URUGUAY  
(Casilla de Correo 330, Montevideo, URUGUAY)  
TEL+598-2-712-2723

■ JOCV Venezuela Office  
JOCV de Venezuela Edif. Centro Letonia, Piso 10,  
Oficina 101, Av. Principal de La Castellana,  
La Castellana, Caracas, VENEZUELA  
(Apartado Postal No. 61596, Zona Postal 1060, Caracas,  
VENEZUELA)  
TEL+58-212-267-9280

● Africa

■ JOCV Burkina Faso Office  
3ème étage Abitam le siège de CELTEL Face à la Bank of Africa  
Avenue de la Résistance du 17 mai Ouagadougou, BURKINA  
FASO (01 BP 1484 Ouagadougou 01 BURKINA FASO)  
TEL+226-50-330760

■ JOCV Djibouti Office  
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## Development Assistance Terminology and JICA Terminology

### A

#### ● **Accountability**

Responsibility to furnish adequate and accurate explanations to Japanese citizens and the people of a recipient country regarding content, financial affairs, and reasons behind decisions when proceeding with development aid and international cooperation activities and programs.

#### ● **Aftercare cooperation**

Additional cooperation, including provision of equipment and dispatch of experts after completion of a project. In addition, as a part of aftercare cooperation, in the Acceptance of Technical Training Participants Program and Youth Invitation Program, support is given to the establishment and management of alumni associations for such groups, and reference materials are sent to former training participants after their return to their home countries.

#### ● **Aid fatigue**

A situation where aid from developed countries either fails to increase, or decreases. Causes include worsening financial affairs and economic downturn as well as lack of recognizable aid effects, leading to doubts about aid and thus, sometimes making it difficult to gain support for increasing aid budgets.

#### ● **Aid for increase of food production (2KR)**

Under this grant aid scheme, developing countries are helped to achieve self-sufficiency through the provision of fertilizers, agricultural chemicals, and agricultural machinery.

### B

#### ● **Basic design study (B/D)**

Generally, based on JICA's B/D, decisions on matters such as suitability and content of Japan's Grant Aid Programs are made by the Japanese government. These studies aim to explore a project's potential and to create optimum plans for its realization. The main topics include basic design, construction costs, work processes, alternative plans, economic and technical feasibility, financial concerns, and administrative systems.

#### ● **Basic human needs (BHN)**

The idea is to find ways of providing aid for direct use to people with low incomes instead of prior forms of aid that emphasized economic development. BHN refers specifically to basic living needs such as food, housing, clothing, safe drinking water, sanitary facilities, health care, and education.

#### ● **Bilateral aid**

An ODA category denoting aid between a developed country and a developing country. Its benefits include provision of flexible, detailed aid and furtherance of friendly relations between the two sides, since the aid policies and achievements of the donor\* leave a direct impression on the recipient.

#### ● **(Convention on) Biological Diversity**

A convention providing protection for biological diversity and encour-

aging sustainable use of natural resources in order to prevent any further extinction of biological species from the global perspective. The convention calls for the comprehensive conservation of biological diversity on three levels: habitat, species, and genes.

### C

#### ● **Capacity-building**

A concept referring to the raising of the recipient's ability to execute and administer the process of institution building, i.e., the process whereby the agent of implementation achieves self-reliance.

#### ● **Common Agenda**

Global issues\* such as the environment, population, and HIV/AIDS, jointly stipulated and addressed by Japan and the United States of America.

#### ● **Community Empowerment Program**

A program started in fiscal 1997 on the basis of the Global Welfare Initiatives proposed by Japan at the Lyon Summit in 1996. Support related to maternal and child health; welfare of the elderly, the disabled, and children; poverty alleviation measures are commissioned to non-governmental organizations (NGOs) active in the regions concerned (local NGOs) by JICA.

#### ● **Coordinator**

Personnel in charge of negotiations with the recipient country, who contact the related persons, manage funds, etc., in technical cooperation projects, projects involving Japan Overseas Cooperation Volunteers (JOCV) dispatch, and field dispatch study teams.

#### ● **Core support for important policies**

Direct support for pivotal institutions within governments responsible for formulation of important policies such as financial and monetary policy, industrial policy, and regional development concerned with transition to a market economy. Such support is a typical form of intellectual aid involving policy support. The Japanese government has implemented "market economy-type development studies" to support the introduction of a market economy and "a program of core support for important policies."

#### ● **Counterparts**

Local technicians who work together with JICA experts and Japan Overseas Cooperation Volunteers (JOCV) sent to developing countries to provide technical assistance and who receive technical instruction from these JICA experts or JOCV.

### D

#### ● **DAC list**

The DAC list includes recipient countries and areas subject to aid statistics compiled by the Development Assistance Committee (DAC), and is divided into two parts. Part I consists of developing countries and Part II of countries in Eastern Europe, countries that were once part of the Soviet Union and Singapore, where development is relatively advanced.

### ● DAC New Development Strategy

A long-term aid strategy for the 21st century adopted by the Development Assistance Committee (DAC) in May 1996. Japan played a leading role in its formulation. A "new global partnership" to realize common development goals based on a division of responsibility between developing and developed countries was proposed. Goals fall into the three categories of economic welfare, social development, and sustainable environmental potential. Specific targets include reducing the portion of people living in extreme poverty, providing universal primary education in all countries, and reducing infant and maternal mortality.

### ● Development Assistance Committee (DAC)

The Development Assistance Committee (DAC) was formed in 1961 as a subordinate agency of the Organisation for Economic Co-operation and Development (OECD). DAC exchanges aid information, adjusts aid policies, and examines the implementation of aid by member countries and their aid policies. Where necessary, it also gives advice to member countries. As of 2001, DAC consisted of 22 developed countries as well as the European Union (EU).

### ● Digital divide

The gap between those who have access to information and those who do not. Describes the further widening economic gap caused by the wealthy, who continue to increase their economic power by obtaining information using computers and communications equipment, thereby distancing themselves economically from the poor.

### ● Donor

A country or organization that provides aid. In contrast, "recipient" refers to a developing country that receives aid.

## E

### ● Empowerment

When individual awareness, independent decision-making capabilities, and economic, social, legal, and political power is obtained and exercised, being able to make decisions by oneself helps erase social inequalities.

## F

### ● Food aid (KR)

Under this grant aid scheme, Japan offers aid on the basis of the Food Aid Convention (FAC) of 1986; it is committed to providing the equivalent of at least 300,000 tons of wheat annually. In line with the wheat conversion method stipulated in the FAC, Japan provides the funds needed for developing countries to purchase rice, wheat, maize, and other cereals.

## G

### ● Gender

Differentiation based on social constructs rather than biology.

### ● Gender mainstreaming

Integrating gender aspects into development processes allows gender equality to be integrated in all policies and programs, and then both men and women can participate in decision-making processes with relation to all development issues.

### ● Global issues

Issues of global significance such as the environment, population, HIV/AIDS, women in development (WID)\* and narcotics. Also includes issues requiring international cooperation for their solution.

### ● Good governance

Refers to ensuring, among other things, efficiency, effectiveness, transparency, the rule of law, dialogue with civil society and reduction of excessive military expenditures in politics and administration. In its ODA, Japan considers development in harmony with the environment and aid for basic human needs (BHN)\* as cooperation toward good governance.

### ● Graduate nation

A developing country that has achieved the ability to pursue further development as a consequence of economic development. Graduation is conditional on a per capita gross domestic product (GDP) of more than 8,625 US dollars.

### ● Grant aid for rehabilitation

Although a loan assistance\* project may require rehabilitation, considerations such as urgency, profitability or the scale of the work may preclude a response involving loan assistance. Grant aid for general projects can be provided in such cases.

### ● Grant assistance for grassroots projects

A form of grant aid executed through Japan's overseas diplomatic offices to support small-scale projects that cannot be dealt with adequately by means of ordinary grant aid. Implemented in response to requests from local governments and non-governmental organizations (NGOs) in developing countries.

### ● Grant element

An index of the flexibility of aid conditions in financial cooperation. The more flexible the terms of the loan (interest, repayment period, grace period, etc.), the larger the grant element. A grant aid project has a 100% grant element.

## H

### ● Heavily indebted poor countries (HIPC)

Countries that were defined as the poorest and most heavily indebted by the International Monetary Fund (IMF) and the World Bank in 1996. According to the standard of 1993 per-capita GNP of less than 695 US dollars, with a cumulative debt as of 1993 in present value terms, at least 2.2 times the scale of exports or at least 80 percent the size of GNP, 42 countries were assigned HIPC status as of March 2002.

### ● Human-centered development

An approach to economic cooperation from the viewpoint of individual human lives, welfare, and happiness. From the late 1980s, the importance of "human development" came to be stressed. The declaration adopted at the 1995 United Nations World Summit for Social Development states that "we will...place people at the centre of development and direct our economies to meet human needs more effectively" and clearly indicates its view that "human-centred development" should be pursued.

### ● Human security

This term was used as one of a pair together with "human-centered development" in the United Nations Development Programme

(UNDP)'s Human Development Report of 1994. Human security applies to the individual, who should be free from the threat of starvation, disease, and repression due to race or belief. The UNDP classifies human security into the seven categories of food, health, environment, the individual, regional communities, politics, and the economy.

### ● Infrastructure

Various forms of fundamentals for economic activities. Also known as social capital. Infrastructure can be divided into two categories: economic infrastructure, such as energy, roads, ports, rivers, communications, agricultural foundations, railways, and airports; and social infrastructure, i.e., public hygiene, education, housing, water, and drainage.

### ● Input

Funds, human resources, technology, materials, equipment, etc., that are used for development in developing countries.

### ● International Development Association (IDA)

Also known as the "Second World Bank." Since the World Bank and the International Finance Corporation (IFC) are semi-commercial financial institutions, there was a call for an institution that could provide aid to developing countries under more flexible conditions and the IDA was founded in September 1960. Membership is restricted to World Bank member nations, of which there were 161 as of 2000.

### ● Japan Bank for International Cooperation (JBIC)

A special public institution founded in October 1999 through the merger of the Export-Import Bank of Japan and the Overseas Economic Cooperation Fund (OECF), presently an independent administrative institution. It conducts export and investment financing and other international financing business, and extends yen loans and other overseas economic cooperation to developing countries.

### ● Japan Center

Established as bases to support reform efforts for transitions to market economies in former socialist countries in Indochina and the Commonwealth of Independent States (CIS), such as Kazakhstan. Japan dispatches experts and others, implements various types of training to cultivate human resources, and conducts Japanese language education and introductions to Japanese culture.

### ● JICA-Net

Network-type international cooperation that provides distance lectures and training in remote countries and areas employing information and communication technology such as teleconferencing, multimedia materials, and the Internet.

### ● Junior Professional Officer (JPO)

JPOs are employed under a system of practical training for young Japanese wishing to become full employees of international public service organizations. They are given the opportunity to work for a certain period for international organizations, where it is hoped they will increase their specialized knowledge and gain experience in international activities. JPOs are generally sent for two years to the regional offices of international organizations worldwide.

## L

### ● Least developed countries (LDC)

An income-based classification of developing countries employed by the United Nations and referring to the less developed countries.

### ● Loan assistance

A government loan on a bilateral basis with a long repayment period and a low-interest rate. In Japan, the Japan Bank for International Cooperation (JBIC)\* provides yen-based loans, also known as "yen loans."

### ● Local costs

Costs borne by a recipient country for implementation and management of a project. Refers specifically to the costs of land acquisition, personnel costs for counterparts\* and project staff, costs needed for moving equipment and materials, and recurrent costs (administration and maintenance of buildings, equipment and materials, and staff employment).

### ● Local in-country training

This JICA training program is aimed at transferring and disseminating skills in developing countries. Former participants in Japanese technical cooperation play a central role in implementing training for local participants in their own countries.

## M

### ● Mercado Común del Sur (MERCOSUR)

A regional common market founded in 1991 by Argentina, Brazil, Paraguay, and Uruguay.

### ● Millennium Development Goals (MDGs)

Eight Development goals to be achieved by 2015, which are based on the Millennium Declaration adopted at the United Nations Millennium Summit in 2000: (1) Eradicate extreme poverty and hunger; (2) Achieve universal primary education; (3) Promote gender\* equality and empower women; (4) Reduce child mortality; (5) Improve maternal health; (6) Combat HIV/AIDS, malaria, and other diseases; (7) Ensure environmental sustainability; and (8) Develop a global partnership for development.

### ● Multilateral aid

A form of ODA involving cooperation with developing countries through provision of funds to the World Bank and international organizations. It gives access to the specialized knowledge, experience, and global aid networks of international organizations, and ensures political neutrality. Many benefits ensue: refugee aid not easily tackled through bilateral aid\* can be provided; global environmental issues can be addressed; and effective aid can be provided in cases where there is only inadequate information available on recipient areas and aid methods.

## N

### ● NERICA rice

A hybrid of African rice and Asian rice containing traits of both strains. It is expected to contribute to food security in Africa, a region with a harsh environment. NERICA is an abbreviated name for New Rice for Africa.

### ● New debt strategy

A strategy based on a proposal made by then US Treasury Secretary

Nicholas Brady at a G7 meeting. Premised upon a mid-term economic plan by the International Monetary Fund (IMF) and the World Bank, its aim is to reduce private debt among middle-income debtor nations.

## O

### ● Ownership

Self-help efforts of developing countries. The basic concepts in the Development Assistance Committee (DAC)\* new development strategy are "ownership" (self-help efforts of developing countries) and "partnership" (linkage with more developed countries to support ownership).

## P

### ● Package cooperation

A cooperation method based on a comprehensive approach to development targets in specific priority aid sectors. It allows for combinations of technical cooperation projects, acceptance of technical training participants, dispatch of technical experts, dispatch of Japan Overseas Cooperation Volunteers (JOCV), and other forms of technical cooperation and grant aid.

### ● Participatory development

This concept has provoked interest since the late 1980s as a development aid strategy. Enhanced effectiveness and sustainability of development aid requires participation in the decision-making process in aid activities by local residents who are beneficiaries of the aid, through which benefits can be distributed more equally.

### ● Partnership Program

A program carried out by a developing country that has previously received aid and has since experienced economic development that enables it to provide aid to another developing country, which it implements jointly with Japan on equal terms.

### ● Policy and institutional support

Various types of support to a country making the transition to a market economy in relation to expertise in the creation and operation of an economy and systems, as well as the human resources development involved for smooth transition and democratization. This includes holding Seminars on Democratization introducing the current state, history, and experiences of Japan's legal, administrative, parliamentary, and other systems; receiving training participants in the fields of market economy management and administrative management; and dispatching experts who offer advice on policy.

### ● Post-conflict assistance

A type of assistance for reconstruction and development after the conclusion of a regional conflict. With the objectives of peacebuilding and establishing a foundation for sustainable development\*, it addresses issues that remain after the conclusion of a conflict: restoration of facilities, promotion of industry, treatment of soldiers retired from service, assistance to the wounded, arms control, and maintenance of public order and security.

### ● Poverty Reduction Strategy Paper (PRSP)

An independently prepared report that the 1999 World Bank and International Monetary Fund (IMF) Development Committee required of heavily indebted poor countries (HIPC)\* hoping for debt reductions, for the purpose of approving or disapproving debt reduction. Special attention to poverty countermeasures is required in preparing the

paper.

### ● Project cycle management

Participatory development\* method which uses a project design matrix\* (PDM) outline chart to manage a project cycle of planning, implementation, and evaluation. It consists of participatory planning, monitoring, and evaluation.

### ● Project design matrix

Project outline chart used for project cycle management\* (PCM). Overall goal, project purpose, output, activities, objectively verifiable indicators, means of verification, important assumptions, preconditions, and input\* are contained in the matrix.

### ● Project formulation advisor

An advisor dispatched by JICA to a developing country who gathers materials and information and exchanges views with related persons in order to formulate effective cooperation projects that are tailored to actual conditions in the country.

### ● Project formulation studies

When cooperation is provided, there may be a lack of definition concerning relations with other aid organizations, particularly in connection with the recipient country's development plans and fields of cooperation, the effects of cooperation, influence on the environment, and society and sustainability. JICA carries out project formulation studies to clarify such matters and compensate for any inadequacies. Study teams are sent to discuss matters with the recipient government and related organizations, and support may be provided for drafting requests.

### ● Public participation expert

An expert dispatched to a developing country to introduce waste disposal, lacquer art, and other techniques and experience possessed mainly by Japanese local governments and regions useful to the regions of developing countries.

## R

### ● Reproductive health

A state of health in which all the functions and active processes of the human reproductive system are free from illness or impediment and are maintained in a wholly satisfactory condition (physically, mentally, and socially).

### ● Research cooperation

A type of technical cooperation under which researchers from Japan and developing countries engage in joint research on topics related to economic and social development in developing countries. Cooperation normally lasts three years. JICA sends groups of experts, accepts counterparts for training, and, when necessary, formulates special measures to provide portable equipment and local working costs.

## S

### ● Sector Program

Under this program, aid which has been provided individually by each donor is grouped by sector to make adjustments between a developing country and donor. This is an effective approach for providing aid with a comprehensive view of a sector.

### ● Senior Advisor

An expert working for JICA who is devoted to technical cooperation activities. Overseas they act as high-level advisors, project leaders, and general experts, while in Japan they conduct various kinds of research, offer advice on research, train would-be experts, and instruct technical training participants from overseas.

### ● South Asian Association for Regional Cooperation (SAARC)

An association founded in 1985 aimed at regional cooperation in seven countries of Southwest Asia.

### ● South-South cooperation

Mutual economic development between developing countries through regional cooperation. Development in these countries was previously thought to depend upon financial and technical aid from more developed countries. But the developing countries have diversified and we are now aware of how important it is for them to cooperate among themselves. In particular, the capital-intensive, knowledge-intensive technology of the more developed countries often fails to meet the needs of developing countries. Since the late 1970s, cooperation between the developing countries ("South-South cooperation") has been encouraged by institutions such as the United Nations Conference on Trade and Development (UNCTAD).

### ● Structural adjustment

Economic revitalization involving stabilization of the macro-economy in the short-term and, in the medium-term, deregulation of finance and trade, privatization of public companies, and stimulation of free competition among private companies. Introduced in the early 1980s by the World Bank and the International Monetary Fund (IMF) in response to debt crisis among developing countries.

### ● Sustainable development

An approach to development recognizing the need for the present generation to preserve the environment and maintain resources for future generations.

## T

### ● Technology transfer

Organizations and individuals possessing specific skills transfer them to other organizations and individuals through education and training, and then strive to ensure that they take root and spread. In the case of international cooperation, production and managerial skills required to further development in developing countries are transferred from developed countries or companies.

### ● Third-country expert

One type of JICA expert dispatch. An expert, who is from a developing country, is dispatched to another developing country as a technical cooperation expert, as part of support for South-South cooperation\*. Technology transfer\* is more suitably and efficiently carried out thanks to similarities in environment, technology standards, culture, and language between the two countries.

### ● Third-country training

Training implemented by JICA aimed at enabling a developing country subject to transfer the skills it has acquired from Japan to other countries in the same region. Conceptually, Japan is the "first country," the recipient of Japanese technology is the "second country" and the neighboring

country is the "third country."

### ● Training participant initiated by local government

A training participant accepted by JICA based on a proposal for trainee acceptance submitted by a local government or other local body, in order to render regionally cultivated techniques and experience in fields such as winemaking and ironware production useful for development in developing countries.

## W

### ● Women in development (WID)

The essence of WID is that women are not merely the beneficiaries but also the agents of development in promoting development aid with the assurance of women's participation in projects. Women play an extremely important role in economic and social activities. Awareness that women's participation in development is indispensable to effective development aid led to the concept of WID.

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In accordance with Article 29 of the Law Concerning the General Rules of Independent Administrative Institutions (Law No. 103 of 1999), the Japan International Cooperation Agency (hereinafter referred to as "the Agency") has set objectives to be achieved in its operations management activities (hereinafter referred to as "Mid-term Objectives").

## Introduction

Amid the trend toward globalization, economic disparities continue to widen in the world, and poverty remains a critical concern. At the same time, environmental problems and other global issues remain serious. Moreover, since the end of the Cold War, conflicts (especially regional and ethnic conflicts) have been frequent, thus making efforts to prevent conflict, provide emergency humanitarian support, firmly establish peace, and pursue nation-building more important than ever before. Particularly since the terrorist attacks of September 11, 2001, international interest in development issues has been increasing. Countries of Europe and North America have announced plans to increase official development assistance (ODA).

In addition, the international community is continuing its efforts to address development issues by agreeing on common objectives and constructing new development strategies. For example, by adopting the Millennium Development Goals (MDGs), the international community agreed on specific objectives requiring a combined effort in poverty reduction, basic education, gender equality, health and medical care, environmental conservation, and other fields. Even greater support is required in the field of peacebuilding. All of the issues mentioned above are essential for guaranteeing human security, an area in which Japan has played a leading role. At the same time, it is important to support sustainable growth by activating trade, investment, and personnel exchanges in developing countries. Additionally, donor nations and international organizations are turning the spotlight directly on poverty in their development strategies and are continuing to stimulate activities aimed at coordinating aid on a global scale.

Japan, for its part, must play an active role in helping to realize world peace and prosperity while also enhancing its own security and prosperity; it can do so by contributing to the stability and development of developing countries. In order to promote self-help efforts of developing countries to solve their problems, Japan's approach should emphasize cooperation toward comprehensive capacity building in such areas as human resources development and the design of policies and systems. In this regard, the Agency's role as the primary executing body for technical cooperation within Japan's ODA system has vital importance.

On the other hand, vigorous public demands are being made

for the sound development of Japan's economy and finances, and there is a growing need to gain the support and understanding of Japan's citizens regarding the significance and results of ODA as well as its impact on the economy and society in Japan. Therefore, it is becoming increasingly important to ensure the strategic value, flexibility, transparency and efficiency of ODA. At the same time, Japan's ODA should focus on Asia, where Japan has strong economic and social ties.

With these circumstances surrounding Japan's development assistance in mind, the Agency must work harder to implement high-quality projects while following government policy and collaborating with related government departments. Furthermore, the Agency must strengthen the capacity of its local offices while improving its country-specific, region-specific, and issue-specific approaches under the ODA Charter, the Medium-Term Policy on Official Development Assistance, country-specific plans, and others. In addition, the Agency must conduct consistent evaluations of its activities, enhance project transparency, and promote project streamlining.

As the Agency is increasingly expected to ensure wide-ranging participation of Japan's citizens in ODA, it will also be necessary to promote the independent participation of citizens from NGOs, local governments, universities, the private sector, and other entities in international cooperation, while at the same time expanding public relations activities, information disclosure, and development education in order to increase the public's understanding of international cooperation. In addition, the Agency must strive to foster and secure the human resources that will participate in international cooperation.

The Agency shall present the competent Minister of State with reports, as necessary, on its achievements, so as to contribute to the planning and formulation of government policies.

Taking the above points into consideration, and as a body that implements Japan's ODA policy, the Agency will steadfastly implement the "Reorganization and Rationalization Plan for Special Public Institutions," which was passed by Cabinet decision in 2001, and conduct effective and efficient operations that are sufficiently based on the spirit of efforts to transform the Agency into an independent administrative institution in accordance with these Mid-term Objectives.

### 1. Effective period of the Mid-term Objectives

The effective period of the Mid-term Objectives shall be from October 1, 2003, to March 31, 2007—a period of three years and six months.

### 2. Improved efficiency in operations management

The Agency shall pursue increased efficiency in the man-

agement of its operations by implementing specific measures related to the following items.

#### (1) Improved flexibility in organizational management

To the maximum degree possible, authority shall be transferred to the Agency's overseas offices to ensure flexible response to the diversifying needs of developing countries and to changes in the priorities of Japan's development assistance policy. At the same time, Agency will gain a precise understanding of the needs of the developing regions through collaboration with overseas diplomatic establishments, NGOs working both domestically and abroad, and other aid personnel. Furthermore, the Agency will improve its organizational management to make rapid decision-making possible. This will involve clear demarcation of roles so that responsibilities within the organization are unambiguously defined.

#### (2) Increased efficiency in all areas of operations management

- i. The Agency shall maintain an efficient operations management environment while promoting computerization in all areas of its operations. Furthermore, the Agency shall review its office functions as necessary (including those of its overseas offices) to ensure that operations are being carried out functionally and efficiently. Simultaneously, the Agency shall actively use outsourcing for operations that can be more efficiently handled by external personnel.
- ii. During the effective period of the Mid-term Objectives, the Agency shall work to increase per-unit cost efficiency by an average of around 10% for major forms of input (expert dispatch, acceptance of training participants, provision of equipment, dispatch of study teams, etc.) necessary for the implementation of projects while working to maintain and improve operational quality. Furthermore, the Agency will make drastic cutbacks on all types of expense in project implementation.
- iii. The Agency shall work to increase efficiency with regard to general administrative expenses (excluding retirement allowances) by approximately 10% compared with FY2002 during the effective period of the Mid-term Objectives.

#### (3) Efficient use of facilities and equipment

The Agency shall strive to improve the utilization rates of the facilities and equipment that it owns.

### 3. Improvement of services provided to the Japanese public and other operations

#### (1) Overview

- i. Contribution to the social and economic development or the reconstruction of developing regions and promotion of international cooperation are central issues in Japan's development assistance policy. Because of this, the Agency shall implement its programs (technical cooperation based on international agreement, etc.) effectively in line with the gov-

ernment's development assistance policies (such as the ODA Charter, the Medium-Term Policy on Official Development Assistance, country-specific plans) as well as the government's country-specific, region-specific, and field-specific aid policies and with due consideration to the developing countries' need. In this process, the Agency shall strive to reach sufficient mutual understanding with the government of developing countries and concerned personnel. Furthermore, the Agency shall implement safety measures for dispatched experts and other related personnel, while at the same time enhancing its support for those that are dispatched. In addition, the Agency shall work toward closer collaboration with other assistance agencies while at the same time strengthening its collaboration with financial cooperation schemes at the implementation stage.

- ii. Unless there is a justifiable reason not to do so, the Agency shall quickly implement measures requested by the Minister for Foreign Affairs based on his recognition of urgent needs for diplomatic reasons or in response to a request from a related government department. Diplomatic reasons may include rapid changes in the international situation or a request from a foreign government or international organization (including through international conferences or other frameworks for international coordination).
- iii. Based on the "Law Concerning Access to Information Held by Independent Administrative Institutions" (Law No. 140 of December 5, 2001), the Agency shall make appropriate information disclosures in the interest of securing the public's trust in the Agency and to fulfill its responsibility to explain its activities to the public. In addition, in order to promote understanding and participation in international cooperation, the Agency shall enhance dissemination of information and public relations activities.
- iv. The cooperation activities of NGOs and others are extremely effective as they represent fine-tuned, effective, and quick assistance that directly benefits residents of developing countries. Thus, the Agency shall strengthen collaboration with NGOs and others and promote participation of a wider range of Japanese citizens by implementing programs such as JICA Partnership Program.
- v. When implementing projects, the Agency shall raise awareness among its staff members and other related personnel of the importance of environmental conservation and avoiding and minimizing social impact (such as involuntary resettlement). The Agency shall also revise its Guidelines for Environmental and Social Considerations, with due consideration of the comments of third parties, and ensure that its operations management is environmentally and socially conscious. Regarding the Guideline for Environmental and Social Considerations, the Agency shall conduct revisions as necessary and have opportunities to hear the comments of third parties when making these revisions.
- vi. Because the perspective of gender equality is important, the Agency shall make further efforts to raise the social status of

women through sufficient consideration to securing active participation in development as well as the benefits of development.

- vii. The Agency shall introduce a systematic and efficient evaluation system from ex-ante to ex-post evaluations, including creating a list of indicators for objective evaluations, and establishing proper evaluation methods tailored to each cooperation scheme. The Agency shall also expand the use of external evaluations including secondary evaluations, which are the external reassessments of JICA's primary evaluation results. In addition, the Agency shall provide information on these evaluation results to the public in a clear and comprehensible manner, and shall promptly and properly feed back the evaluation results and lessons learned for improvement of future projects.

## (2) Objectives for each program

- i. Technical cooperation (Article 13, Paragraph 1, Item 1 of the Law)
  - a. By supporting human resources development, improving technical standards, and supporting the formulation of public development plans in developing regions, the technical cooperation program aims to help promote economic and social development and contribute to improved welfare in developing countries. The Agency shall implement the program effectively and efficiently based upon international agreements including treaties.
  - b. Referring to discussions held by the Japanese government and the governments of the recipient countries, etc., the Agency shall implement its projects promptly based on international agreements. At the same time, when implementing technical cooperation projects, the Agency shall make appropriate decisions regarding the combination, amount, timing, etc., of input elements such as expert dispatch, acceptance of training participants, dispatch of study team, and provision of equipment.
  - c. Regarding the acceptance of training participants program, the Agency shall strive to review and improve the content of existing training courses through an objective evaluation. In addition, the Agency shall utilize former participants by enhancing follow-up.
  - d. The Agency shall make quick and appropriate selections of high-quality experts and consultants whose skills are appropriate for the relevant project. The Agency shall also conduct strict performance evaluations of the selected personnel and use these evaluations in improving the future selection process.
- ii. Promoting implementation of grant aid (Article 13, Paragraph 1, Item 2 of the Law)

Regarding operations to promote the implementation of grant aid, the Agency shall strive to ensure that appropriate and efficient implementation is carried out based upon international agreements including treaties.
- iii. Cooperation activities of people (Article 13, Paragraph 1, Item

3 of the Law)

- a. As for the Japan Overseas Cooperation Volunteers (JOCV), Senior Volunteers, JICA Partnership Program, and other programs directly involving Japanese citizens, the Agency shall enhance its operations so that the opinions of the Japanese citizens are reflected to the maximum degree possible.
  - b. Concerning the JOCV and other related programs, the Agency shall work to continue recruiting appropriate human resources and to strengthen its support for dispatched personnel. Furthermore, the Agency shall implement measures necessary to improve the environment for participation in the programs.
  - c. Projects implemented by NGOs and other organizations contribute to more appropriate and effective technology transfer that matches local conditions better. From this perspective, the JICA Partnership Program shall focus on activities that directly improve basic living standards and livelihood for people in developing regions, and shall flexibly address needs at the grass-roots level to which government to government cooperation may not respond sufficiently. Furthermore, with an aim to gain wide participation from citizens, the Agency shall take steps to ensure consideration of citizens' ideas and acceleration of procedures.
  - d. The Agency shall fortify its support for development education with the intention of fostering awareness of development assistance among Japanese citizens.
- iv. Support for Japanese Emigrants (Article 13, Paragraph 1, Item 4 of the Law)

The Agency shall promote this program with the recognition that the purpose of the program is to help persons who have emigrated from Japan to Latin America and other regions establish and stabilize their livelihoods in their adopted countries. At the same time, the Agency shall recognize that support for emigrants in developing countries has development purposes as well and shall enhance collaboration with economic and technical cooperation to assure that the program contributes to the development of regions where emigrants live. Prioritization shall be made in accordance with the progress of settlement and stabilization of emigrants.

- v. Disaster relief (Article 13, Paragraph 5, Item 2 of the Law)

The Agency shall quickly, efficiently, and effectively dispatch Japan Disaster Relief teams and provide emergency relief supplies in order to bring aid to persons affected by large-scale disasters in developing regions.

  - a. With regard to dispatch of Japan Disaster Relief (JDR) teams, the Agency shall ensure quick, effective, and efficient relief operations in times of emergency by maintaining a system for stockpiling necessary equipment and supplies and reinforcing training for team members in non-emergency periods. Furthermore, in order to ensure a smooth response during times of emergency, the

Agency shall communicate with the competent minister with regard to organizational adjustment and implementation of training and other activities.

- b. With regard to provision of emergency supplies, the Agency shall provide assistance of appropriate quantity and content based on the scale of the disaster, the needs of the affected country, and other factors. Furthermore, after providing emergency supplies, the Agency shall conduct follow-up on the ways in which the supplies are being used in the recipient country, which it shall consider in the improvement of future operations.

vi. Training and Securing of human resources (Article 13, Paragraph 1, Item 6 of the Law)

Training and securing of the highest-quality human resources in international cooperation form the primary foundation for all technical cooperation projects, and these activities have a direct connection with efforts to improve the quality of Japan's technical cooperation. Thus, the Agency shall work to enhance its recruitment, registration, maintenance, and training of human resources, and it shall increase the number of experts and other personnel it has registered.

vii. Incidental operations (Article 13, Paragraph 1, Item 7 of the Law)

In order to contribute to project formulation by development countries and project selection by the government, the Agency shall conduct necessary studies and research based on Japan's development assistance policies (such as the ODA Charter, the Medium-Term Policy on Official Development Assistance, and country-specific plans), and shall also conduct studies and research on important aid issues.

#### 4. Improvement of financial standing

- (1) As for programs to which management grants are allocated

by the Government, the Agency shall prepare a budget for the Mid-term Plan based on consideration of the items established in "2. Items related to improved efficiency in operations management", and shall operate within the budget.

- (2) The Agency shall realize appropriate financial standing by securing self-generated income (through income from donations, facilities utilization fees, etc), reducing fixed expenses, and efficiently executing its budget.
- (3) The Agency shall appropriately collect loan payments in its lending projects.

#### 5. Other priority items related to operations management

##### (1) Facilities and equipment

In order to achieve its goals related to improved operations management efficiency and project quality, the Agency shall establish plans for its facilities and equipment based on comprehensive consideration of cost effectiveness, income and expenditure of all projects, etc.

##### (2) Personnel planning

The Agency shall establish personnel plans that are in line with the effective and efficient operations management mentioned above.

##### (3) Enhancement of auditing

The Agency shall take such measures as introduction of external auditors in order to strengthen its auditing system and secure appropriate management.

\*This translation has not been authorized by the Government of Japan.

In accordance with Article 30 Paragraph 1 of the Law Concerning the General Rules of Independent Administrative Institutions, the Japan International Cooperation Agency (hereinafter referred to as "the Agency") has established the following plan (hereinafter referred to as "Mid-term Plan") for achieving the Mid-term Objectives for a period to begin in FY2003.

Every effort shall be made to implement the Mid-term Plan in collaboration with government departments concerned in order to fulfill the mission charged to the Agency based on the conditions surrounding Japan's development assistance that are indicated in the Mid-term Objectives.

## 1. Measures to be taken toward achievement of the objectives related to items connected with increased efficiency in operations management

### (1) Improved flexibility in organizational management

To the maximum degree possible, authority shall be transferred to the Agency's overseas offices to ensure flexible response to the diverse needs of developing countries and to changes in the priorities of Japan's development assistance policy. At the same time, the Agency will gain a precise understanding of the needs of the developing regions through collaboration with overseas diplomatic establishments, NGOs working both domestically and abroad, and other aid personnel. Furthermore, the Agency will improve its organizational management to make rapid decision-making possible. This will involve clear demarcation of roles so that responsibilities within the organization are unambiguously defined. Specifically:

- The Agency shall actively participate in collaborative frameworks overseas for implementation of ODA, such as ODA Task Forces.
- The Agency shall expand the scope of independent operations of overseas offices with sufficient implementation capacity transferring to them authority concerning decisions on implementation and planning as well as budget execution for surveys and projects that utilize local personnel and agencies.
- The Agency shall reinforce assistance from JICA Headquarters toward improving the efficiency of administrative work implemented by overseas and domestic offices.
- While reducing the steps required in the decision-making process through improvement of organizational management, the Agency shall restructure its vertical organizational structure in current project-implementing departments to increase flexibility.

### (2) Increased efficiency in all areas of operations management

- i The Agency shall maintain an efficient operations management environment while promoting the integration of ICT-based solutions in all areas of its operations. Furthermore, the Agency shall review its office functions as necessary

(including those of its overseas offices) to ensure that operations are being carried out functionally and efficiently. Simultaneously, the Agency shall actively use outsourcing for operations that can be more efficiently handled by external personnel. Specifically:

- Close inspections shall be made of such systems and procedures as the expert dispatch and training programs in order to speed up operations.
  - Close inspections shall be made of the series of procedures that are involved in contracts with consultants in order to speed up operations.
  - Clerical work shall be reduced by making procedures related to decision-making (written approval, etc.) more efficient and by streamlining office procedures for internal and external communication documents.
  - Outsourcing shall be proactively introduced for appropriate administrative work related to project implementation.
  - In addition to the domestic side, which has already introduced an open bidding system, the Agency shall improve transparency and fairness in procurement of equipment in countries that might have different business practices by making it a basic rule to take estimates from multiple businesses and ensure price competition, etc.
  - The Agency shall continue to ensure transparency by making procurement information (results of bids, etc.) rapidly available to the public through announcement on the JICA website.
- ii. During the effective period of the Mid-term Objectives, the Agency shall work to increase per-unit cost efficiency by an average of around 10% for major forms of input (expert dispatch, acceptance of training participants, provision of equipment, dispatch of study teams, etc.) necessary for the implementation of projects while working to maintain and improve operational quality. Furthermore, the Agency will make drastic cutbacks on all types of expenses in project implementation. Specifically:
    - With regard to the dispatch of experts, the Agency will set appropriate dispatch periods that conform to project objectives. In particular, the Agency will strive to reduce the number of experts dispatched on a long-term basis by 10% during the effective period of the Mid-term Objectives. Also, with regard to expert allowances, etc., the Agency will promote streamlining within a scope that does not interfere with appropriate personnel selection.
    - With regard to acceptance of training participants, the Agency shall work to reduce the accommodation expenses on a per-participant basis by 5% during the effective period of the Mid-term Objectives by establishing flexible periods of stay in Japan and through other means.
    - Regarding procurement of equipment, the Agency shall strive to reduce per-project and per-expert equipment procurement expenses by 10% during the effective period of

the Mid-term Objectives by improving procurement methods among other activities.

- With regard to study teams directly dispatched by the Agency, the Agency shall work to lower per-project necessary expenses by 10% during the effective period of the Mid-term Objectives by using information telecommunication infrastructure, such as the Internet, among other means.
- With regard to consultant expenses, the Agency shall work to reduce per-project procurement expenses by 10% during the effective period of the Mid-term Objectives by streamlining contract methods, etc.
- The Agency shall also work to reduce printing and book-binding expenses for printed materials (reports, etc.) by 10% by increasing the number of items that use electronic media, etc.

iii. The Agency shall work to increase efficiency with regard to general administrative expenses (excluding retirement allowances) by approximately 10% compared with FY2002 during the effective period of the Mid-term Objectives. Specifically:

- The Agency shall work to increase efficiency in the administrative expenses (excluding retirement allowances) of JICA Headquarters by approximately 10% compared with FY2002. In order to achieve this goal, expenses associated with personnel, office rent, official vehicles, PCs, internal and external communications, and temporary staff shall be reduced.

### (3) Efficient use of facilities and equipment

The Agency shall work to improve the utilization rate of its 12 International Centers, 3 JOCV Training Centers, and the Institute for International Cooperation. It shall thus increase the number of users of these facilities by 5% during the effective period of the Mid-term Objectives.

## 2. Measures to be taken to achieve the objectives connected with improvement of services provided to the Japanese public and other operations

### (1) Overview

i. Contribution to the social and economic development or the reconstruction of developing regions and promotion of international cooperation are central issues in Japan's development assistance policy. Because of this, the Agency shall implement its programs (technical cooperation based on international agreement, etc.) effectively in line with the government's development assistance policies (such as the ODA Charter, the Medium-Term Policy on Official Development Assistance, country-specific plans) as well as the government's country-specific, region-specific, and field-specific aid policies and with due consideration to the developing countries' needs. In this process, the Agency shall strive to reach sufficient mutual understanding with the government of developing countries and concerned personnel. Furthermore, the Agency shall implement safety measures

for dispatched experts and other related personnel, while at the same time enhancing its support for those that are dispatched. In addition, the Agency shall work toward closer collaboration with other assistance agencies while at the same time strengthening its collaboration with financial cooperation schemes at the implementation stage. Specifically:

- In line with the government's diplomatic and assistance policies, the Agency shall actively support the formulation of the highest-quality projects by keeping the implementation of comprehensive country- and region-specific assistance and the prioritization of projects in mind.
  - The Agency shall strengthen collaboration and coordination of international aid with other donors and international assistance agencies, while making sure to maintain the identity and international presence of Japanese assistance.
  - The Agency shall promote integrated operation of its various project modalities in order to raise the quality and efficiency of all projects.
  - The Agency shall constantly accumulate knowledge and know-how connected with development issues and project implementation, and build a framework to be shared and utilized by project personnel.
  - In order to combine and share knowledge and know-how, the Agency shall raise the quality of its studies and research, with emphasis on systematization of its project experiences; improvement of aid methods; study of strategies for providing country-, region-, and field/topic-specific aid; and analysis and study of development theory and approaches.
  - Conflicts still occur unabated even after the end of the Cold War. These conflicts cause humanitarian problems while also destroying the environment and the fruits of previous development efforts. Thus, support for peacebuilding in the affected regions is a significant issue for the international community from the perspective of development, and it will be extremely important for the Agency to continue playing an active role in this area in the future. In this sense, the Agency shall establish a department that would play a central role in the support for peacebuilding, and it shall conduct training for staff members connected with this field as well as for experts who will specialize in it. In addition, the Agency shall strengthen systems for utilizing human resources that have experience related to this topic, while ensuring necessary security measures when carrying out projects in this field.
  - The Agency shall enhance coordination with Japan's loan aid in implementation of its projects by strengthening collaboration with JBIC through sharing of information and exchange of opinions and personnel.
- ii. Unless there is a justifiable reason not to do so, the Agency shall quickly implement measures requested by the Minister for Foreign Affairs based on his recognition of urgent needs for diplomatic reasons or in response to a request from a related government department. Diplomatic reasons may include rapid changes in the international situation or a request from a foreign government or international organiza-

tion (including through international conferences or other frameworks for international coordination).

- iii. Based on the "Law Concerning Access to Information Held by Independent Administrative Institutions" (Law No. 140 of December 5, 2001), the Agency shall make appropriate information disclosures in the interest of securing the public's trust in the Agency and to fulfill its responsibility to explain its activities to the public. In addition, in order to promote understanding and participation in international cooperation, the Agency shall enhance dissemination of information and public relations activities. Accordingly, the Agency shall review and fortify its capacity for public relations and release information it has obtained through its projects and research activities.
- iv. The cooperation activities of NGOs and others are extremely effective as they represent fine-tuned, effective, and quick assistance that directly benefits residents of developing countries. Thus, the Agency shall strengthen collaboration with NGOs and others and promote participation of a wider range of Japanese citizens through programs such as the JICA Partnership Program.
- v. When implementing projects, the Agency shall raise awareness among its staff members and other related personnel of the importance of environmental conservation and avoiding and minimizing social impact (such as involuntary resettlement). The Agency shall also revise its Guidelines for Environmental and Social Considerations, with due consideration of the comments of third parties, and ensure that its operations management is environmentally and socially conscious. Regarding the Guideline for Environmental and Social Considerations, the Agency shall conduct revisions as necessary and have opportunities to hear the comments of third parties when making these revisions.

The Agency, as an implementing agency of assistance for sustainable development and reconstruction on a global scale, shall raise awareness of its staff members and promote activities that mitigate the negative impact that its work has on the environment in compliance with the international environment standards (ISO 14001). Furthermore, the Agency shall work toward energy and resource savings by reducing the amount of energy and water it consumes, reducing the waste it generates, and using recycled paper among other activities.

- vi. Because the perspective of gender equality is important, the Agency shall make further efforts to raise the social status of women by ensuring they have sufficient opportunities to actively participate in and fully benefit from development. In order to achieve this, the Agency shall encourage its staff members and other related personnel to deepen their understanding of the importance of gender equality in development assistance, and strive to manage its operations in a way that gives consideration to the improvement of women's status at each step of project implementation.
- vii. The Agency shall introduce a systematic and efficient evaluation system from ex-ante to ex-post evaluations, including creating a list of indicators for objective evaluations, and

establishing proper evaluation methods tailored to each cooperation scheme. The Agency shall also expand the use of external evaluations including secondary evaluations, which are the external reassessments of JICA's primary evaluation results. In addition, the Agency shall provide information on these evaluation results to the public in a clear and comprehensible manner, and shall promptly and properly feed back the evaluation results and lessons learned for improvement of future projects. Specifically:

- The Agency shall introduce a consistent and efficient evaluation system that covers all stages of the project cycle - from the ex-ante and mid-term to the terminal and ex-post stages - with an aim to make use of the evaluation results for revising project plans and improving their management as well as for planning and implementing similar projects in the future. The Agency shall also enhance the ex-post evaluations conducted by its overseas offices and introduce an evaluation system for the Japan Overseas Cooperation Volunteers and Japan Disaster Relief programs.
- With an aim to enhance its evaluation system and to improve the quality of evaluations, the Agency will regularly hold an External Advisory Committee on Evaluation and receive advice for improvement of its evaluation system and methods. Furthermore, in its effort to improve the quality of evaluations and to ensure objectivity, the Agency shall increase the number of primary evaluations to be directly conducted by external experts and/or organizations, while at the same time expanding the use of secondary external evaluations. As for ex-post evaluations, which are conducted to make a final examination of the cooperation impact after a project is completed, the Agency shall increase the ratio of primary and secondary evaluations conducted by external experts and/or organizations to more than 50% of the total.
- In working to promptly disclose the results of evaluations in a comprehensible manner, the Agency shall, in addition to compilation and disclosure of evaluation reports, quickly post summaries of all evaluation results by the Agency and external evaluators on JICA's website.
- In order to strengthen the evaluation feedback system, the Agency shall assess 'how lessons obtained from evaluations of past similar projects have been utilized' in ex-ante evaluations.

## (2) Objectives for each program

- i. Technical cooperation (Article 13, Paragraph 1, Item 1 of the Law)
  - a. By supporting human resources development, improving technical standards, and supporting the formulation of public development plans in developing regions, the technical cooperation program aims to help promote economic and social development and contribute to improved welfare in developing countries. The Agency shall implement the program effectively and efficiently based upon international agreements including treaties.



- The Agency shall enhance its support for South-South cooperation, which promotes capacity building in developing countries effectively and also leads to an increase in aid resources as well as promotion of intraregional cooperation. In addition, the Agency shall improve the quality of its projects by expanding its network with experienced JICA personnel and human resources/organizations in the developing country, while at the same time actively utilizing resources in the target region and third countries.
  - By actively using outsourcing and requesting proposals from members of the private sector, the Agency shall promote outside participation in its projects and utilize their know-how.
  - The Agency shall expand opportunities for all segments of Japanese society to participate at all stages of the technical cooperation program.
- b. Referring to discussions held by the Japanese government and the governments of the recipient countries, etc., the Agency shall implement its projects promptly based on international agreements. At the same time, when implementing technical cooperation projects, the Agency shall make appropriate decisions regarding the combination, amount, timing, etc., of input elements such as expert dispatch, acceptance of training participants, dispatch of study team, and provision of equipment. Towards this end:
- The Agency shall enhance its studies and evaluations for the purpose of clarifying the objectives and scope of activity of technical cooperation projects.
  - The Agency shall accumulate and store information on experts and study team members available for dispatch, organizations accepting training participants, sources of equipment and supplies, etc., and it shall establish a system for appropriate use of this information.
  - The Agency shall improve its guidelines and manuals related to the implementation of technical cooperation projects.
- c. Regarding the acceptance of training participants program, the Agency shall strive to review and improve the content of existing training courses through an objective evaluation. In addition, the Agency shall utilize former participants by enhancing follow-up. Specifically:
- In order to improve the quality of group training courses, the Agency shall set concrete goals as to what training participants should acquire through the courses and evaluate the courses by measuring the level of the participants' achievement of these goals. The Agency shall implement necessary improvement measures including elimination of courses based on the results of the evaluations.
  - For the purpose of supporting the practice, extension, and development of the knowledge and technology learned in Japan by training participants, the Agency shall offer support to former participants, the agencies to which they belong, or their alumni associations for research, holding seminars and conferences, preparation of educational materials, manuals, literary work, etc.
- d. The Agency shall make quick and appropriate selections of high-quality experts and consultants whose skills are appropriate for the relevant project. The Agency shall also conduct strict performance evaluations of the selected personnel and use these evaluations in improving the future selection process. Regarding experts:
- The Agency shall actively utilize a wide range of human resources, including from the private sector, and work to improve the quality of its experts. Towards this end, the Agency shall make its selections using transparent and appropriate procedures. As a part of this effort, the Agency shall establish personnel selection standards and also refer to a committee for personnel selection when it is judged that the high level of a project requires the knowledge of related ministries and agencies, experts, or others.
  - The Agency shall enhance its performance evaluations of the experts, keeping in mind the possibility of their appropriate reutilization. Regarding consultants:
  - The Agency shall raise competitiveness of consultant selection by revising formats for proposals and the criteria for their evaluation. At the same time, the Agency shall strive to select high-quality consultants with skills most suitable for specific projects by reviewing evaluation charts and methods.
  - For projects that require particularly urgent selection procedures, the Agency shall make a rapid decision by organizing a selection committee in a flexible manner.
- ii. Promoting implementation of grant aid (Article 13, Paragraph 1, Item 2 of the Law)
- The Agency shall hold close dialogues with the recipient country to ensure that appropriate and efficient implementation of grant aid is carried out based upon international agreements including treaties. In doing so, the Agency shall keep in mind that it must further improve transparency through disclosure and prompt dissemination of information to project personnel, and must further ensure competitiveness and transparency in the procurement process.
- iii. Cooperation activities of Japanese public (Article 13, Paragraph 1, Item 3 of the Law)
- a. As for the Japan Overseas Cooperation Volunteers (JOCV), Senior Volunteers, JICA Partnership Program, and other programs directly involving Japanese citizens, the Agency shall enhance its operations so that the opinions of the Japanese citizens are reflected to the maximum degree possible.
- b. Concerning the JOCV and related programs, the Agency shall work to continue recruiting appropriate human resources and to strengthen its support for dispatched personnel. Furthermore, the Agency shall implement measures to improve participation in the programs. Specifically:

- For the JOCV program and related programs, the Agency shall proactively utilize recruitment and registration systems of local public agencies and other organizations in order to secure appropriate personnel. The Agency shall also enhance supplementary technical training. With regard to support, the Agency shall strengthen medical care, traffic safety measures, etc. Furthermore, the Agency shall promote participation in the programs and strengthen job placement and career planning assistance, particularly for JOCV members that have returned to Japan.
- c. Projects implemented by NGOs and other organizations contribute to more appropriate and effective technology transfer that matches local conditions better. From this perspective, the JICA Partnership Program shall focus on activities that directly improve basic living standards and livelihood for people in developing regions, and shall flexibly address needs at the grass-roots level to which government to government cooperation may not respond sufficiently. Furthermore, with an aim to gain wide participation from citizens, the Agency shall take steps to ensure consideration of citizens' ideas and acceleration of procedures. Specifically:
- The Agency shall present citizens with a clear explanation of sample projects, etc. in order to receive proposals from a wide variety of citizens that match the purpose of the program.
  - The Agency shall provide information on targeted regions to ensure that ideas proposed by citizens are respected and cooperation is implemented in line with local conditions.
  - The Agency shall streamline the accounting and processing of applications in order to simplify and quicken procedures.
- Furthermore, the Agency shall provide support to individuals and organizations such as regional service organizations, craft unions, and organizations for social education in their attempts to create and carry out various forms of international cooperation on their own initiative. Towards this end, the Agency shall enhance its domestic and overseas supporting structures while also promoting Programs to Support Citizen Participation in International Cooperation. In addition, with an aim to promote public understanding, the Agency shall enhance opportunities to relay the experiences of those engaged in international cooperation (such as JICA staff members, experts, and JOCVs) to citizens and actively conduct activities that are closely tied to Japan's regions, utilizing domestic offices.
- d. The Agency shall fortify its support for development education with the intention of fostering awareness of development assistance among Japanese citizens. Specifically:
- The Agency shall strengthen collaboration with educational institutions (Period for Integrated Study, etc.) through dispatch of lecturers, study programs, etc.
  - The Agency shall enhance programs to promote under-

standing of development issues and other topics for teachers, who have a major role in development education.

- iv. Support for Japanese Emigrants (Article 13, Paragraph 1, Item 4 of the Law)

The Agency shall promote this program with the recognition that the purpose of the program is to help persons who have emigrated from Japan to Latin America and other regions establish and stabilize their livelihoods in their adopted countries. At the same time, the Agency shall recognize that support for emigrants in developing countries has development purposes as well and shall enhance collaboration with economic and technical cooperation to assure that the program contributes to the development of regions where emigrants live. Prioritization shall be made in accordance with the progress of settlement and stabilization of emigrants.

- v. Disaster relief (Article 13, Paragraph 5, Item 2 of the Law)

The Agency shall quickly, efficiently, and effectively dispatch Japan Disaster Relief teams and provide emergency relief supplies in order to bring aid to persons affected by large-scale disasters in developing regions.

- a. With regard to dispatch of Japan Disaster Relief (JDR) teams, the Agency shall ensure quick, effective, and efficient relief operations in times of emergency by maintaining a system for stockpiling necessary equipment and supplies and reinforcing training for team members in non-emergency periods. Furthermore, in order to ensure a smooth response during times of emergency, the Agency shall communicate with the competent minister with regard to organizational adjustment and implementation of training and other activities.

- b. With regard to provision of emergency supplies, the Agency shall provide assistance of appropriate quantity and content based on the scale of the disaster, the needs of the affected country, and other factors. Furthermore, after providing emergency supplies, the Agency shall conduct follow-up on the ways in which the supplies are being used in the recipient country, which it shall consider in the improvement of future operations. In addition, the Agency will take measures such as collaboration with NGOs to ensure that emergency relief supplies are delivered faster and more effectively to the affected people.

- vi. Training and Securing of human resources (Article 13, Paragraph 1, Item 6 of the Law)

Training and securing the highest-quality human resources in international cooperation forms the primary foundation for all technical cooperation projects, and these activities have a direct connection with efforts to improve the quality of Japan's technical cooperation. Thus, the Agency shall work to enhance its recruitment, registration, maintenance, and training of human resources, and it shall increase the number of experts and other personnel it has registered. In order to achieve these goals, the Agency shall implement the following measures:

- The Agency shall provide information on opportunities to

participate in international cooperation, offer consultation, and provide information on human resource development at the Human Resources Information Center for International Cooperation.

- The Agency shall work to understand experts' needs and review the content of training programs accordingly in order to respond to these needs flexibly.
- The Agency shall enhance Internship Programs, NGO Capacity Building Programs, collaborative lectures with organizations such as international aid research institutes and universities, and other programs in order to realize training at a wider level.

vii. Incidental operations (Article 13, Paragraph 1, Item 7 of the Law)

In order to contribute to project formulation by developing countries and project selection by the government, the Agency shall conduct necessary studies and research based on Japan's development assistance policies (such as the ODA Charter, the Medium-Term Policy on Official Development Assistance, and country-specific plans), and shall also conduct studies and research on important aid issues.

### 3. Budget (including estimation of personnel costs), income and expenditure planning, capital planning

#### (1) Budget (including estimation of personnel costs) [Separate Table 1]

For programs to which management grants are allocated by the Government, the Agency shall prepare a budget for the Mid-term Plan based on consideration of "improved efficiency in operations management," (as outlined under objective number one above) and shall operate within this budget.

#### (Estimation of personnel expenses)

The Agency shall spend 54,925 million yen during the effective period of the Mid-term Plan for personnel expenses.

This amount shall cover remuneration to JICA officers, basic pay for JICA staff members, allowances for JICA staff members, overtime allowances, pay for persons on leave, pay for staff members dispatched as part of technical cooperation, legal welfare expenses, and contributions for childcare allowances.

#### (Method for calculating management grants)

The "rule method" shall be used.

#### (Rules for calculating management grants)

<1> The "accumulative method" shall be used from October 1, 2003, to March 31, 2004.

<2> From FY2004 and after:

The following method of calculation shall be used

Management grants = (personnel expenses + {operational expenses (A) + general administrative expenses (B)} x  $\alpha$  ) x  $\beta$  +  $\gamma$  - self-generated income (C)

$\alpha$  = Consumer price index. Specific coefficient determined each fiscal year in the budgetary formulation process.

$\beta$  = Efficiency coefficient. Specific coefficient determined each fiscal year in the budgetary formulation process after consideration of improvement in efficiency, etc.

$\gamma$  = Special factors. Expenses that arise for a limited period of time due to implementation of priority policies under government leadership, etc., that may have an impact on the operation. Determined each fiscal year in the budgetary formulation process.

#### i. Personnel expenses

Personnel expenses for each fiscal year shall be determined using the following formula:

Personnel expenses = basic pay, etc., + retirement allowance

"Basic pay, etc." refers to such personnel expenses (excluding retirement allowances) as remuneration for JICA officers, basic pay for JICA staff members, and allowances for JICA staff members. It is calculated using the following formula:

Basic pay, etc. = Basic pay, etc., of the immediately previous fiscal year x  $\sigma$

$\sigma$  = Personnel expenses adjustment factor. Specific coefficient determined each fiscal year based on consideration of increased resources for salary raises, revision of salary, changes in foreign exchange rates, etc., during the budgetary formulation process.

Retirement allowance: Amount of retirement allowance for each fiscal year estimated using number of persons expected to retire during the current fiscal year and number of unscheduled retirements during the previous fiscal year and before.

#### ii. Operational expenses (excluding personnel expenses)

The Agency shall determine operational expenses (A) for each fiscal year using the following formula:

Operational expenses (A) = {A (y - 1) -  $\gamma$  (y - 1)} x  $\varepsilon$  1

A (y - 1): Operational expenses (A) of the fiscal year immediately prior

$\gamma$  (y - 1): Special factors of the fiscal year immediately prior

$\varepsilon$  1: Policy factor. Specific coefficient determined each fiscal year during the budgetary formulation process. Coefficient is determined after considering progress in the Agency's operation, necessity to respond to new policy needs, evaluation of Committee for Evaluation of Independent Administrative Institutions, etc.

#### iii. General administrative expenses (excluding personnel expenses)

General administrative expenses (B) for each fiscal year shall be the same amount as the general administrative expenses of the fiscal year immediately prior.

#### iv. Self-generated income

The Agency shall determine self-generated income (C) for each fiscal year using the following formula:

Self-generated income (C) = (y - 1) x  $\varepsilon$  2

$\varepsilon$  2: Policy factor. Specific coefficient determined each fiscal year based on consideration of plans for increase of self-generated income, etc., during the budgetary formu-

lation process.

## (2) Income and expenditure planning [Separate Table 2]

The Agency shall realize appropriate financial standing by securing self-generated income (through donations, facilities utilization fees, etc), reducing fixed expenses, and efficiently executing its budget.

- In order to reduce fixed expenses, the Agency shall review both its domestic and overseas facilities and offices.

## (3) Capital planning [Separate Table 3]

The Agency shall appropriately collect loan payments in its lending projects.

## 4. Limitation on short-term loans

4.1 billion yen

**Reason:** In order to avoid delays in payment of personnel and project expenses in case the receipt of management grants from the government is delayed by around three months.

## 5. Plan for transferring or mortgaging of important assets

The Agency plans to sell land and buildings of the Santo Domingo Dormitory in the Dominican Republic (assets connected with Support to Japanese Emigrants program) and buildings and facilities of a general horticultural testing center in Argentina.

## 6. Use of surplus funds

Should there be surplus funds, the Agency shall apply said funds to operations or the maintenance of facilities and equipment that contribute to improvement in quality of programs in accordance with the Mid-term Plan.

## 7. Other items related to operations management determined by orders from the competent ministry

### (1) Facilities and equipment

The Agency shall conduct systematic maintenance and rehabilitations of facilities in response to project implementation requirements, aging of existing facilities, etc. Furthermore, the Agency shall conduct a comprehensive survey (implemented within one year) of all of its domestic offices in order to implement appropriate administration and to raise management and utilization efficiency.

Facilities and equipment maintenance plan for FY2003 to FY2006 (Unit: 1 million yen)

Equipment/facility	Source of funding	Estimated cost
Rebuilding of Chubu International Center	Facilities maintenance fund	2,118
Building of facilities for the disabled	Facilities maintenance fund	200
Rehabilitation of existing facilities	Facilities maintenance fund	3,214
Total	Facilities maintenance fund	5,532

## (2) Personnel planning

### i. Policy

The Agency shall improve efficiency in its operations management through appropriate personnel placement. Furthermore, in order to respond to increasing sophistication and specialization of its work, the Agency shall work to improve the knowledge and performance of its staff members through staff training, encouraging staff members to attain certifications, etc. Specifically:

- The Agency shall further motivate staff members by conducting precise evaluations of work performance and introducing benefits that reflect job difficulty and necessity. At the same time, the Agency shall raise work quality and efficiency through appropriate personnel placements.
- In order to respond to increasing sophistication and specialization in its work, the Agency shall provide training/opportunities including assignments to international agencies and utilization as experts in order to strengthen project management capacity, deepen knowledge of development issues, and cultivate communication skills (including language study). In this way, the Agency shall work to develop its staff members as professionals in international cooperation.

### ii. Personnel indicators

By the end of the effective period of the Mid-term Objectives, the number of full-time staff members shall be reduced by three from the number at the beginning of the effective period.

(Reference 1)

Number of full-time staff members at the beginning of the effective period: 1,329

Number of full-time staff members at the end of the effective period: 1,326.

(Reference 2)

Estimated total personnel expenses during the effective period of the Mid-term Objectives: 54,925 million yen

The above-mentioned figure shall cover remuneration to JICA officers, basic pay for JICA staff members, allowances for JICA staff members, overtime allowances, pay for persons on leave, pay for staff members dispatched as part of technical cooperation, legal welfare expenses, and contributions for child-care allowances.

## (3) Other necessary items for achieving the Mid-term Objectives

### i. Enhancement of auditing

The Agency shall take such measures as introduction of external auditors in order to strengthen its auditing system and secure appropriate management.

### ii. Annual performance evaluations

The Agency shall conduct internal evaluations on yearly performance with the participation of external experts, and take due consideration of the findings in its operations management.

\*This translation has not been authorized by the Government of Japan.

(Table 1) Budget

(Unit: millions of yen)

	Item	Amount
Revenues	Operational expense subsidy <sup>1</sup>	569,365
	Revenues from trust operations	19,520
	Revenues from development investment and financing	835
	Revenues from settlement operations	15
	Revenues from migration investment and financing	304
	Other revenues	10,191
	Revenues from facilities operations	8,930
	Contributions	1
	Miscellaneous revenues	1,260
	Transferred from facilities maintenance fund	5,532
	<b>Total</b>	<b>605,762</b>
Expenditures	General administrative expenses	37,810
	Personnel expenses	26,275
	Property expenses	11,535
	Program expenses	532,816
	Expenses for program formulation	17,326
	Expenses for technical cooperation projects	317,494
	Expenses for grant aid projects	18,654
	Expenses for public participation based cooperation	92,875
	Expenses for emigration program	2,086
	Expenses for disaster relief activities	2,995
	Expenses for aid-personnel recruitment and training	10,781
	Expenses for project/program evaluation	2,787
	Expenses for operation support	19,715
	Expenses for domestic offices	13,516
	Expenses for overseas offices	34,587
	Facilities maintenance expenses	5,532
	Expenses for trust operations	19,520
	Facility operating expenses	10,084
	Expenses for operating facilities	8,929
	Expenses for special support programs	1,155
	<b>Total</b>	<b>605,762</b>

Mid-term objective period: October 1, 2003 to March 31, 2007

Note: The figures above have been calculated under the following preconditions, in accordance with the predetermined calculation rules:

$\alpha$  : Customer price index (assumed to be 1.00),  $\beta$  : Efficiency coefficient (assumed to be 0.987785),  $\gamma$  : Special factors (assumed to be 0),  $\sigma$  : Personal expenses adjustment factor (assumed to be 1.00),  $\varepsilon$  1: Policy factor (assumed to be 1.00), and  $\varepsilon$  2: Policy factor (assumed to be 1.00)

(Table 2) Financial Forecast

(Unit: millions of yen)

	Item	Amount
Expenses and losses		<b>601,493</b>
	Ordinary expenses	601,468
	General administrative expenses	37,810
	Personnel expenses	26,275
	Property expenses	11,535
	Expenses for program formulation	17,326
	Expenses for technical cooperation projects	317,494
	Expenses for grant aid projects	18,654
	Expenses for public participation based cooperation	92,875
	Expenses for emigration program	2,086
	Expenses for disaster relief activities	2,995
	Expenses for aid-personnel recruitment and training	10,781
	Expenses for project/program evaluation	2,787
	Expenses for operation support	19,715
	Expenses for domestic offices	13,516
	Expenses for overseas offices	34,587
	Expenses for trust operations	19,520
Facility operating expenses	10,084	
Expenses for operating facilities	8,929	
Expenses for special support programs	1,155	
Depreciation costs	1,238	
Financing expenses	0	
Interest expenses	0	
Non-recurrent loss	25	
Loss on retirement of fixed assets	25	
	<b>Revenues</b>	<b>601,493</b>
	Ordinary revenues	601,493
	Revenues from operational expense subsidy	569,365
	Revenues from trust operations	19,520
	Revenues from development investment and financing	1,154
	Revenues from facilities operations	8,930
	Revenues from contributions	1
	Miscellaneous revenues	1,260
	Transferred from property subsidy	1,116
	Transferred from property operational expense subsidy	147
	Financing revenues	0
	Interest income	0
	Non-recurrent profits	0
	Profit on sales of fixed assets	0
	<b>Net profit</b>	<b>0</b>
	Write-off from appropriated surplus	0
	<b>Gross profit</b>	<b>0</b>

Mid-term objective period: October 1, 2003 to March 31, 2007

(Table 3) Fund Plan

(Unit: millions of yen)

	Item	Amount
<b>Fund expenditures</b>		<b>613,417</b>
	Expenditures from operating activities	599,657
	General administrative expenses	37,810
	Personnel expenses	26,275
	Property expenses	11,535
	Expenses for program formulation	17,326
	Expenses for technical cooperation projects	317,494
	Expenses for grant aid projects	18,654
	Expenses for public participation based cooperation	92,875
	Expenses for emigration program	2,086
	Expenses for disaster relief activities	2,995
	Expenses for aid-personnel recruitment and training	10,781
	Expenses for project/program evaluation	2,787
	Expenses for operation support	19,715
	Expenses for domestic offices	13,313
	Expenses for overseas offices	34,217
	Expenses for trust operations	19,520
	Program support expenses	10,084
	Facilities operating expenses	8,929
	Special support expenses for non-governmental cooperation	1,155
	Other expenses	0
	Expenditures from investment activities	7,854
	Expenses for acquiring tangible fixed assets	6,105
	Expenses for lending	1,749
	Expenditures from financial activities	0
	Expenses for repaying short-term loans	0
	Balance brought forward	5,906
<b>Fund revenues</b>		<b>613,417</b>
	Revenues from operating activities	605,762
	Revenues from operational expense subsidy	569,365
	Revenues from trust operations	19,520
	Revenues from development investment and financing	1,154
	Revenues from facilities operations	8,930
	Revenues from contributions	1
	Miscellaneous revenues	1,260
	Transferred from facilities maintenance fund	5,532
	Revenues from investing activities	7,655
	Revenues from collecting loans	7,630
	Revenues from selling tangible fixed assets	25
	Revenues from financing activities	0
	Revenues from short-term loans	0

Mid-term objective period: October 1, 2003 to March 31, 2007

## **Japan International Cooperation Agency Annual Report 2004**

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## A Note about the Use of the Statistical Appendix CD-ROM

This CD-ROM is an appendix to the JICA Annual Report 2004 and as such contains statistics for fiscal 2003.

### 1 Contents of this CD-ROM

The contents of this CD-ROM are listed below.

- Readme.txt \*1
- Data (Folder) \*2

\*1 The ".txt" suffix represents a text file.

\*2 JICA's statistics for fiscal 2003 are contained in the Data folder.

The statistical data on the CD-ROM utilize FileMaker Developer Tool and are created as a run-time application (Portions of software are ©1984-2003 FileMaker, Inc. All rights reserved.).

Multiple files are contained in the Data folder. In order to use the CD-ROM application, all files in this folder are necessary. Make sure to copy all files and folders to the hard disk before using.

Please see the included Readme.txt for more information on the data and its usage.

★ Please see the included "Help" file in the main menu for usage and simulation.

### 2 System Requirements

This CD-ROM is a Hybrid (HFS, ISO 9660 Level 1) CD-ROM.

The following system requirements are needed to use this CD-ROM:

#### Windows

- Intel compatible 486/33 PC
- 32 MB of RAM
- Hard disk with at least 30 MB of free space
- CD-ROM drive
- Windows 98 or higher, with Internet Explorer 4.0 or Windows NT 4.0 (with Service Pack 3)

**Note:** The runtime application requires the shfolder.dll and comctl32.dll files, which are installed by Windows NT 4.0 with Service Pack 3, or by Internet Explorer 4.0.

★ This application may not run on a user account on Windows NT 4.0, 2000, or XP. In such cases, please use an administrator account.

#### Mac OS

- Power Macintosh or Mac OS computer with a PPC 601 processor or higher
- At least 32 MB of RAM
- Hard disk with at least 35 MB of free space
- CD-ROM drive
- System 8.1 or higher

**Note:** Readable in the Classic environment on Mac OS X.

### 3 Copyrights

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# Instructions for Interpreting Statistical Data on the CD-ROM

## 1 Criteria for Aggregate Totals:

- 1) The project performance figures recorded in the CD-ROM are based on JICA's Statistical Criterion.
- 2) The period covered by the figures is April 1, 1952, to March 31, 2004.
- 3) A fiscal year covers the period from April 1 to March 31 of the following year.
- 4) Notation of country names is based on JICA regulations.
- 5) The field categories are based on JICA's Statistical Criterion (20 fields).
- 6) Data is broken down into the following six regions:

Asia, Middle East, Africa, Latin America, Oceania, and Europe

### Notes:

- a. Until fiscal 1998, eight countries situated in Central Asia and the Caucasus region were classified under Europe; however, from fiscal 1999 these countries were reclassified as part of Asia. For this reason, although the pre-fiscal 1999 figures for the countries in Central Asia and the Caucasus region were included with the totals for Europe in the figures for program performances, from fiscal 1999 these figures are found under Asia.
  - b. Middle East includes data from those countries situated west of Afghanistan and north of the Sahara Desert. Africa includes data from those countries situated south of the Sahara Desert.
- 7) JICA's programs are classified into 14 areas:
    - (a) Acceptance of Technical Training Participants Program (Acceptance of Technical Training Participants and Youth Invitation Program), (b) Overseas Technical Cooperation Program, (c) Technical Cooperation Projects, (d) Dispatch of Japan Overseas Cooperation Volunteers (JOCV) Program, (e) programs related to the welfare of experts, (f) Aid-personnel Recruitment and Training Program, (g) Development Study Program, (h) Development Cooperation Program, (i) Grant Aid Program, (j) JICA Partnership Program, (k) Program of Promoting Aid Effectiveness and Efficiency, (l) Emigration Program, and (m) Program of Promoting Public Participation Cooperation
  - 8) Types of cooperation are separated into eight categories:
    - (a) Acceptance of technical training participants, (b) dispatch of experts, (c) dispatch of study team members, (d) dispatch of JOCV, (e) dispatch of other volunteers, (f) provision of equipment, (g) emigration service, and (h) technical cooperation projects.
  - 9) The totals for the performance of programs in a specific fiscal year (based on the budget of the applicable year) include the numbers of participants arriving in Japan during the year (new participants), newly dispatched experts (new experts), study team members (new study team members), members of the Japan Overseas Cooperation Volunteers (new members of JOCV), and new Japanese emigrants. Accordingly, people who resided in Japan for several continuous years (for example, the specific fiscal year, the next year, and the following year) as well as people working abroad for several continuous years are counted only in the totals for the year that they arrived/departed, and are thus not counted in the totals for the other years (for example, the next year and following year).
  - 10) The figures for program performance in fiscal 2003 include the numbers for newly arrived/dispatched persons as well as the num-

bers for persons who remained in Japan or continued to be dispatched abroad (not including Japanese emigrants) from the previous fiscal year.

- 11) Since fiscal 1954, the expenses for study teams visiting several countries have been totaled in the "unclassified" category. However, between fiscal 1974 and fiscal 1993, the expenses for each study team were divided by the number of countries that the study covered and then added to the totals of each specific country.
- 12) Between fiscal 1952 and 1979, the expenses for technical training participants in Japan that were requested by international organizations were added to the performance figures for the participant's home country. However, since fiscal 1980, these numbers have not been added to bilateral performance figures but have instead been totaled under the "international organizations" category.
- 13) As a result of a fiscal 1987 review of the total program performance figures for the US Miscellaneous Pacific Islands and Yap Islands, the values for fiscal 1987 onwards were corrected in the following manner:
  - a. All performance figures before fiscal 1981, including the number of persons and expenses for the US Miscellaneous Pacific Islands, are included in the performance figures for the Mariana Islands, Micronesia, and the Marshall Islands.
  - b. Performance figures for Yap Islands can be traced back to fiscal 1964, and all data is included in the figures for Micronesia.

## 2 Program Performance Figures by Country

- 1) The figures for the program performances by country shows per-country performance according to field and program type.
- 2) For figures related to performance of cooperation programs that were implemented in several countries of the same region, a separate category has been established before the total for the specific region. Furthermore, for the performance of cooperation programs that were implemented in several regions, a separate category called "unclassified" has been established before the total.
- 3) In terms of the number of persons accepted or dispatched based on requests from international organizations, these numbers are not included in the figures for bilateral performance but are totaled separately by country and international organization.

## 3 Abbreviations

E/N: Exchange of Notes

This is a broad agreement that is reached after a note is discussed by two or more countries or international organizations. In cases where aid/assistance is to be extended, an E/N is drawn up by the donor country and the developing country that specifies the content of the aid program. In grant aid cooperation, the funds are granted based on the E/N.

R/D: Record of Discussions

This is a document that is prepared before the start of a technical cooperation project between Japan and a developing country. The document contains the details of the agreed cooperation project between JICA and the partner organization of the recipient country. A representative from each party signs the R/D.

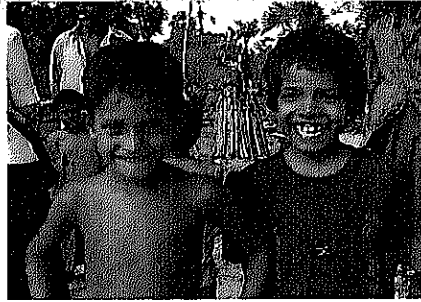
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