



## Reference Section

# Organization and Budget of JICA

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# Overview of Japan International Cooperation Agency (JICA)

## Background

Japan joined the Colombo Plan in 1954 and started providing technical cooperation to developing countries. During the reconstruction period following the devastation of World War II, Japan returned to the international community by joining the United Nations in 1956. The entry to the Colombo Plan was an epoch-making event that established Japan's status as a technical aid-providing country in the international community. Initial technical cooperation started with acceptance of technical training participants from, as well as dispatch of experts to, other Asian countries through commissions made to the Japan Asian Association. As Japan's economy and society developed, expectations for expanded cooperation from Japan rose. Accordingly, as cooperation activities were extended to the Middle East, Africa, and Latin America, the scale of cooperation increased annually.

Starting around 1955, a system was adopted to combine various forms of cooperation, such as acceptance of technical training participants, dispatch of experts, and provision of equipment all of which were previously implemented individually, for more effective technology transfer. More planned technical cooperation programs were implemented after upgrading facilities, such as research institutes and educational institutions, which are sites for technology transfer, and equipment with financial assistance.

In the midst of this expansion of cooperation programs, the Overseas Technical Cooperation Agency (OTCA) was established in 1962 to comprehensively and effectively implement various activities that were previously implemented by different organizations individually. The establishment was a foundation for implementing Japan's technical cooperation programs in a unified form. On the other hand, overseas emigration programs restarted when the San Francisco Peace Treaty came into effect in 1952. Due to a subsequent decrease in the number of Japanese people emigrating, the focus of the programs gradually shifted from dispatching new emigrants to assisting those emigrants already living overseas. In 1963, with the establishment of the Japan Emigration Service, a system was established to consistently dispatch new emigrants and assist emigrants already living overseas.

Japan's high economic growth during the 1960s and 1970s led to an increase in the quantity of Japan's aid, which accompanied various discussions on how Japanese assistance should be provided. Under these circumstances, the idea of establishing an organization to implement Japan's international cooperation programs in a unified form was born. In 1974, a decision was made to establish the Japan International Cooperation Agency by taking on the responsibilities earlier held by the Overseas Technical Cooperation Agency, the Japan Emigration Service, and the

Overseas Agricultural Development Association, as well as part of the responsibilities held by the Japan Overseas Development Corporation.

The law concerning the establishment of the new agency came into effect as Law No. 62 in May 1974, and the Japan International Cooperation Agency (JICA) was officially established on August 1, 1974.

Though JICA was established as a special public institution, a policy of reforming special public institutions was announced in subsequent deliberations on administrative reforms, followed by a decision to transform JICA into an independent administrative institution in accordance with Japan's administrative reform plan in December 2001. Subsequent to the promulgation of Law No. 136 in December 2002, JICA became an independent administrative institution on October 1 of the following year, and was reorganized into an implementing body for international cooperation, which requires greater results-orientation and accountability.

## Expansion and Diversification of Programs

In the beginning, JICA's programs included technical cooperation, dispatch of Japan Overseas Cooperation Volunteers (JOCV), development investment and financing, emigration service, and training and securing aid personnel. Later, as the Japanese economy developed further and technology advanced, JICA was expected to expand and diversify its programs. As a result, various cooperation programs were added, including expediting Grant Aid Projects (fiscal 1978), the Youth Invitation Program (fiscal 1984), Disaster Relief (fiscal 1987), and Aid Efficiency Promotion (fiscal 1988).

Technical cooperation that has been implemented since the establishment of JICA has also been diversified. Various kinds of activities have been launched, including third-country training (fiscal 1974); research cooperation (fiscal 1977); joint technical cooperation with international organizations (fiscal 1981); acceptance of technical training participants as part of the Look East Policy of Malaysia (fiscal 1982); cooperation with the ASEAN Human Resources Development Center (fiscal 1982); dispatch of skilled workers from the private sector (fiscal 1987); local in-country training (fiscal 1993); dispatch of third country experts (fiscal 1994); dispatch of private sector advisors (fiscal 1996); acceptance of technical training participants in the welfare sector under the Japan-Latin America Friendship Program (fiscal 1996); capital aid cooperation experts (fiscal 1997); long-term training participants (fiscal 1999); technical advisors for the implementation of grant aid projects (fiscal 1999); and the JICA Partnership Program (fiscal 2002). When JICA became an independent administrative institution in October 2003, a review of

programs in their entirety resulted in the abolishment of development investment and financing, emigration services, settlement programs, and emigration loan programs.

Along with the diversification of programs, the ¥27.2 billion operating budget at the time of establishment increased to ¥160.9 billion in fiscal 2007. Overseas offices increased from 40 at the time of establishment to 95 (described later in detail) in fiscal 2006.

In terms of the number of people involved, the number of training participants accepted increased from 2,169 in fiscal 1974 to 21,280 in fiscal 2007; the number of dispatched experts increased from 513 in fiscal 1974 to 4,940 in fiscal 2007; and the number of JOCVs dispatched increased from 208 in fiscal 1974 to 1,482 in fiscal 2007. As a result of the expansion of programs, 371,660 training participants have been accepted, and 88,180 experts and 31,766 JOCVs dispatched in total to date.

### Upgrading and Expanding the Organization

At the time of its establishment in 1974, JICA consisted of 17 departments, one office, and one secretariat at the headquarters; 12 branches and eight affiliate agencies in Japan; one overseas representative office; 14 overseas offices; nine overseas branches; and 16 JICA/JOVC offices. In fiscal 2006, it consisted of 18 departments, three offices, and two secretariats at the headquarters; 12 international centers, three branches, two JOCV training centers, and the Institute for International Cooperation in Japan; 56 overseas offices; 32 JICA/JOVC offices; and 7 JOCV offices.

The headquarters office was previously located in the Shinjuku Mitsui Building (except for a short period at the time of establishment) in Nishi Shinjuku, Shinjuku-ku, Tokyo, and the JOCV Secretariat was in Hiroo, Shibuya-ku, Tokyo. In April 1996, the headquarters and JOCV Secretariat moved to the Shinjuku Maynds Tower in Yoyogi, Shibuya-ku, Tokyo, where they are currently located.

There have been several major changes in the structure of the headquarters. At the time of the establishment, there were four emigration-related sections. These were integrated into one department in 1994. On the other hand, new departments, including the Grant Aid Project Management Department (currently the Grant Aid Management Department) and the Secretariat of the Japan Disaster Relief Team, were set up in order to implement new programs. In fiscal 1999, major structural reform was carried out in order to strengthen country- and region-specific approaches, etc. New departments, including Regional Department I (Southeast Asia and Indo-China), Regional Department II (East, Southwest, Central Asia; the Caucasus and Oceania), Regional Department III (Latin America and the Caribbean), and Regional Department IV (Africa, Middle East and Europe),

were set up.

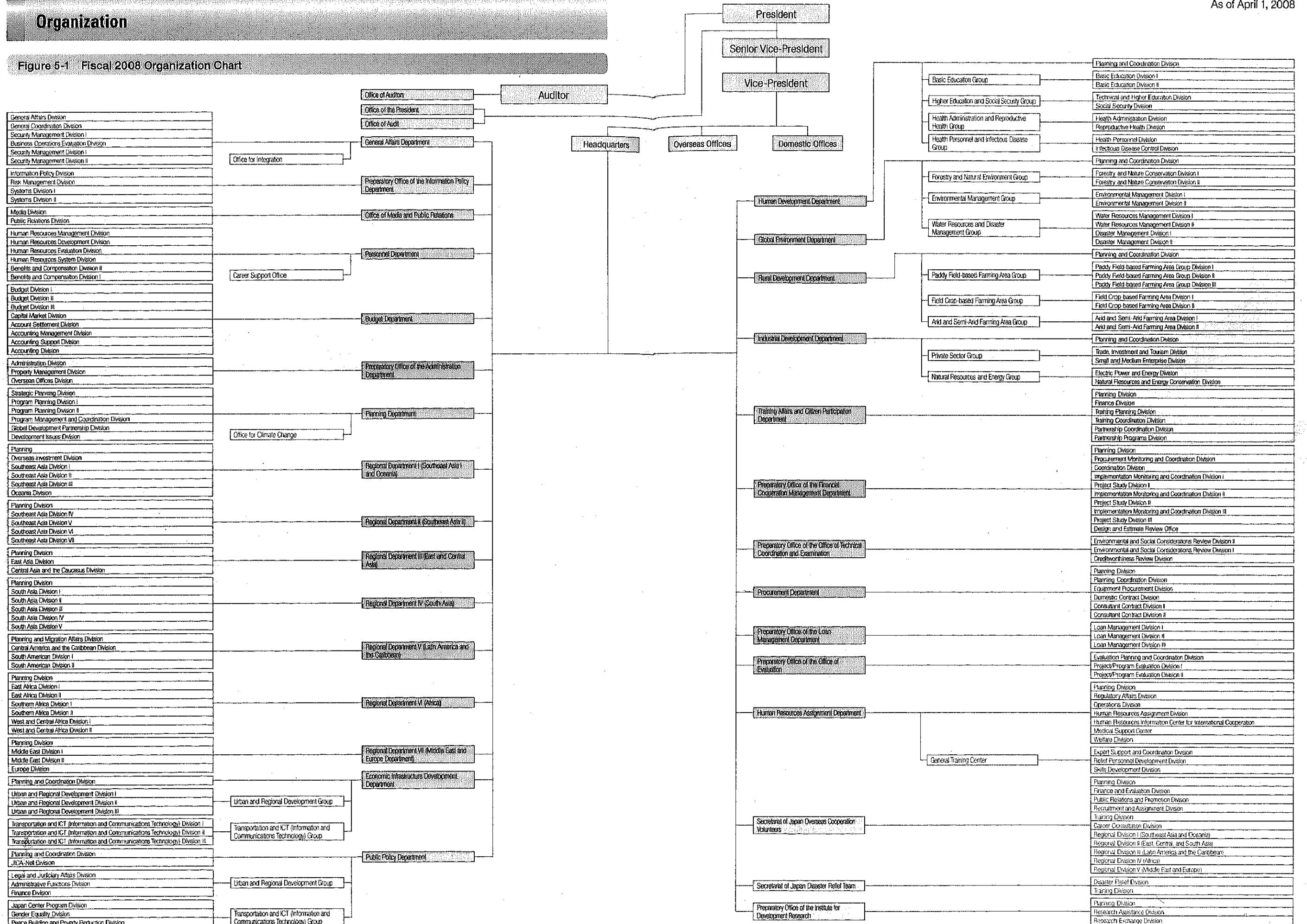
In addition, in April 2004, eight departments in charge of program implementation, which had been categorized by scheme and sector, were reorganized into five departments in terms of development issues such as global environment and human development, which overlap fields horizontally. At the same time, in order to correspond to program implementation in the Middle East and Africa, four regional departments were reorganized into five departments. As part of the preparations for the merger with the departments in charge of overseas economic cooperation at the Japan Bank for International Cooperation on October 1, 2008, the organization was reorganized into a structure close to that which will be in place after the merger. As a result, the headquarters consists of 24 departments (of which four are preparatory offices), five offices (of which two are preparatory offices), two secretariats, and one research institute preparatory office as of the beginning of fiscal 2008.

As for domestic offices, the Institute for International Cooperation for developing human resources opened in 1983, the emigration training center was closed in 1989, international centers opened by integrating offices in service of the same area (for example, the Tsukuba International Center was set up by integrating the Tsukuba International Center and the Tsukuba International Agricultural Training Center in 1996), measures were taken to correspond to structural rationalization (for example, the Kansai Branch Office was closed and the Nihonmatsu Training Center opened in 1996), and domestic offices in the Metropolitan area were reorganized (the Hachioji International Center was closed in 2006 and a base for citizens' participation cooperation promotion was placed at the Hiroo Center [JICA Global Plaza] in 2006). The Institute for International Cooperation was reorganized into the Preparatory Office of the Institute for Development Research as an organization with headquarters. As a result, as of the beginning of fiscal 2008, domestic offices consist of 12 international centers, three branches, and two training centers.

Overseas offices, which numbered 40 at the time of establishment, were subsequently set up in countries such as Zimbabwe, Mongolia, the Republic of South Africa, Palestine, and Uzbekistan as programs expanded. In fiscal 2003, the Afghanistan Office opened. When dispatching JOCVs to countries without a JICA office, a volunteer coordinator is employed. On the other hand, the Latin America Representative Office (located in Brazil) was closed in 1981, as well as offices in Los Angeles, Sudan, Canada, and Brunei Darussalam. As a result, as of the beginning of fiscal 2008, there are 55 overseas offices, 39 JICA/JOVC offices, and one JOCV office.

# Organization

Figure 5-1 Fiscal 2008 Organization Chart



Feature  
Part 1  
Part 2  
Part 3  
Part 4  
Reference Section

## 55 Overseas Offices

### Middle East and Europe

JICA Balkan Office
JICA France Office
JICA Palestine Office
JICA Morocco Office
JICA Jordan Office
JICA Turkey Office
JICA Tunisia Office
JICA Syria Office
JICA Saudi Arabia Office
JICA Egypt Office

### Africa

JICA Mozambique Office
JICA South Africa Office
JICA Malawi Office
JICA Madagascar Office
JICA Burkina Faso Office
JICA Niger Office
JICA Nigeria Office
JICA Tanzania Office
JICA Senegal Office
JICA Zambia Office
JICA Kenya Office
JICA Ghana Office
JICA Ethiopia Office
JICA Uganda Office

### Latin America and the Caribbean

JICA Mexico Office
JICA Honduras Office
JICA Bolivia Office
JICA Peru Office
JICA Brazil Office
JICA Paraguay Office
JICA Dominican Republic Office
JICA El Salvador Office
JICA Argentina Office
JICA USA Office

### South Asia

JICA Afghanistan Office
JICA Bangladesh Office
JICA Pakistan Office
JICA Nepal Office
JICA Sri Lanka Office
JICA India Office

### East and Central Asia

JICA Kyrgyz Republic Office
JICA Uzbekistan Office
JICA Mongolia Office
JICA China Office

### Southeast Asia II

JICA Laos Office
JICA Myanmar Office
JICA Viet Nam Office
JICA Thailand Office
JICA Cambodia Office

### Southeast Asia I and Oceania

JICA Fiji Office
JICA Papua New Guinea Office
JICA Malaysia Office
JICA Philippines Office
JICA Timor-Leste Office
JICA Indonesia Office

## 6 Regional Support Offices

JICA Regional Support Office for Africa
JICA Regional Support Office for West and Central Africa
JICA Regional Support Office for Eastern and Southern Africa
JICA Regional Support Office for Central America and the Caribbean
JICA Regional Support Office for Oceania
JICA Regional Support Office for Asia

## 17 Domestic Offices

Hiroo Center (JICA Global Plaza)
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### Domestic Branch Offices

Tohoku Branch Office
Hokuriku Branch Office
Shikoku Branch Office

### JOCV Training Centers

Nihonmatsu Training Center
Komagane Training Center

### International Centers

Sapporo International Center
Obihiro International Center
Tsukuba International Center
Tokyo International Center
Yokohama International Center
Chubu International Center
Osaka International Center
Hyogo International Center
Chugoku International Center
Kyushu International Center
Okinawa International Center

## Budget

Financial resources for JICA's budget consist of management grants and funds in trust, self-generating revenues, and self-financing. The spending budget for fiscal 2008 totals ¥161.1 billion, or ¥2 billion more than that of the previous year. The grant

aid program, for which JICA implements facilitating activities, amounts to ¥105.2 billion. The breakdown of the budget for fiscal 2008 is shown in Table 5-2.

Table 5-2 Fiscal 2008 Budget

		(Unit: ¥1 million)	
Account		FY2007	FY2008
Revenue	Management grants	155,626	153,786
	Project income	638	612
	Interest income on development investment and financing	149	120
	Interest income on migration investment and financing	88	79
	Interest income on installment sales of settlement	1	1
	Miscellaneous revenue	400	412
	Revenue from contracted programs	2,990	2,819
	Donation revenue	20	120
	Receipt from facility maintenance fund	1,616	3,084
	Expenditure	0	697
<b>Total</b>		<b>160,889</b>	<b>161,117</b>
Expenditure	General administrative expenses	11,981	12,097
	Excluding special items	11,753	11,400
	Operating expenses	144,282	142,997
	Expenses for technical cooperation projects	79,752	79,467
	Expenses for grant aid projects	4,518	610
	Expenses for public participation-based cooperation	26,117	25,443
	Expenses for emigration program	490	469
	Expenses for aid personnel recruitment and training	3,283	2,876
	Expenses for research and development	0	624
	Expenses for program formulation	4,906	7,689
	Expenses for follow-up cooperation	1,608	1,498
	Expenses for project/program evaluation	811	305
	Expenses for operation support	7,976	9,154
	Expenses for accounting support	14,021	14,062
	Expenses for disaster relief activities (special expenditure)	800	800
	Contracted program expenses	2,990	2,819
	Expenses for donation projects	20	120
	Facility maintenance expenses	1,616	3,084
<b>Total</b>		<b>160,889</b>	<b>161,117</b>

Note: 1. Individual totals may not be equal to the sums of the individual parts because some numbers have been rounded off.

2. The budget for fiscal 2008 underwent the following reclassification:

- Most of the expenses for preparatory studies under expenses for grant aid projects were integrated into expenses for program formulation.
- A part of expenses for aid personnel recruitment and training and expenses for program formulation were integrated into a new category of expenses for research and development.
- Expenses for terminal evaluations under expenses for project/program evaluation were integrated into expenses for technical cooperation projects.

# Financial Statements

Table 5-3 Balance Sheet (as of March 31, 2008)

(Unit: ¥)

Assets		Liabilities	
Item	Amount	Item	Amount
I Current assets	41,924,323,835	I Current liabilities	30,149,070,508
Cash and bank deposits	37,362,258,112	Management grant liabilities	6,898,768,986
Inventories	529,828,561	Donations received	124,501,571
Stored goods	522,812,127	Accrued payments	21,508,261,460
Livestock	6,816,434	Accrued expense	1,129,740,736
Advance payments	2,506,512,847	Lease liabilities	193,651,741
Prepaid expenses	157,884,682	Deposit received	294,116,014
Accrued income	75,436,930	Unearned revenues	30,000
Accrued revenues	104,470,560		
Short-term loans of development investment and financing	1,021,218,670	II Fixed liabilities	2,136,755,837
Allowance for bad debt	-7,094,468	Property liabilities	2,036,168,499
Short-term loans of migration investment and financing	143,142,625	Property management grants	1,957,571,121
Allowance for bad debt	-10,498,114	Property grants, etc.	78,597,378
Short-term installment principal on sales of settlement	246,672	Long-term lease liabilities	100,565,588
Allowance for bad debt	-14,183	Long-term unearned revenues	21,750
Consignment goods	5,650,316		
Suspense payments	33,438,554	Total liabilities	32,285,826,345
Advances paid	2,042,071		
II Fixed assets	64,828,258,770		
I Tangible fixed assets	57,342,219,450		
Buildings	43,200,210,425		
Accumulated depreciation	-8,428,849,916		
Accumulated impairment loss	-580,935,598		
Structures	1,473,218,572		
Accumulated depreciation	-597,874,549		
Accumulated impairment loss	-461,505		
Machines and equipment	250,627,562		
Accumulated depreciation	-171,573,299		
Vehicles and other transportation devices	1,516,007,935		
Accumulated depreciation	-769,455,497		
Tools, instruments, and fixtures	2,737,292,798		
Accumulated depreciation	-1,629,438,709		
Land	19,748,669,867		
Accumulated impairment loss	-520,800		
Construction in process	595,302,164		
2 Intangible fixed assets	13,839,118		
Trademarks	3,593,243		
Telephone subscription rights	6,299,300		
Right to use power plants and other supply facilities	3,746,575		
3 Investment and other assets	7,472,400,202		
Investment in securities	38,118		
Long-term loans of development investment and financing	4,453,816,109		
Allowance for bad debt	-50,990,733		
Long-term loans of migration investment and financing	3,336,947,199		
Allowance for bad debt	-1,909,806,461		
Long-term installment principal on sales of settlement	71,626,919		
Allowance for bad debt	-71,626,919		
Long-term prepaid expenses	1,287,080		
Guarantee money paid	1,641,108,890		
Total assets	106,752,582,605		
Total	106,752,582,605	Total	106,752,582,605

Table 5-4 Income Statement (April 1, 2007 - March 31, 2008)

Expenses and losses		Revenues	
Item	Amount	Item	Amount
Ordinary expenses	157,899,702,010	Ordinary revenues	153,145,575,286
Operating expenses	144,834,553,937	Revenues from management grants	148,122,292,107
Expenses for program formulation	4,791,082,617	Revenues from contracted programs	2,562,664,566
Expenses for technical cooperation projects	79,712,767,511	Revenues from development investment and financing	140,340,440
Expenses for grant aid projects	3,418,812,405	Revenues from settlement operations	10,896,494
Expenses for public participation based cooperation	25,660,608,390	Revenues from migration investment and financing	96,710,058
Expenses for emigration program	476,289,763	Donation revenues	96,675
Expenses for disaster relief activities	522,172,455	Transfer from allowance for bad debts	677,977,623
Expenses for aid personnel recruitment and training	3,153,486,724	Transfer from liabilities for property management grants	395,438,994
Expenses for follow-up cooperation	1,438,463,295	Transfer from liabilities for property grants	19,560,026
Expenses for project/program evaluation	600,223,076	Financial revenues	
Expenses for operation support	8,112,804,085	Interest income	263,294,155
Expenses for accounting support	13,843,941,150	Miscellaneous profits	856,304,248
Contracted program expenses	2,560,286,883	Operating profits	4,754,126,724
Expenses for donation projects	96,675		
Depreciation costs	545,518,908	Non-recurrent loss	16,132,469
General administrative expenses	12,189,153,303	Loss on retirement of fixed assets	5,684,171
Financial expenses	839,555,457	Loss on sales of fixed assets	10,448,298
Interest expense	12,119,470		
Loss on foreign exchange	827,435,987	Non-recurrent profits	6,716,918
Miscellaneous loss	36,439,313	Profit on sales of fixed assets	1,162,020
		Profit on sales of affiliate stocks	5,554,898
		Net income	4,763,542,275
		Reversal of surplus deposits from the previous midterm period	4,802,873,091
		Total income for the current year	99,330,816
<b>Total</b>	<b>157,899,702,010</b>	<b>Total</b>	<b>157,899,702,010</b>

Table 5-5 Cash Flow Statement (April 1, 2007 - March 31, 2008)

		(Unit: ¥)
<b>I. Cash flow from operating activities</b>		
Payment of operating expenses		-138,786,928,984
Payment of contracted program expenses		-2,517,675,315
Payment of personnel costs		-16,413,070,580
Other operation payments		-880,467,743
Revenues from management grants		155,625,501,000
Revenues from contracted programs		2,750,361,000
Loan interest income		249,547,932
Proceeds from settlement operations		24,657,890
Interest revenues		10,917,004
Installment principal		13,740,886
Donation revenues		96,675
Other revenues		1,649,026,133
Subtotal		1,721,050,008
Interest received		268,982,473
Interest paid		-12,119,470
Payment to the national treasury		-652,291,667
Cash flow from operating activities		1,315,621,344
<b>II. Cash flow from investing activities</b>		
Payments for purchase of fixed assets		-1,555,069,585
Proceeds from sales of fixed assets		57,980,791
Proceeds from long-term loans receivable		1,854,360,417
Proceeds from time deposit refunds		400,000,000
Proceeds from negotiable certificate of deposit refunds		1,500,000,000
Proceeds from liquidation of affiliates		49,000,000
Cash flow from investing activities		2,306,271,623
<b>III. Cash flow from financing activities</b>		
Repayment of lease liabilities		-282,727,487
Payment to the national treasury		-5,175,174,281
Cash flow from financing activities		-5,457,901,768
<b>IV. Effect of exchange rate fluctuation on funds</b>		-193,825,575
<b>V. Net decrease in funds</b>		-2,029,834,376
<b>VI. Funds at beginning of year</b>		5,192,092,488
<b>VII. Funds at end of year</b>		3,162,258,112



**Table 5-6 Schedule Concerning Profit Appropriation**

			(Unit: ¥)
<b>I Unappropriated income for the current year</b>			<b>39,330,816</b>
Total income for the current year	39,330,816		
<b>II Appropriation of income</b>			
Reserve funds	39,330,816		39,330,816

**Table 5-7 Administrative Service Operation Cost Statement (April 1, 2007 - March 31, 2008)**

			(Unit: ¥)
<b>I Business expenses</b>			<b>153,300,833,402</b>
(1) Expenses on income statement			
Operating expenses	144,834,553,937		
General expenses	12,189,153,303		
Financial expenses	839,555,457		
Miscellaneous loss	38,439,313		
Loss on retirement of fixed assets	5,684,171		
Loss on sales of fixed assets	10,448,298	157,915,834,479	
(2) (Deduction) Self-revenues, etc.			
Revenues from contracted programs	-2,562,664,566		
Revenues from development investment and financing	-140,340,440		
Revenues from settlement operations	-10,896,494		
Revenues from migration investment and financing	-96,710,058		
Donation revenues	-96,675		
Transfer from allowance for bad debts	-677,977,523		
Financial revenues	-263,294,155		
Miscellaneous profits	-856,304,248		
Profit on sales of fixed assets	-1,162,020		
Profit on sales of affiliate stocks	-5,554,898	-4,615,001,077	
<b>II Accumulated depreciation not included in expenses</b>			<b>2,059,920,506</b>
Accumulated depreciation not included in expenses		2,056,358,146	
Loss on retirement of fixed assets not included in expenses		13,562,360	
<b>III Accumulated impairment loss not included in expenses</b>			<b>68,943,975</b>
<b>IV Estimated bonus payment not included in allowance</b>			<b>-16,395,589</b>
<b>V Estimated increase in retirement benefit not included in allowance</b>			<b>-556,090,347</b>
<b>VI Opportunity cost</b>			
Governmental investments and other opportunity costs			966,230,724
<b>VII Administrative service operation cost</b>			<b>155,833,442,671</b>

## Significant Accounting Policies

### 1. Standards for reporting revenues from management grants

Revenue Recognition Standard Based on Accrued Expense is applied. This is due to the difficulty of applying standards based on achievement or time period, as they require far more time to objectively evaluate operation results and have other complexities.

### 2. Depreciation methods

#### (1) Tangible fixed asset

Straight-line method.

The useful lives of major assets are as follows:

Buildings: 2 - 50 years

Structures: 1 - 39 years

Machines and equipment: 1 - 20 years

Vehicles and other transportation devices: 1 - 6 years

Tools, instruments, and fixtures: 1 - 18 years

The estimated depreciation costs for specific depreciable assets (Accounting Standard for Independent Administrative Institution No. 86) are directly deducted from the capital surplus and reported as accumulated depreciation not included in expenses.

#### (2) Intangible fixed assets

Straight-line method.

### 3. Standard for appropriation of allowances and estimation in relation to bonus payments

The allowance for bonus payments is not provided for bonuses, since the financial source is secured by management grants.

The estimated bonus payment not included in allowance, as shown in the Administrative Service Operation Cost Statement, is reported as current-year estimate of allowances in relation to bonus payments which has been calculated according to Accounting Standard No. 87.

### 4. Standard for appropriation of allowances and estimation in relation to retirement benefits

The allowance for retirement benefits is not provided for lump-sum severance, since the financial source is secured by management grants.

The allowance for retirement benefits is not provided for pension benefits from Employees' Pension Funds, since the financial source for EPF's insurance fees and reserve shortfall is secured by management grants.

The estimated increase in retirement benefits not included in allowance, as shown in the Administrative Service Operation Cost Statement, is reported as current-year allowance for retirement benefits which has been calculated according to Accounting Standard No. 38.

### 5. Basis and standard for appropriation of allowances, etc.

#### Allowance for bad debts

To provide for loan loss, JICA records the estimated default amount, taking into account the actual loss rate for ordinary loans and specific collectibility of doubtful loans, etc.

### 6. Standards and methods for the valuation of securities

#### (1) Investment in associated companies

Cost method as determined by the total-average cost

#### (2) Other securities (non-marketable)

Cost method as determined by the total-average cost

### 7. Standards and methods for the valuation of inventories

#### Stored goods

Cost method as determined by the FIFO method

### 8. Translation standard of foreign currency assets and liabilities into yen

Foreign currency money claims and liabilities are translated into the yen with the spot exchange rate as of the fiscal year end, and the exchange differences are recognized as profit or loss.

### 9. Standards for computing opportunity costs in Administrative Service Operation Cost Statement

Interest rate used to compute opportunity costs concerning central and local governments' investments, etc.

1.275% in reference to the yield of 10-year fixed-rate JGB as of March 31, 2008.

### 10. Accounting for lease transactions

The same accounting method as ordinary transactions is applied to the finance lease transactions with a total lease fee of ¥3 million or more.

The same accounting method as ordinary rental transactions is applied to the finance lease transactions with a total lease fee of less than ¥3 million.

### 11. Accounting for consumption taxes

Consumption taxes are included in the amounts on the financial statements.

### 12. Important changes in accounting policies

#### (1) Change in accounting procedures

Previously, the "revenues from facilities operations" and "expenses for operation support" (related to trainees from JICA) were calculated separately. From this fiscal year, however, they will be calculated together in a way to offset each other. This will have no impact on the overall income statements. For the previous fiscal year, the revenues from facilities operations and expenses for operation support each listed ¥1,714,178,662.

#### (2) The Accounting Standards for Independent Administrative Institutions

The "Revision of the Accounting Standards for Independent Administrative Institutions" (Public Corporation Accounting Subcommittee, Legal System/Public Accounting Panel, Financial Systems Sectional Committee, Financial Systems Committee, Study Group on the Accounting Standards for Independent Administrative Institutions, November 19, 2007), "the Accounting Standards for Independent Administrative Institutions" and the "Q&A concerning 'the Accounting Standards for Independent Administrative Institutions' and 'the Guidance Notes for the Accounting Standards for Independent Administrative Institutions'" (Administrative Management Bureau of the Ministry of Internal Affairs and Communications, Budget Bureau of the Ministry of Finance, and the Japanese Institute of Certified Public Accountant, Final revision in February 2008) have been adopted starting this fiscal year.

The following represents the changes of the significant accounting procedures and influences caused by such changes, as a result of the revisions of the Accounting Standards for Independent Administrative Institutions:

#### 1) Estimated amount of bonuses not included in the allowance

As the financial source is secured by management grants from the current fiscal year and afterwards, the estimated amount of bonuses not included in allowance is reported as current-year allowance for bonuses in the Administrative Service Operation Cost Statement. As a result, the Administrative Service Operation Cost is 16,395,589 less than in the case when the former method is used.

#### 2) Capital and Net Assets

Capital for the current year is indicated as net assets. This measure has had no influence on profits and losses.

The amount for the current fiscal year that is equivalent to "capital" in the past statements was ¥74,466,756,260.

### 13. Change in classification

From this fiscal year, some of the items on the Income Statement are reclassified. The resulting changes to the previous year's statement are detailed in the table below.

The table also includes the amount of money affected by the change in accounting procedures (¥1,714,178,662) as detailed above in "12. Important changes in accounting policies."

(Unit: ¥)

	Before reclassification	After reclassification	Difference
Ordinary expenses			
Operating expenses			
Expenses for technical cooperation projects	84,297,866,175	82,922,352,554	1,375,513,621
Expenses for follow-up cooperation	0	1,671,751,254	-1,671,751,254
Expenses for public participation-based cooperation	25,593,830,863	24,720,769,896	873,060,967
Expenses for domestic offices	4,080,819,562	0	4,080,819,562
Expenses for overseas offices	9,716,747,759	0	9,716,747,759
Expenses for operation support	2,527,180,881	0	2,527,180,881
Expenses for accounting support	0	13,798,422,615	-13,798,422,615
Other operating expenses	25,894,004,411	25,894,004,411	0
General administrative expenses	9,943,283,178	11,332,253,437	-1,388,970,259
Other ordinary expenses	158,386,941	158,386,941	0
Total ordinary expenses	162,212,119,770	160,497,941,108	1,714,178,662
Ordinary revenues			
Revenues from facilities operations	1,988,278,212	0	1,988,278,212
Miscellaneous profits	718,622,590	992,722,140	-274,099,550
Other ordinary revenues	165,396,409,187	165,396,409,187	0
Total ordinary revenues	168,103,309,989	166,389,131,327	1,714,178,662
Operating profits	5,891,190,219	5,891,190,219	0
Non-recurrent loss	98,833,403	98,833,403	0
Non-recurrent profits	714,238	714,238	0
Net income	5,793,071,054	5,793,071,054	0
Total income for the current year	5,793,071,054	5,793,071,054	0

## Notes

### Notes to the Balance Sheet

#### 1. Estimated retirement benefits to be provided from management grants

¥26,378,836,361

##### (1) Breakdown of retirement benefit costs

	FY2007
1) Retirement benefit obligation	-40,326,626,191
2) Plan assets	13,947,787,830
3) Accrued retirement benefit costs (1) + 2)	-26,378,838,361
4) Difference at the change of accounting standards	0
5) Unrecognized actuarial differences	0
6) Unrecognized past service obligation (decrease in liabilities)	0
7) Net reported amount on Balance Sheet (3) + 4) + 5) + 6)	-26,378,838,361
8) Prepaid pension costs	0
9) Allowance for retirement benefits (7) - 8)	-26,378,838,361

##### (2) Breakdown of pension expenses

	FY2007
1) Service cost	968,587,000
2) Interest cost	531,171,020
3) Expected return on plan assets	0
4) Amortization of past service obligation	0
5) Amortization of actuarial differences	343,066,368
6) Others (premiums collected for Employees' Pension Fund)	-328,804,426

##### (3) Computation basis for retirement benefit obligation, etc.

	FY2007
1) Discount rate Retirement pension	2.0%
2) Periodic allocation method for expected retirement	Periodic fixed-amount benefits method
3) Amortization period for actuarial differences	1
4) Others (Amortization period of differences at the change of accounting standards; actual return rate, etc.)	1

#### 2. Estimated bonuses to be provided from management grants

¥877,136,387

#### 3. Impairment loss on fixed assets

##### (1) Impaired fixed assets

##### A. Outline of the usage, type, location, book value of impaired fixed assets

Impairment of losses was cognized in the following assets.

Name of Asset	Usage	Location	Type	Book Value before Impairment Loss	Impairment Loss not included in Current Year Expenses	Accumulated Impairment Loss not included in Current Year Expenses
Yokosuka Heim 1002	Employees Housing	Yokosuka City, Kanagawa Prefecture	Building	5,197,842	1,298,445	Note 1
Yokosuka Heim 1210		Yokosuka City, Kanagawa Prefecture	Building	8,687,429	2,668,922	Note 1
Lions Mansion Daidou 505		Land	6,274,000	62,183	Note 1	
		Naha City, Okinawa Prefecture	Building	5,574,154	1,083,304	Note 1
Konan Motoyama Cooperative Apartment House 507		Land	3,898,000	378,750	Note 1	
		Kobe City, Hyogo Prefecture	Building	2,383,875	1,559,625	1,559,625
Suma Ichinotani Green Heights G-305	Building	837,037	324,112	324,112		
	Land	2,901,000	520,800	520,800		
Telephone subscription right	Telephone subscription right	Shibuya Tokyo	Telephone subscription right	7,291,850	992,550	992,550
Off-site Ranch affiliated to JICA Tsukuba	Training Project	Tsukuba City Ibaraki Prefecture	Building	59,324,304	59,324,304	Note 1
		Land	730,980	730,980	Note 1	

Note 1: already sold or removed and therefore excluded from Accumulated Impairment Loss at the end of the current year.

##### B. Background of the recognition of impairment losses

The five units of employee housing were put forward for bidding in January 2008, following the decision not to use them in fiscal 2007, pursuant to the Midterm Plan during the mid-term objective period, which started from fiscal 2007. Three units (two units of Yokosuka Heim and Lions Mansion Daidou) were sold in January 2008, while bidding for the remaining two (Konan Motoyama Cooperative Apartment House and Suma Ichinotani Green Heights) was unsuccessful, so they are planned to be sold in fiscal 2008 or afterward. As a result, their book values were reduced to the recoverable service amounts and these reduced amounts were recorded as accumulated impairment losses not included in expenses, shown as deductions of Capital Surplus.

As for the telephone subscription right, a general increase of suspended lines has been incorporated and thus, the book value was reduced to the recoverable service amount and the reduced amount was recorded as

accumulated impairment loss not included in expenses, shown as a deduction of Capital Surplus.

It was decided to stop the use of the off-site ranch affiliated to JICA Tsukuba and transfer the ranch's functions inside JICA Tsukuba. The off-site ranch was thus removed in July 2007 and an impairment loss was recognized.

\*1 The recoverable service amounts of the buildings and lands of employees' housing are measured by net sales amount, which is calculated based on the real-estate appraisal values, less estimated disposal expenses.

\*2 Recoverable service amount of the telephone subscription rights in suspension is measured by the net sales amount and the net sales amount is calculated based on the inheritance tax appraisal values. Recoverable service amount of the telephone subscription rights in use is measured by use-value or its equivalent and use-value, or its equivalent is calculated based on the official price set by NTT.

\*3 Recoverable service amount of the off-site ranch affiliated to JICA Tsukuba is measured by use-value or its equivalent.

## (2) Fixed assets indicating impairment losses

### A. Outline of usage, type, and location of fixed assets whose termination was decided

The following assets have an indication of impairment losses.

Name of asset	Usage	Location	Type	Book Value
Former Hachioji International Center	Accommodation facility for training	Hachioji City, Tokyo	Land	0
			Buildings	0
			Structures	522,376,000
Chubu International Center	Accommodation facility for training	Nagoya City, Aichi	Land	136,146,419
			Buildings	1,921,664
			Structures	452,715,000

### B. Background and reasons for termination

Based on the results of the Survey on Assistance targeting all domestic offices, termination of the Hachioji International Center was decided on in fiscal 2004, and it was thereby closed in March 2007. As a result, the book values of its buildings and structures were reduced to the recoverable service amounts in fiscal 2006 and the reduced amounts were recorded as accumulated impairment losses not included in expenses, shown as deductions of Capital Surplus.

Termination of the Chubu International Center was decided on after the reconstruction of the facility was adopted in the Midterm Plan during the mid-term objective period, which started from fiscal 2003, to take on the role as a center for training and participatory cooperation projects in the Chubu region.

### C. Estimated book value, recoverable service amount, and Impairment loss amount at the time of termination

Name of Asset	Type	Termination Date	Book value on the Date of termination	Impairment Loss (estimate)	Recoverable Service Amount (estimate)
Former Hachioji International Center	Land	March 2007	0	0	0
	Buildings		0	0	0
	Structures		522,376,000	522,376,000	0
Chubu International Center	Land	Fiscal 2008 (scheduled)	119,117,923	119,117,923	0
	Buildings		1,591,055	1,591,055	0
	Structures		452,715,000	452,715,000	0

Note 2: Recoverable service amount is estimated based on the book value on the date of termination.

## Notes to Cash Flow Statement

The funds shown in the cash flow statements are cash, deposit accounts, and checking accounts.

### (1) Relation between the BOY balance of funds and the amounts of balance sheet accounts

(as of March 31, 2008)

Cash and deposit	37,362,258,112
Time deposit	-34,200,000,000
Ending balance of funds	3,162,258,112

### (2) Description of significant non-financial transactions

Assets granted under finance lease

Tools, instruments, and fixtures	79,543,699
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## Notes to Administrative Service Operation Cost Statement

Loan employees from governments who are counted for opportunity costs

Of the estimated increase in retirement bonus not included in the allowance, ¥28,338,210 was recognized as the current-year increase of allowance for retirement and severance for 28 loan employees according to JICA's internal regulations.

## Finance lease transactions

The amount influenced by finance lease transactions on the current year's profits and losses was ¥4,614,035. The current year's net profit after the deduction of this amount were ¥34,716,781.

## Profit and loss on equity method, etc.

JICA does not prepare consolidated financial statements since it has no legally designated subsidiaries. There is no profit and loss on the equity method concerning JICA's affiliates. Japan-Brazil Agricultural Development Corporation (JADECO), the only affiliate of JICA, decided to dissolve on October 20, 2005, and the registry to prove the completion of its liquidation was completed on August 27, 2007.

## Significant debt burden

N/A

## Significant subsequent events

N/A

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(P.O. Box 17-21-01466, Quito, ECUADOR)  
TEL +593-2-2248470

**JICA Guatemala Office**  
Oficina de Voluntarios Japoneses  
18 Calle, 5-36 Zona 10 Guatemala Edificio Unicentro,  
12 Nivel Oficina 1203, GUATEMALA  
(Oficina de Voluntarios Japoneses, Apartado Postal No. 269-A,  
Guatemala, GUATEMALA)  
TEL +502-23661919

**JICA/JOCV Saint Lucia Office**  
23 Brazil St., 2nd Floor of Kaycees Building, Castries, SAINT  
LUCIA, W.I.  
(P.O. Box 1042, Castries, SAINT LUCIA, W.I.)  
TEL +1-758-453-6032

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

**JICA/JOCV Jamaica Office**  
8th Floor, Island Life Centre 6, St. Lucia Av. Kingston 5,  
JAMAICA (W.I.)  
(P.O. Box 8202, C.S.O., Kingston, JAMAICA (W.I.))  
TEL +1-876-9294069

**JICA Nicaragua Office**  
Ofi plaza El Retiro,  
Edificio, No. 6, Piso 3, Suite 631, Managua, NICARAGUA  
(Ofi plaza El Retiro, Edificio, No. 6, Piso 3, Suite 631, P.O. Box  
509, Managua, NICARAGUA)  
TEL +505-2707229

**JICA Panama Office**  
Agencia de Cooperacion Internacional del Japon en Panama  
Edificio World Trade Center Panamá, Piso 4, Calle 53 E,  
Urbanización Marbella, Ciudad de Panamá, REPUBLICA DE  
PANAMA  
(Apartado 0832-09090, World Trade Center Panamá, Panamá,  
REPUBLICA DE PANAMA)  
TEL +507-264-9669

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

**JICA 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

### Middle East

**JICA Iran Office**  
4th Floor, No.6, 15th Alley, Gandhi St., Tehran, IRAN  
(P.O. Box 15175/655, Tehran 1517886614, IRAN)  
TEL +98-21-8864-8050

**JICA Yemen Office**  
House No.10, St.No.27, Off Amman St., Sana'a, The Republic  
of YEMEN  
(P.O. Box 15087, Sana'a, the Republic of YEMEN)  
TEL +967-1-448117

### Africa

**JICA/JOCV Benin Office**  
Djomehounin Haie-vive H.OT 628-G, Cotonou, R.P. BENIN  
(01 B.P.7097 Cotonou, R.P. BENIN)  
TEL +229-21309907

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

**JICA Cameroon Office**  
923, Rue 1828, Bastos-Ekoudou, Younde, CAMEROON  
(B.P. 13538, Younde, CAMEROON)  
TEL +237-291-3162

**JICA Cote d'Ivoire Office**  
No. 73 du Batiment H2 Sis au Teme et age de l'immeuble Les  
Harmonies, B3 Roume au Plateau, Abidjan, COTE D'IVOIRE  
TEL +225-20-22-22-90  
(Mail to Burkina Faso Office instead of the Office in Abidjan)  
(c/o Burkina Faso Office, 01 B.P. 1484 Ouagadougou 01,  
BURKINA FASO)

**JICA Democratic Republic of Congo Office**  
(JICA DR Congo Office)  
Bureau de la JICA en Republique Democratique de Congo (JICA  
R.D. Congo)  
8024 Gombe, Kinshasa, REPUBLIQUE DEMOCRATIQUE DU  
CONGO  
(Due to postal condition here, it is advisable to use international  
courier service. Mail to the above)

**JICA/JOCV Djibouti Office**  
Rue de Kampala,  
1 lot de Heron, B.P.2627, Djibouti, Republique de DJIBOUTI  
(B.P.2627, Djibouti, Republique de DJIBOUTI)  
TEL +253-250251

**JICA/JOCV Gabon Office**  
Quartier LOUIS, Blvd. Joseph, 4eme Rue, Libreville, GABON  
(B.P.456 Libreville, GABON)  
TEL +241-44-33-45

**JICA Rwanda Office**  
No.1117, Rue de l'Umuganda, Kacyiru, Kigali, RWANDA  
(B.P.6878, Kacyiru, Kigali, RWANDA)  
TEL +250-582589

**JICA Sudan Office**  
Diesel Generators Co. Building 6th Floor East, 28/29, Block  
9/10 Street 13 cross King Abdel Aziz Street, Amarat, Khartoum,  
SUDAN  
(P.O. Box 394, Khartoum, 1111), SUDAN)  
TEL +249-155181075

**JICA Zimbabwe Office**  
8th Floor, Intermarket Life Towers, 77 Jason Moyo Av.,  
Harare, Republic of ZIMBABWE  
(P.O. BOX 4060, Harare, Republic of ZIMBABWE)  
TEL +263-4-252500

### Europe

**JICA Bulgaria Office**  
Interped - WTC Sofia Bldg. Block A, 9th Floor, Office 901,  
36 Dragana Tsankov Blvd., Sofia 1057, BULGARIA  
TEL +359-2-971-2170

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

## JOCV Offices

### Africa

**JOCV Namibia Office**  
17 Lilienronn St., Eros Windhoek, NAMIBIA  
(Private Bag 12047, Aussenplanplatz, Windhoek, NAMIBIA)  
TEL +264-61-301236

## Branch Offices

**Latin America**  
**JICA São Paulo Branch Office**  
(Escritorio Anexo do Consulado Geral do Japao em São Paulo)  
Av. Paulista 37-J Andar, Conj II Paraíso, São Paulo-S.P.  
BRASIL, CEP.01311-902  
TEL +55-11-3251-2655

### Europe

**JICA U.K. Branch Office**  
30 Buckingham Gate, London, SW1E 6NN, UNITED  
KINGDOM  
TEL +44-20-7533-6560

## Regional Support Offices

**JICA Regional Support Office for Asia**  
Same as JICA Thailand Office

**JICA Regional Support Office for Oceania**  
Same as JICA Fiji Office

**JICA Regional Support Office for Central  
America and the Caribbean**  
Same as JICA Mexico Office

**JICA Regional Support Office for Eastern  
and Southern Africa**  
The Rahimulla Trust Tower (7th Floor, Upper Hill Road,  
Nairobi, KENYA  
(Postal address is same as JICA Kenya Office)  
TEL +254-20-2724152

**JICA Regional Support Office for West and  
Central Africa**  
Same as JICA Senegal Office

**JICA Regional Support Office for Africa**  
Same as JICA South Africa Office

## 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
Hiroo Center (JICA Global Plaza)	2-24 Hiroo 4-chome, Shibuya-ku, Tokyo 150-0012 TEL: 03-3400-7717	1968	46	JOCVs, etc	Tokyo, Tochigi, Gunma, Saitama, Chiba, Niigata, Yamanashi*1
Sapporo International Center	4-25 Minami, Hondori 16-chome, Shiraiishi-ku, Sapporo City, Hokkaido 003-0026 TEL: 011-866-8333	1995	97	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	48	Technical training participants	Hokkaido (East)
Tsukuba International Center	3-6 Koyadai, Tsukuba City, Ibaraki Prefecture 305-0074 TEL: 029-838-1111	1996*	195	Technical training participants	Ibaraki
Tokyo International Center	49-5 Nishihara 2-chome, Shibuya-ku, Tokyo 151-0066 TEL: 03-3485-7051	1985	446	Technical training participants	Tokyo, Tochigi, Gunma, Saitama, Chiba, Niigata, Yamanashi*2
Yokohama International Center	3-1 Shinko 2-chome, Naka-ku, Yokohama City, Kanagawa Prefecture 231-0001 TEL: 045-663-3251	2002	108	Technical training participants, Senior Volunteers for overseas Japanese communities, Japanese emigrant training participants	Kanagawa
Aichi International Center	2-73 Kamenoi, Meito-ku, Nagoya City, Aichi Prefecture 465-0094 TEL: 052-702-1391	1971	86	Technical training participants	Shizuoka, Aichi, Gifu, Mie
Osaka International Center	25-1 Nishitoyokawa-cho, Ibaraki City, Osaka Prefecture 567-0058 TEL: 072-641-8900	1994	290	Technical training participants	Shiga, Kyoto, Nara, Osaka, Wakayama
Hyogo International Center	5-2 Wakihama Kalgandori 1-chome, Chuoh-ku, Koba City, Hyogo Prefecture 651-0073 TEL: 078-261-0341	2002	96	Technical training participants	Hyogo
Chugoku International Center	3-1 Kagamiyama 3-chome, Higashi-Hiroshima City, Hiroshima Prefecture 739-0046 TEL: 082-421-6300	1997	48	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	145	Technical training participants	All-Kyushu
Oknawa International Center	1143-1 Aza Maeda, Urasoe City, Oknawa Prefecture 901-2552 TEL: 098-876-6000	1985	128	Technical training participants	Oknawa
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	238	JOCVs	Nagano
Tohoku Branch Office	15th floor, Sendai Daiichi 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	4th floor, Rifare (Office Tower), 5-2 Honmachi 1-chome, Kanazawa City, Ishikawa Prefecture 920-0863 TEL: 076-233-5931	—	—	—	Toyama, Fukui, Ishikawa
Shikoku Branch Office	13th floor, 114 Bldg., 5-1 Kamel-cho, Takamatsu City, Kagawa Prefecture 760-0050 TEL: 087-833-0901	—	—	—	All-Shikoku

\* Year of organizational reform

\*1 Hiroo Center supervises citizen participatory cooperation and others.

\*2 Tokyo International Center accommodates technical training participants only.