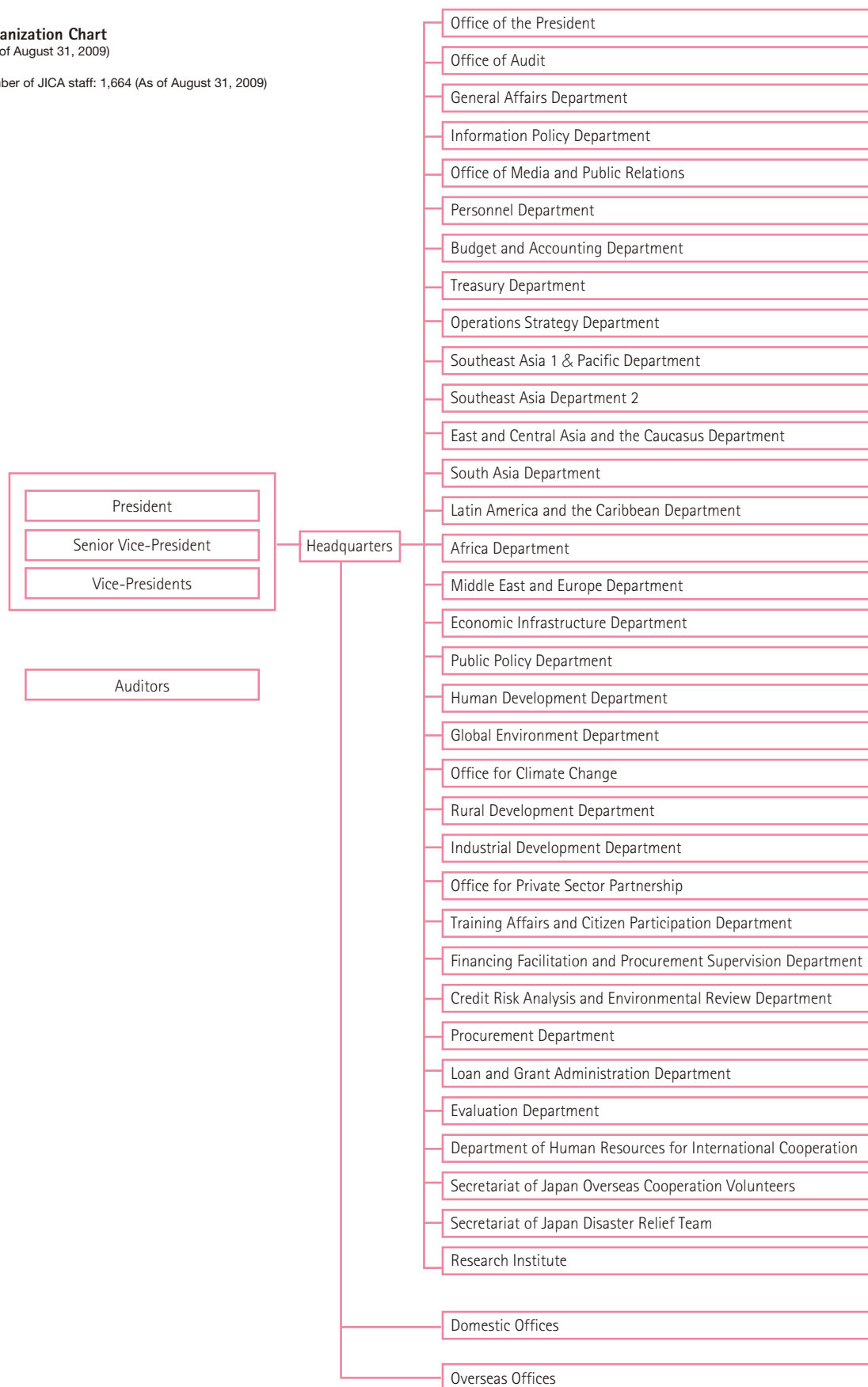


Organization Chart

Organization Chart (As of August 31, 2009)

Number of JICA staff: 1,664 (As of August 31, 2009)



Please refer to page 222 for a list of JICA's domestic and overseas offices.

Please refer to JICA's website for updates of this information.

Executive Officers and Auditors

Information on JICA executive officers and auditors as of August 31, 2009, is as follows.

Title	Name	Date of Appointment	Previous Position
President	Sadako Ogata	October 1, 2003	United Nations High Commissioner for Refugees
Senior Vice-President	Kenzo Oshima	October 1, 2007	Ambassador Extraordinary and Plenipotentiary, Permanent Representative of Japan to the United Nations
Vice-President	Takashi Kaneko	April 1, 2005	Director General, Personnel Department, JICA
Vice-President	Yoshihisa Ueda	June 7, 2005	Executive Director, Inter-American Development Bank
Vice-President	Eiji Hashimoto	October 1, 2007	Chief Secretary, Office of the President, JICA
Vice-President	Izumi Arai	October 1, 2008	Senior Executive Director, Japan Bank for International Cooperation
Vice-President	Keiichi Tsunekawa	October 1, 2008	Professor, National Graduate Institute for Policy Studies
Vice-President	Shiro Sadoshima	July 14, 2009	Director General, General Affairs Department, JICA
Vice-President	Atsuo Kuroda	August 1, 2009	Deputy Director-General for Trade Policy, Ministry of Economy, Trade and Industry
Vice-President	Izumi Takashima	August 1, 2009	Executive Director, Fisheries Research Agency
Auditor	Morimasa Kanamaru	October 1, 2007	Director General, Personnel Department, JICA
Auditor	Ken Nakazawa	October 1, 2008	Controller for Financial System's Stability, Kinki Local Finance Bureau, Ministry of Finance
Auditor	Shoichi Matsuo	August 25, 2009	Director-General, Kinki Regional Police Bureau, National Police Agency

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

Please refer to JICA's website for updates of this information.

Budget

1. General Account Revenue and Expenditure Budget (Fiscal 2008 and Fiscal 2009)

(¥1 million)

Item	Fiscal 2008	Fiscal 2009
Revenue: Fiscal year budget plan	161,117	172,140
Revenue from management grants (Initial budget)	153,786	155,850
Revenue from management grants (Supplementary budget) ^(Note 1)	—	5,802
Revenue from contracted programs	2,819	2,693
Project income	612	591
Donation revenue	120	16
Receipt from facility maintenance fund	3,084	2,770
Facility maintenance subsidy (Supplementary budget) ^(Note 1)	—	3,601
Revenue from reversal of reserve carried over from previous mid-term target period	697	817
Funds allocated pursuant to Article 35 of the Law concerning the Independent Administrative Institution Japan International Cooperation Agency (Fund for grant aid projects)	—	0
Expenditure: Fiscal year budget plan	161,117	172,140
General administrative expenses	12,097	11,875
Excluding special items	11,400	11,058
Operating expenses	142,997	151,185
Expenses for technical cooperation projects	79,467	77,354
Expenses for the expedition of grant aid projects	610	573
Expenses for public participation-based cooperation	25,443	23,902
Expenses for emigration program	469	461
Expenses for aid personnel recruitment and training	2,876	927
Expenses for research and development	624	940
Expenses for program formulation	7,689	8,252
Expenses for follow-up cooperation	1,498	1,772
Expenses for project/program evaluation	305	549
Expenses for security, information, internal auditing, etc.	9,154	8,124
Expenses for operation support	14,062	27,475
Expenses for disaster relief activities	800	856
Facility maintenance expenses	3,084	6,371
Contracted program expenses	2,819	2,693
Expenses for donation projects	120	16
Expenses for the expedition of grant aid projects ^(Note 2)	—	0

Notes: 1. There was no supplementary budget applicable to fiscal 2008.

2. JICA inherited the grant aid project operations of the Ministry of Foreign Affairs on October 1, 2008. Consequently, grant aid projects were not included within the initial budget plan for fiscal 2008. In addition, since the plan for grant aid projects is determined by the Cabinet, the allocation under the fiscal 2009 initial budget is shown as zero.

2. Financial Plan for the Finance and Investment Account (Fiscal 2008 and Fiscal 2009)

(¥100 million)

		Fiscal 2008	Fiscal 2009
Loan and investment plan	ODA loans	7,699	9,258
	Private-sector investment finance	1	2
	Total	7,700	9,260
Source of funds	Capital investment from the Government's General Account	1,495	1,273
	Borrowings from the Fiscal Investment and Loan Program (FILP)	2,923	4,056
	Own funds, etc.	3,282	3,931
	- Grant from the Government's General Account	135	70
	- FILP agency bonds	300	500
	Total	7,700	9,260

Notes: 1. For fiscal 2008, the initial budget figures are shown. For fiscal 2009, the figures subsequent to the supplementary budget are shown.

2. The figures shown for fiscal 2008 are the sum of the initial budget of the Overseas Economic Cooperation Operations (OECOs) Account of the former Japan Bank for International Cooperation (first half of the fiscal year) and the Finance and Investment Account of new JICA (second half of the fiscal year).

Compliance

JICA has made efforts to ensure the proper management of its operations in accordance with laws and regulations as well as internal rules. However, taking into account the changing environment due mainly to administrative and ODA reform, JICA must renew its awareness of the Agency's social responsibilities and the expectations of its people as well as the international community. Accordingly, JICA must create a compliance system that requires constant self-reflection and discipline to meet such expectations and that adheres to social norms, in order to ensure increased transparency and fairness in its operating management.

By positioning compliance as a priority issue in managing the organization, JICA will observe and practice the following action policy in its efforts to realize those values expected by society and the international community.

As a specific example, and in addition to audits carried out by Accounting Auditors as well as operational audits performed by Auditors in accordance with the Act on General Rules for Incorporated Administrative Agencies, JICA has established the Office of Audit to act as a body responsible for internal audits. Reporting directly to the president and independent of other departments, this office undertakes regular audits of headquarters, international centers and overseas offices, with the aim of ensuring that duties are carried out in an appropriate and efficient manner.

Furthermore, along with established accident reporting and "whistle-blowing" systems designed to prevent and appropriately deal with violations of the law and regulations, JICA has set up a Compliance Committee headed by the Senior Vice-President and comprised of all Vice-Presidents and relevant depart-

ment heads. Strictly adhering to its compliance policy, JICA has accordingly laid the foundation for a system that effectively secures transparency and fairness in the execution of its duties.

In the context of its compliance education and training initiatives, JICA has prepared and distributes a compliance manual to all of its officers and staff. This manual identifies, organizes and systematizes those policies, laws, rules and social demands that must be observed. Through this means and the implementation of an officer training program established by the Compliance Committee, JICA strives to foster and enhance compliance awareness.

Compliance Policy

- (1) JICA shall improve transparency and fairness in its management of both operating and financial activities in order to secure trust from the people of Japan as an incorporated administrative agency.
- (2) JICA shall contribute to sound development of the international community through development assistance to ensure its credibility in the global society.
- (3) JICA shall satisfy the needs of developing countries and provide flexible quality services.
- (4) JICA shall respect natural and social environments in the performance of its duties.
- (5) JICA shall communicate widely with society to maintain a transparent organizational climate.

Information Disclosure

In addition to those items identified in each of the following sections, JICA discloses information through its website and other means in accordance with Article 12 of the Law Concerning Access to Information held by Incorporated Administrative Agencies, Etc. (Law No. 140 of December 5, 2001).

Information Related to the Organization

Relevant rules and regulations; an overview of the organization and its operations; an organizational chart; standards applicable to the provision of officer compensation and retirement allowances; standards applicable to the provision of employee salaries and retirement allowances; etc.

Information Related to Operating Activities

Business plans; operating reports; project performance charts; annual reports; etc.

Information Related to Financial Standing

Financial statements (including balance sheets and income statements); financial reports; audit reports; etc.

Information Related to the Evaluation and Audit of the Organization, Operating Results and Financial Standing

Documents related to the evaluation of operating results; administrative evaluation and supervisory reports; auditors' opinions; accounting audit reports; etc.

Information Related to Procurement and Agreements

Information related to discretionary contracts; bidding status lists; etc.

Information on Related Entities

Funding activity recipient details; the status of related public-interest corporations; etc.

(This document) JICA Annual Report, in Japanese and English

For More Information

For additional information, please refer to the Japan International Cooperation Agency website.

Information Related to Disclosure

Japan International Cooperation Agency "Home" page => Information Disclosure URL: <http://www.jica.go.jp/disc/index.html> (Japanese only)

Information Related to the Protection of Personal Information

Japan International Cooperation Agency "Home" page => About JICA => Overview => Privacy Policy URL: <http://www.jica.go.jp/personal/index.html> (Japanese only)

Information Disclosure

Type of request medium		(Reference)					Total
		FY2008	FY2007	FY2006	FY2005	FY2004	
Postal mail		27	26	31	11	17	112
Contact points	Headquarters	46	25	59	43	41	214
	Domestic offices	0	0	0	6	0	6
Forwarded from other organizations		0	0	0	0	1	1
Total		73	51	90	60	59	333

Information Disclosure Determination

* Figures in parentheses represent the number of decisions assumed by JBIC

Category			(Reference)					Total
			FY2008	FY2007	FY2006	FY2005	FY2004	
Completed	Disclosure determination measures taken	Full disclosure	11	16	19	5	16	67
		Partial disclosure	54	30	68	27	32	216
		Information not disclosed	6(2)	4	5	17	1	33(2)
	Withdrawn		0	1	1	8	10	20
	Forwarded in full to other organizations		0	0	0	0	0	0
Total			71	51	93	57	59	337(2)
Total including portion assumed by JBIC			73					

- Notes: 1. This table outlines the manner in which requests for information disclosure including those forwarded from other organizations were handled on an individual request basis.
 2. Figures recorded under "Forwarded in full to other organizations" indicate the number of requests for information disclosure forwarded in full to other organizations in accordance with Article 12 or Article 13 of the relevant law. Cases in which a request was divided and forwarded to multiple administrative organizations have been counted as a single request. Cases in which a request for information disclosure was partially forwarded to other organizations have not been recorded under "Forwarded in full to other organizations;" the portion that was not forwarded to other organizations is recorded as one request under "Disclosure determination measures taken," "Withdrawn," or "In progress."
 3. Figures recorded under "Withdrawn" represent the number of requests for information disclosure withdrawn by the requesting party following initial receipt by JICA, resulting in completion with no decision made as to the disclosure of information. This does not include requests not fully recorded, such as information disclosure requests withdrawn by the requesting party following the provision of information during the request recording process.
 4. The table does not include one incident (classification: unreleased) which was handled jointly with the Japan Finance Corporation (JFC), involving the reorganization of the Japan Bank for International Cooperation (JBIC) on October 1, 2008.

Risk Management of ODA Loan Account

In general, the operations of financial institutions involve various risks, including credit risk, market risk, liquidity risk, operational risk and other risks. As a government agency, JICA conducts financial operations to achieve policy objectives.

Thus, JICA differs from private financial institutions in terms of the nature as well as the extent of risks involved in its operations and ways to deal with them.

Nonetheless, it is essential to have appropriate risk management as a financial institution. In line with the international trend of focusing on risk management as the basis of operations of financial institutions, JICA is improving its internal risk management system.

More specifically, risk management of the ODA Loan Account was taken to be a managerial issue that needs to be addressed systematically by the entire organization. JICA has thus adopted a Risk Management Policy under which it identifies, measures and monitors various risks to which its operations are exposed. The objective of this policy is to ensure sound and effective operations and to earn returns commensurate with risks.

JICA manages various risks that policy-based financing institutions are facing. The following are examples of JICA's major risk management activities.

1. Credit Risk

Credit risk refers to the potential loss from difficulties or failure to recover credit assets due to the declining financial position of a debtor. Given the very nature of financial support for external economic transactions and overseas economic cooperation, JICA frequently extends loans to foreign governments and government agencies. Therefore, sovereign risk makes up a considerable part of the credit risk that accompanies JICA's operations.

1) Internal Credit Rating

JICA established the internal credit rating system in fiscal 2001 as part of the organization's operating procedures and to be used to cover all the borrowers in principle. Internal credit ratings are the cornerstone of credit

risk management, being used for conducting individual credit appraisals and quantifying credit risks. Internal credit rating is revised when appropriate based on the organization's risk profile.

2) Internal Assessment of Asset Portfolio

Japanese private financial institutions undertake the internal assessment of asset portfolios in accordance with the Financial Inspection Manual prepared by Japan's Financial Services Agency. JICA is similarly undertaking the internal assessment of its loan portfolio, based on the Financial Inspection Manual and in consultation with an auditing firm to accurately reflect the characteristics of its loan assets to its assessment. In this process, the first-stage assessment is conducted by the relevant financing departments, while the second-stage assessment is conducted by the corporate and country economic analysis departments with inspection by the Office of Audit. The results of internal assessment conducted on the asset portfolio are not only used internally for the continuous reviews of the loan asset portfolio but are also reflected in the disclosure of asset quality to enhance the transparency of JICA's financial position.

3) Quantifying Credit Risk

In addition to individual credit risk management, JICA is working on quantifying credit risks with a view to evaluating the risk of the overall loan portfolio. To quantify credit risks, it is important to take into account the characteristics of JICA's loan portfolio, which holds a significant proportion of long-term loans and loans involving sovereign risk and country risk. Also to be taken into account is the mechanism of securing assets, such as the Paris Club, a unique framework for debt management by official creditor countries. The credit risk quantification model incorporating these factors is measuring credit risks and utilized for internal control.

2. Market Risk

Market risk refers to the potential losses incurred through changes in the value of assets held, due to fluctuations in foreign currency exchange or interest rates. In the context of potential losses stemming from changes in market interest rates, JICA bears risks due to the long-term nature of its financing activities which are conducted over terms that can reach up to 40 years. In this regard, JICA is enhancing its capacity to absorb interest rate risk by capital injection from the General Account Budget of the Japanese government.

On the other hand, JICA's finance and investment account does not involve any exchange rate risk, since none of its outstanding loans are denominated in foreign currencies.

3. Liquidity Risk

Liquidity risk refers to difficulties attributable to funding gaps due to discrepancies in asset and liability terms as well as from a reduced ability to secure funds due to a reduction in recognized credit standing.

JICA takes full measures to avoid liquidity risk through thorough management of its financing. This includes efforts to secure multiple means of funds procurement involving such instruments as Agency Bonds, and Fiscal Government Investment and Lending Fund Loans.

4. Operational Risk

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

Safety Management Operations Conducted Overseas

Developing countries are commonly confronted by poverty issues, which in turn can give rise to the increased incidence of crime. Some countries face political unrest, the possibility of a coup d'état, and the burden of long-running civil wars. In post-conflict countries facing public security issues as well as the aforementioned political unrest, many parties are active in peacebuilding processes. In this regard, JICA undertakes those safety measures and risk management initiatives outlined below, in an effort to support parties engaged in international co-operation to act and work in safety.

Pre-Departure Training and Seminars

JICA conducts pre-departure safety measure training for involved parties including experts, volunteers and their families. Training focuses on such topics as region-specific crime, the selection of housing, dealing with local residents, the protection of valuables as well as hold-ups or car-jacking. In general terms, information is provided from the standpoint of crime prevention and emergency response.

An orientation is organized for newly-posted arrivals through JICA's overseas offices. Topics covered include information on current public security conditions and crime prevention measures. Driven by JICA's overseas offices, affiliated parties convene Public Safety Report Councils once a year for the purpose of sharing pertinent experiences and providing local safety information. Through these Council meetings, individuals living and working in the same environment reveal and share their practical expertise on safety measures accumulated through day-to-day experiences.

Stationing of Security Management Clerks

To strengthen local safety measures, JICA employs personnel with expertise in public security as "security management clerks." These officers undertake the collection and dissemination of public security information, and are charged with the responsibility of responding to such wide-ranging incidents as residential crime and traffic accidents on a 24 hour a day basis. Security management clerks draw upon their extensive knowledge

of both local crime patterns and Japanese behavior patterns to provide the appropriate guidance on safety.

In countries without overseas offices, JICA may employ personnel to collect local information.

Construction of Emergency Contact Networks

In each country of operation, JICA builds communication systems that encompass all relevant parties in the event of an emergency. Means of communication naturally include the telephone, cell phones, satellite phones and radio equipment. Recognizing the essential nature of information transfer and confirmation in emergency situations, JICA positions the construction of emergency contact networks as a vital pillar of its safety measures.

Dispatch of Security Confirmation Missions to Prepare Appropriate Safety Measures

With regard to countries presenting particular issues in terms of safety, JICA dispatches security confirmation missions to assess local conditions, and to then construct specific safety measures. For example, JICA analyzes the state-by-state public security condition of a particular country and then makes appropriate decisions on the range of affiliated party activity. In this context, modifications are made to the methods by which JICA responds to aid needs.

In countries with a high occurrence of crime, JICA dispatches a security advisory missions to provide direct safety guidance to locally stationed parties, covering such topics as the prevention of residential crime and actions to be taken when dealing with armed crime.

Bearing the Expense of Crime-Prevention

JICA bears such expenses as alarm systems, the hiring of guards and the installation of crime prevention equipment for the residences of its experts and volunteers. As one example, JICA may arrange for the construction of raised fences, the installation of steel gratings and the reinforcement of doors and window frames as and when considered necessary.

24-Hour Crisis Management

JICA's Headquarters remains on a 365-day, 24-hour standby status to respond to overseas emergency situations.

Anti-Terrorism Measures

The steady increase in the number of countries and regions prone to terrorism is a cause for concern. While terrorism was once represented by Cold War-era communist activity and incidents involving bombings throughout the world, it is more recently characterized as the work of Islamic fundamentalist radicals, such as the international terrorist organization Al-Qaeda. In order for the relevant JICA-affiliated parties to perform their duties free from the fear of terrorist acts against American and European interests that occur in such regions as the Middle East, South Asia and Africa, JICA makes every effort to ensure the safety of individuals working in high-risk areas through briefings on practical cautionary measures during pre- and post training.

Safety Measures in Reconstruction Assistance Regions

JICA conducts programs in post-conflict countries such as Afghanistan, Iraq, Democratic Republic of Congo, Sierra Leone and the Palestinian Authority, as well as in regions of ongoing conflict. Drawing on the activities of United Nations organizations and other agencies active in the relevant region, JICA routinely monitors volatile political and public security situations, carefully surveys regions of activity and deploys necessary safety equipment such as radios and armored cars in the ongoing conduct of its projects. As JICA increases its participation in the peacebuilding arena and in reconstruction assistance projects, a focus on such safety measures and a high state of readiness become ever more vital.

Given the nature of unpredictable events such as kidnappings, coup d'état, riots and terrorism, practical know-how in dealing with inherent dangers is of the utmost importance. To that end, JICA has instituted Emergency Training both in Japan and overseas in conjunction with the United Nations High Commissioner for Refugees (UNHCR) e-Centre from 2003.

Efforts toward ISO Certification

JICA is active in its efforts to address environmental problems, striving for a level of environmental conservation that envelops all of human life in concert with sustainable development. On April 1, 2004, JICA's president announced details of the Agency's Environment Policy, as a first step toward the full-scale implementation of its environmental management system. As a part of its ongoing environmental endeavors, JICA's domestic organization achieved ISO 14001 certification in 2005.

About ISO 14001

The International Organization for Standardization (ISO) formulated ISO 14001 as a global standard for the construction and operation of environmental management systems. It was established against the recent background of enormous concern over environmental issues. The standard calls for organizations to prevent and reduce the environmental burden generated by their activities and, through the PDCA (Plan → Do → Check → Act) cycle, to consistently engage in activities that benefit the environment.

Environmental Efforts

JICA places the utmost importance on efforts that incorporate concerns for the environment. This emphasis is the linchpin of its Environment Policy.

Basic Principles

Based on the mission outlined under the Act of the Incorporated Administrative Agency—Japan International Cooperation Agency—“to contribute to the promotion of international cooperation and to the sound development of Japan and the international socioeconomy by contributing to the development or reconstruction of the economy and society, or economic stability of overseas regions which are in the developing stage”—and in conjunction with contributions made toward preservation of the global environment while strictly observing environmental laws and regulations, JICA will implement and continually improve its environmental management systems in order to prevent and lessen the environ-

mental burden generated by its activities.

Promotion of Environmental Measures through International Cooperation

As an organization that provides ODA, JICA promotes Technical Cooperation projects, based on Japan's aid policies that contribute to the preservation and improvement of the environment.

- Efforts related to climate change (details on page 109)
- Promotion of international cooperation that contributes to environmental conservation in developing countries
- Reduction of the environmental impact of development projects through adherence to guidelines that take into consideration environmental society

Promotion of Environmental Education

JICA strives to accumulate knowledge and information related to the environment and to increase people's environmental awareness.

- ▶ Educational and awareness activities through an introduction to JICA's environmental efforts
- ▶ Proposal and implementation of ongoing surveys and research regarding environmental issues
- ▶ Provision of ongoing education and training through seminars and briefings for JICA's directors, officers, employees, and persons engaged in the Agency's work, and promotion of environmentally conscious activities in offices

Promotion of Environmentally Conscious Activities in Offices and Facilities

JICA promotes environmentally conscious activities in an effort to reduce the environmental burden generated by its work and projects.

- ▶ Promotion of waste reduction, resource and energy conservation and resource recycling activities
- ▶ Promotion of the environmentally conscious procurement of goods under systems such as the Law on Promoting Green Purchasing

Adherence to Environmental Laws and Regulations

JICA has established a system that ensures strict adherence to laws and regulations. In this context, the Agency has created a “Register of Environmental Laws and Regulations” that outlines the legal and other requirements specific to the environmental aspects of its activities.

For details on other efforts, please refer to the following website: <http://www.jica.go.jp/environment/index.html>.

Evaluation System of JICA's Operations and Management

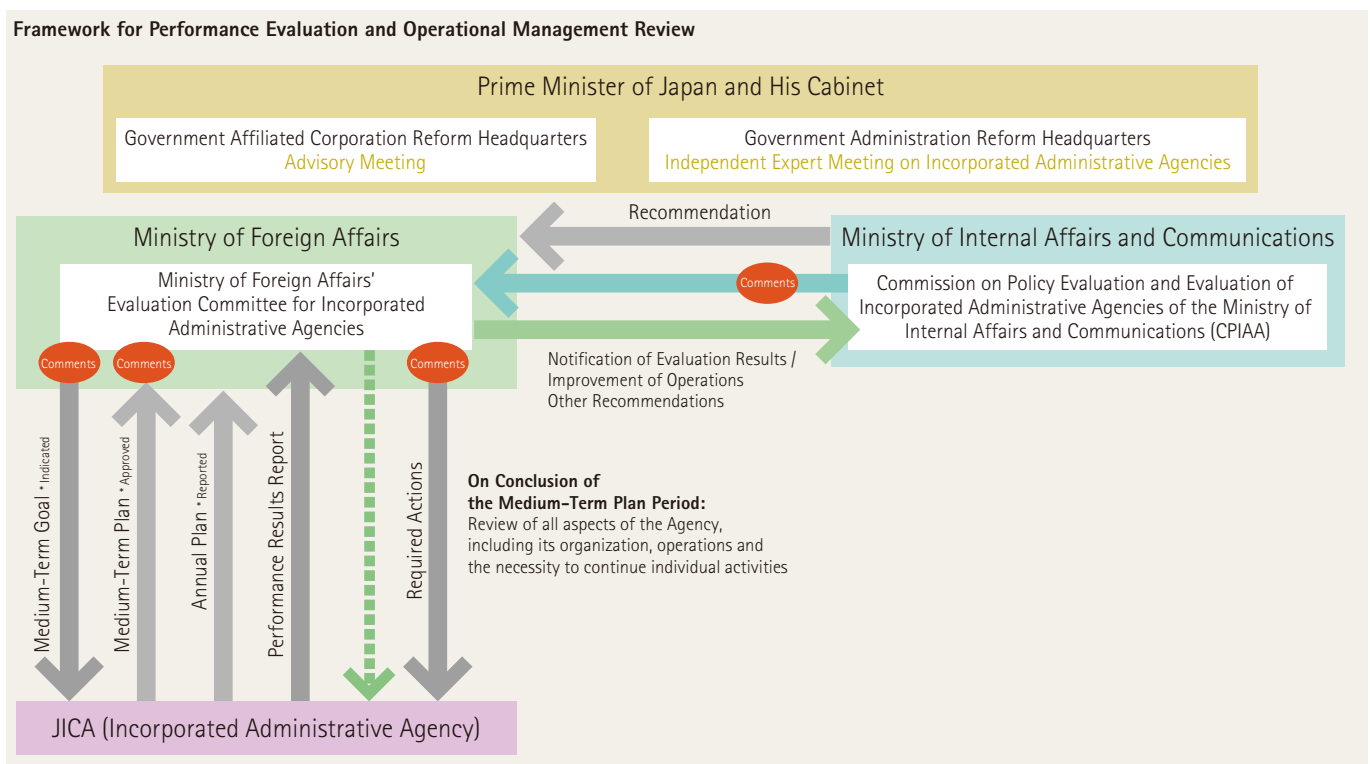
JICA, an incorporated administrative agency (IAA), is required to deliver its administrative services steadily by improving and ensuring quality, efficiency and transparency. To this end, the “Act on General Rules for Incorporated Administrative Agencies” identifies the systems for medium-term goal-oriented performance management and third-party post evaluation. Under the three- to five-year medium-term goal set by the Minister for Foreign Affairs, JICA establishes medium-term and annual plans. At the close of each fiscal year and medium-term goal period, JICA submits a report on the performance of its operations and management as well as a self-evaluation to the “Evaluation Committee for Incorporated Administrative Agencies (ECIAA) of the Ministry of Foreign Affairs (MoFA).” After receiving the report, ECIAA of MoFA evaluates the performance of JICA’s operations and management. Evaluation results are made public on MoFA’s website. With regard to cross-cutting secondary

evaluations, the “Commission on Policy Evaluation and Evaluation of Incorporated Administrative Agencies of the Ministry of Internal Affairs and Communications (CPIAA)” assesses evaluation results concluded by individual ECIAA of various government ministries including MoFA. At the end of the medium-term goal period, CPIAA reviews the necessity of each IAA’s operations, organization and operating portfolio, and then makes recommendations to the relevant competent minister in charge (for JICA, the Minister for Foreign Affairs).

JICA monitors the progress of its operations every six months in order to secure the achievement of its medium-term and annual plans. The findings of this monitoring are reflected in JICA’s subsequent operations along with the evaluation results and recommendations from ECIAA of MoFA and CPIAA. Through these processes, JICA makes a consistent effort to improve its operations and management.

JICA has established the internal “Advisory Committee on Performance Evaluation” in order to conduct an appropriate performance evaluation with the participation of outside experts.

On the occasion of the merger with the Overseas Economic Cooperation Operations (loan aid, etc.) of the Japan Bank for International Cooperation (JBIC), the medium-term plan for the fiscal 2007 to 2011 period was amended in October 2008. This medium-term plan aims to enhance the efficacy of projects as well as cost reductions through the reform of JICA’s organizational and operational structure which maximizes merger benefits, the enhancement of synergistic benefits of Technical Cooperation, Grant Aid and loan aid, and the focus on human security. JICA is committed to further improvement of the quality, efficiency and transparency of its operations and management, as announced in the amended medium-term plan.



Project Evaluation System

JICA conducts an evaluation of each of project, using the plan, do, check, action (PDCA) cycle, whether Technical Cooperation, ODA loan or Grant Aid. JICA's evaluation utilizes a uniform framework that encompasses the pre-implementation, implementation, post-implementation, and feedback stages, while reflecting the features of each aid scheme such as the assistance period and timing of project effects. Such individual stage-based evaluations utilizing the PDCA cycle allow JICA to enhance its development-related accomplishments on a project-by-project basis.

Characteristics of JICA's Evaluation System

1. Uniform Evaluation in line with the Project's PDCA Cycle

(See Table 1)

2. Evaluation Based on Coherent Methodologies/Perspectives under the Three-Assistance Scheme

In considering the unique feature of each aid scheme, while standardizing the review framework, JICA aims to conduct evaluations based on a uniform concept and to utilize evaluation results to improve future projects. In specific terms, this entails the evaluation in each project phase based on the PDCA cycle, the Five DAC Criteria (see Table 2), as an international ODA evaluation perspective, devised by the Organization for Economic Cooperation and Development's (OECD) Development Assistance Committee (DAC), the development of the

rating systems. As a complementary benefit, this allows JICA to publish evaluation results in a consistent and uniform manner.

3. A Comprehensive and Cross-Sectoral Evaluation by Program Level Evaluation

JICA identifies common recommendations and lessons by comprehensively evaluating and analyzing its cooperation, starting with development objectives and specific themes. So far, JICA has conducted theme-based evaluations that encompass development-related challenges, specific regions and methods of assistance. Going forward, however, JICA will continue to review evaluation methods with respect to JICA Cooperation Programs, under a strategic framework addressing the medium-term development objectives of developing countries.

4. Evaluation with Objectivity and Transparency

JICA has incorporated external evaluations in the ex-post evaluation stage, which requires the objective verification of project implementation effects. Going forward, JICA will strive to further improve evaluation transparency and objectivity. Moreover, JICA receives advice with respect to the formulation and implementation of its evaluation policy including evaluation systems from the Advisory Committee on Evaluation, which consists of a panel of independent experts. In this context, JICA continues to construct mechanisms that

reflect the viewpoints of external parties in its project evaluation practices.

5. Evaluation Considering the Utilization of its Results

JICA is strengthening feedback systems, so that evaluation results at each stage of the project can link directly to the action stage of the PDCA cycle. The results of the evaluation have to be used not only as the proposals concerning the improvement of the project under evaluation, but also as the lessons for similar projects in the future or other projects in progress. Moreover, JICA is endeavoring to reflect the evaluation results on projects, programs, and priority policies such as development policies, through evaluation feedback to the government and/or joint evaluations.

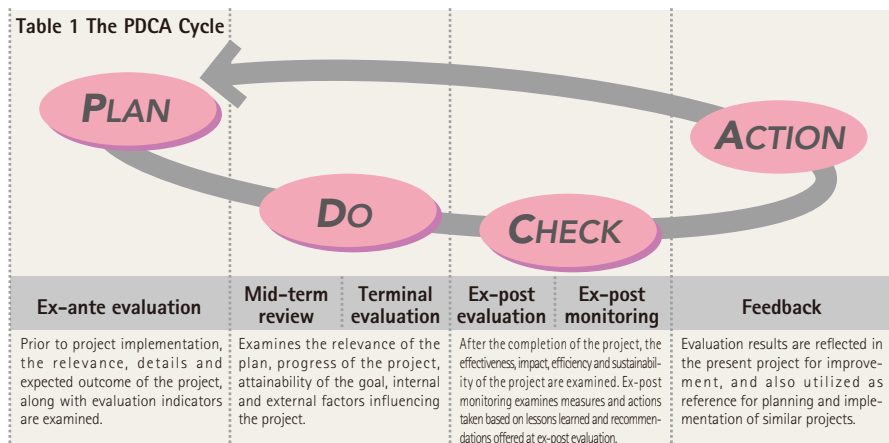


Table 2
Evaluation Perspectives Using the Five DAC Evaluation Items

Relevance	Question the need and validity of project objectives from the context of conformity to benefactor needs, consistency between policy of partner countries and Japan aid policy and suitability in addressing development-related issues and challenges.
Effectiveness	Question whether the implementation and achievement of project objectives provides benefits to the target society and other beneficiaries.
Efficiency	Question whether input resources are being utilized effectively with a focus on the relationship between project input and achievement.
Impact	Question the degree to which top objectives were met, as well as the long-term impact and ripple effect resulting from project implementation.
Sustainability	Question whether the affects of the project continue to develop in a sustainable manner after the conclusion of the project.

JICA Public Relations Activities

JICA is actively involved in a diverse and proactive public relations approach targeting the people in both domestic and international through its headquarters in Tokyo with 17 domestic offices and about 100 overseas offices.

Public Relations Strategy of New JICA

In order to promote stronger participation and understanding in international cooperation, JICA engages in public relations activities based on the following three basic principles: (1) active dissemination of information; (2) efforts to promote a deeper understanding toward JICA-led programs and the importance of international cooperation; and (3) moves to cultivate further public relations awareness among JICA employees and related parties.

Following the begins of new JICA in October 2008, increasing interest both domestically and internationally in JICA activities has led the Agency to built the pathway of communication with media outlets effectively. JICA is also working to issue the press releases more timely and host workshops for reporters under a variety of themes including assistance for the Middle East and Afghanistan as well as climate change. In addition, as a general public relations tool, JICA tries to cover human-interest stories actively to help the people understand more easily. On the back of close links with domestic offices, responsible for promoting cooperation based on citizen participation, JICA

posts information on various media, including JICA's website and public relations magazines.

More importantly, JICA is increasing its ability to disseminate English-language information overseas via its English website and regular publication of public relations magazines. JICA is also making efforts to incorporate its international network of overseas offices in public relations-related planning support.



Workshop held for reporters

JICA Global Plaza—Bringing your dreams to life—

A Hub of Training, Interaction and Information Dissemination for Fostering Solidarity with and Empathy for the People of Developing Countries

The JICA Global Plaza was established as a hub for citizen participation in international cooperation. The Plaza serves as an information dissemination conduit. Endeavoring to better educate the general public, it emphasizes global issues with particular interest in developing countries, which are presented in an easy-to-understand format. The JICA Global Plaza is also used as a training center as well as a funnel to disseminate information from citizen groups involved in international cooperation. Through these and other means, steps are taken to foster solidarity with and empathy for the people of developing countries.

Through the JICA Global Plaza, JICA actively supports all international cooperation activities and endeavors to increase citizen participation in international cooperation through JICA-led volunteer programs. Taking the aforementioned into account, JICA ensures that grassroots international cooperation can be provided consistently and reliably to all people living in developing countries. (For more information about JICA activities, please refer to page 138.)

Public Relations Performance from Fiscal 2008

- ▶ Total visitors to the JICA Global Plaza: **126,772** (a year-on-year increase of 14,312). Of this figure, group visitors totaled 8,407 (a year-on-year increase of 402).
- ▶ Exhibitions and Themes

Theme	Term
Africa TICAD Tokyo International Conference on African Development	March 4 to April 27, 2008
The Concept of Human Security (1) Feature: "Year of Japan-Brazil Relations" Commemorative Exhibit of 100 Years of Japan-Brazil Immigration	April 29 to June 29, 2008
The Environment Exhibit: Protecting the Earth	July 1 to August 31, 2008
The Concept of Human Security (2)	September 2 to November 30, 2008
Considering the Issue of Food Shortages "Hunger x Opulence"	December 2, 2008 to March 1, 2009
The Concept of Human Security (3)	March 1 to May 31, 2009

- ▶ JICA Global Plaza facility usage: **547 cases**
- ▶ E-mail Magazine Global Plaza News editions: **26**
- ▶ E-mail Magazine Global Plaza News registered subscribers: **4,348**

* The JICA Global Plaza consists of seminar rooms, a main meeting room and lecture hall on floors two and three; as well as accommodation facilities on floors four and five. All facilities are available for rent by civic groups, local governments and foreign embassies for international cooperation and international programs.

For more information, please visit the JICA Global Plaza website.
 URL: <http://www.jica.go.jp/hiroba/english/index.html>

Nagoya Global Plaza Opens

In June 2009, JICA opened the Nagoya Global Plaza in Nakamura-ku, Nagoya, Aichi Prefecture as a satellite office of the JICA Global Plaza, itself located in the Hiroo district of Tokyo. The Nagoya Plaza, separated into the four unique zones of “Experience,” “Foods,” “Shopping” and “Activities,” is an interactive facility where patrons can enjoy learning by gaining information about global issues and developing countries.



Information on Various JICA Publications, Including Public Relations Magazines and Pamphlets

In addition to regular publication of public relations magazines, JICA also produces and distributes numerous pamphlets and leaflets introducing JICA-led international cooperation programs.

Official JICA publications are as follows:



1. JICA's World (a monthly public relations magazine)
 2. JICA's World (English edition) (a public relations magazine published once every two to three months)
 3. JICA PROFILE
 4. Crossroads (a monthly public relations magazine covering JICA's volunteer programs)
- In addition to the above, JICA produces various other publications.

Please visit the JICA website for more information.

JICA's Website

The JICA website provides a wealth of information regarding JICA's activities and country-specific information on partner countries.

Examples of information and online applications available on the JICA website:

- Information not found in this annual report regarding financial results, program results and related updates
- Online applications to use or view photographs of developing countries and projects
- Up-to-date information on international cooperation, including press releases and hot topics

Top page

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

News: Focus on

URL: http://www.jica.go.jp/english/news/focus_on/



News: Photo Gallery

URL: <http://www.jica.go.jp/english/news/photos/>

History of JICA

The former Japan International Cooperation Agency

January 1954

The Federation of Japan Overseas Associations is established.

April 1954

The Japan Asian Association is established.

September 1955

Japan Emigration Promotion, Co., Ltd. is established.

June 1962

Overseas Technical Cooperation Agency (OTCA) is established.

July 1963

Japan Emigration Service (JEMIS) is established.

April 1965

Japan Overseas Cooperation Volunteers (JOCV) Office is established by OTCA.

May 1974

The Japan International Cooperation Agency Law is enacted.

August 1974

The Japan International Cooperation Agency (JICA) is established.

December 1974

The Statement of Operation Procedures is implemented.

April 1978

The JICA Law is revised (promotion of Grant Aid operations is added).

October 1983

Institute for International Cooperation is established.

April 1986

Japan Disaster Relief (JDR) Team is established.

November 1989

Environmental Consideration Guidelines are published.

July 1990

25th anniversary of the JOCV. The cumulative number of participants surpasses 10,000 people.

January 1991

Evaluation Guidelines are formulated.

December 1992

The Handbook for Women in Development (WID) Consideration is published.

May 1994

The cumulative number of participants in JICA training programs surpasses 100,000 people.

August 1995

The Evaluation Report is published.

June 2000

The cumulative number of JOCV participants surpasses 20,000 people.

December 2001

The reorganization and rationalization plan for special public institutions is announced by the Japanese government. Included in this reform plan is a measure transforming JICA into an independent administrative agency.

1954

The former Overseas Economic Cooperation Fund and the former Japan Bank for International Cooperation

December 1960

The Overseas Economic Cooperation Fund Law is promulgated.

March 1961

Overseas Economic Cooperation Fund (OECF) is established to take over management of the Southeast Asia Development Cooperation Fund from the Export-Import Bank of Japan (JEXIM). Capital of approximately ¥5,444 million is received from the government, establishing OECF.

March 1961

The Statement of Operation Procedures is approved allowing operations to commence.

March 1966

First OECF ODA loan (to the Republic of Korea) is provided.

May 1968

The OECF Law is revised (commodity loan facility is added).

March 1980

First government-guaranteed OECF bond is issued.

April 1986

Special Assistance for Project Sustainability (SAPS) is commenced.

April 1988

Special Assistance for Project Formulation (SAPROF) is commenced.

November 1989

OECF Guidelines for Environmental Considerations is announced.

May 1991

OECF Policy for Consideration of Women in Development (WID) is published.

April 1992

Special Assistance for Project Implementation (SAPI) is commenced.

March 1995

Cabinet decides to merge JEXIM and OECF.

April 1996

Special Assistance for Development Policy and Projects (SADEP) is commenced.

April 1999

The Japan Bank for International Cooperation Law is promulgated.

September 1999

Cabinet Order related to the execution of the Japan Bank for International Cooperation Law is promulgated. Ministerial Ordinance related to the execution of the Japan Bank for International Cooperation Law is published on the official register.

October 1999

Japan Bank for International Cooperation (JBIC) is established.

December 1999

Medium-Term Strategy for Overseas Economic Cooperation Operations (October 1, 1999–March 31, 2002) is launched.

April 2001

Ex-Ante Project Evaluation for ODA loan operations are launched.

September 2001

Japanese GAAP-Based Financial Statements and Statement of Administrative Cost Calculation are made public.

October 2001

First Fiscal Investment and Loan Program (FILP) agency bonds are issued.

June 2002

The Advisory Committee on Evaluation is established.

October 2002

An information disclosure system is launched.

November 2002

JICA receives ISO 14001 certification.

December 2002

The Law concerning the Independent Administrative Agency Japan International Cooperation Agency is promulgated.

September 2003

JICA is dissolved as a special public institution.

October 2003

JICA is transformed from a special public institution to an independent administrative agency. The First Mid-term Objectives (October 1, 2003–March 31, 2007) are formulated.

April 2006

The Global Plaza at JICA Hiroo, Tokyo is opened.

April 2007

The Second Mid-term Objectives (April 1, 2007–March 31, 2012) are formulated.

April 2007

The JICA Donation Fund for the People of the World, a public donation program, is launched.

June 2007

The cumulative number of JOCV participants surpasses 30,000 people.

New JICA

November 2006

A partial revision of the Law concerning the Independent Administrative Agency Japan International Cooperation Agency is promulgated.

October 2008

Operations of ODA loans previously managed by the former JBIC (Overseas Economic Cooperation Operations) and a portion of the Grant Aid provided by Japan's Ministry of Foreign Affairs (MOFA) are succeeded by JICA. However, MOFA remains responsible for directly providing Grant Aid in conjunction with the execution of diplomatic policies.

October 2008

The Second Mid-term Objectives are modified.

..... 2009

December 2001

The Cabinet decides to proceed with the reorganization and rationalization plan for special public institutions.

April 2002

"JBIC Guidelines for Confirmation of Environmental and Social Considerations" are published. The Performance Measurement for Strategic Management is introduced. The Medium-Term Strategy for Overseas Economic Cooperation Operations (April 1, 2002–March 31, 2005) is launched.

October 2002

The Act on Access to Information Held by Independent Administrative Agencies is implemented.

October 2003

"JBIC Guidelines for Confirmation of Environmental and Social Considerations" and "Procedures to Submit Objections Concerning JBIC Guidelines for Confirmation of Environmental and Social Considerations" are enforced.

March 2004

The Medium-Term Operations Strategy based on the Performance Measurement for Strategic Management (applicable from April 1, 2005 onward) is formulated.

April 2005

The New Medium-Term Strategy for Overseas Economic Cooperation Operations (April 1, 2005–March 31, 2008) is launched.

May 2005

The cumulative number of countries to have received ODA loans reaches 100.

May 2006

The Act on Promotion of Administrative Reform for Realization of Small and Efficient Government is passed by the Japanese Diet.

March 2008

The period for implementation of policy on Medium-Term Strategy for Overseas Economic Cooperation Operations (April 1, 2005–March 31, 2008) is extended by six months.