



なんとか
しなきゃ!
見過ごせない — 5.5 億人

Nantokashinakya Project

Nan-pro: We cannot overlook 5.5 billion people.

Efforts From the First Year

The Nantokashinakya Project—We cannot overlook 5.5 billion people (Nan-pro), which was started on July 27, 2010, is promoting international cooperation through public participation. The aim of the project is to expand awareness, understanding, support, action and participation in international cooperation, by distributing information in collaboration with organizations involved in international cooperation such as domestic citizen's groups, international organizations, government agencies, corporations, local governments, and educational institutions, in order to spread the concept like a ripple to society-at-large.



Front page of the Nan-pro website
(<http://nantokashinakya.jp> [Japanese])



Kurara Chibana visiting Sri Lanka, at a site of Japan Overseas Cooperation Volunteers (JOCV) activities.

Shun Shioya surrounded by East Timorese children.

As a part of this project, an executive committee was formed by the three organizations JANIC (Japan NGO Center for International Cooperation), JICA and UNDP (United Nations Development Program) to provide, by working with the approximately 200 member organizations, information on the current status of challenges and support for developing countries, and information on recent international cooperation activities in which people can participate.

This information is provided via the dedicated Nan-pro website (<http://nantokashinakya.jp> [Japanese]). The project is characterized by, among other things, the voluntary involvement of celebrities and influential figures who are interested in international cooperation and whose capacity to disseminate information is employed in sending out messages.

A program is now in place whereby these

celebrities and other influential members travel to developing countries and describe their impressions in their own words. Kurara Chibana, who visited Sri Lanka in August 2010, and Shun Shioya, who visited Timor-Leste in January 2011, have provided information via various means including magazines and blogs, and have also discussed their experiences directly on talk shows.

The reaction from individuals who have participated in these events has been substantial. Comments have included the following: "I gained an interest in the existence of JICA and international cooperation NGOs thanks to the activities of these celebrities" and "It was a good opportunity for me to think about what I could do to contribute."

With large numbers of people interested in participating in events and seminars, the first step in international cooperation is to enhance

the information available via the website on prefectural and regional events. In Hiroshima on September 25, 2010, prior to the Sanfrecce Hiroshima J. League soccer team's match, the players made a "Nantokashinakya Statement", and an event was held for people to discuss thoughts on international cooperation. 6,000 people took part in the event, most of whom were soccer fans.

In Nan-pro, people who agree with the idea of the project and support its activities are referred to as "supporters," and urged to register on the website. The target is to achieve 55,000 registrations in three years. If enough interest can be gathered, it may be possible to run the project both in Japan and worldwide. With these hopes in mind, the Nantokashinakya Project will keep pressing forward.

Implementation System



Philippine fishermen

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Technical Cooperation

Supporting Capacity Development of Developing Countries through Multi-tiered Assistance, such as Human Resources Development, Organizational Strengthening, and Institutional Development

■ Responding to Diverse Needs

Technical Cooperation is one of JICA's key assistance schemes. It is people-to-people cooperation that supports developing countries in enhancing their comprehensive capacities to address development challenges by their own efforts. Formulating customized cooperation plans with developing countries, JICA remedies problems by utilizing the knowledge, experience and technologies of both Japan and developing countries.

The needs of developing countries are becoming increasingly diverse. In addition to the development of agriculture, transport infrastructures, industries, healthcare services and education, in recent years, these needs have extended to support for developing legal systems, transitioning to a market economy, peacebuilding, reconstruction assistance, and formulating environmental and climate change measures. To respond to such wide-ranging needs, JICA's Technical Cooperation provides multi-tiered assistance for human resources development, organizational strengthening, policy formulation, and institutional development in developing countries by dispatching experts, accepting training participants and/or providing equipment.

Some of the development issues require financial cooperation for constructing facilities and providing equipment. To meet those needs more effectively and efficiently, JICA integrates financial cooperation and Technical Cooperation into a single cooperation program which will yield greater synergistic effects.

Additionally, in order to address global challenges that require the development and application of new technologies and new scientific knowledge in the areas of the environment, energy, biological resources, disaster prevention and infectious diseases, JICA is implementing "Science and Technology Research Partnership for Sustainable Development (SATREPS)" since fiscal 2008, which incorporates elements of joint research with developing countries.

■ Effectively Combining a Variety of Cooperation Tools

1. Dispatch of Experts

Japanese experts are dispatched to developing countries to disseminate necessary technologies and knowledge to partner country government officials and engineers (counterparts). At the same time, they cooperate with these counterparts in developing and spreading technologies and institutions suited to the conditions in those countries as well as conducting awareness-raising activities. Giving consideration to a partner country's regional characteristics, historical background and language, when appropriate, JICA dispatches experts from third countries (countries other than Japan or the partner country) rather than experts from Japan in order to deliver services more efficiently.

2. Acceptance of Training Participants

JICA invites competent personnel in developing countries, who have significant responsibility in social and economic development, to Japan as training participants. They participate in training programs in Japan [→ See page 134] and obtain knowledge and technologies needed in their home countries. JICA also organizes training programs in partner countries or in third countries.

3. Provision of Equipment

Equipment needed by experts for implementing effective cooperation is provided to partner countries.

4. Technical Cooperation Projects

Technical Cooperation projects, which optimally combine the "Dispatch of Experts," "Acceptance of Training Participants" and/or "Provision of Equipment" are the core operations of JICA's Technical Cooperation. Even more reliable project outcomes can be obtained through systematic and comprehensive project operation and implementation from planning to implementation and evaluation.

To raise a sense of ownership of developing countries, many Technical Cooperation projects adopt "participatory" methods, whereby local people in each project's target area participate in planning, operation management and evaluation activities. JICA also collaborates with private enterprises, universities, NGOs and other organizations to utilize their cumulative experience, knowledge and know-how in projects in order to address more-complex and high-level issues.

Implementation Process

- 1) Project Identification and Formulation
JICA identifies and formulates projects through discussion with the government of the partner country, information gathering by JICA's overseas offices and preparatory surveys.
- 2) Request and Approval
Based on a request from the partner country, the Ministry of Foreign Affairs of Japan, other related ministries and JICA discuss on whether or not to approve the project. The approved project is reported to the partner country by the Japanese government and note verbales are exchanged by diplomatic missions abroad.
- 3) Examination/Ex-Ante Evaluation
In order to clarify details and expected outcomes of the project and comprehensively examine the appropriateness of implementation, ex-ante evaluation is conducted based on five evaluation criteria such as relevance, effectiveness, efficiency, impact and sustainability.
- 4) Project Implementation/Mid-Term Review/Terminal Evaluation
JICA and the government organization of the partner country sign a Record of Discussions (R/D) regarding project

implementation, details of activities and necessary measures.

Evaluation indicators set in ex-ante evaluation are used as the basis of the mid-term review conducted at a certain point from the project inception and terminal evaluation conducted a half year prior to the project completion. Each result of evaluation is used as recommendations for improving the project.

5) Follow Up/Ex-Post Evaluation

In case unexpected problems emerge, Follow-up Cooperation is provided when necessary.

Ex-post evaluation is carried out several years after the project completion to check the sustainability and impact of projects. Evaluation results are used as lessons learned for formulating and implementing similar projects.

5. Technical Cooperation for Development Planning

While supporting developing countries' policymaking and public works plans, JICA transfers technologies, including survey/analysis methods and planning methods to counterparts in the partner country. The following four features are the main contents of cooperation.

- 1) Master plans (M/P) and policy support studies (fiscal reforms, establishment of legal systems, etc.) to support policymaking and the planning of public projects
- 2) Emergency support studies (rehabilitation and reconstruction of basic infrastructure that has been damaged by natural disasters, conflicts or other factors)
- 3) Feasibility studies (F/S) for projects which will be realized by the developing country governments or other donor

4) Other studies (topographic mapping, groundwater surveys, etc.)

Following the completion of this cooperation, based on the results of Technical Cooperation for development planning, developing countries will 1) formulate plans for sector/regional development or rehabilitation/reconstruction by utilizing recommendations; 2) implement plans (project) by raising funds from international organizations and others; and/or 3) carry out the recommended organizational/institutional reforms.

6. Science and Technology Research Partnership for Sustainable Development (SATREPS)

As a modality of JICA's Technical Cooperation, "Science and Technology Research Partnership for Sustainable Development (SATREPS)" incorporates elements of joint research for developing and applying new technologies and acquiring new scientific knowledge that will help address global challenges, involving partnerships between universities and research institutions, etc. in Japan and those in developing countries. This cooperation aims to acquire new scientific knowledge and outcomes with potential for practical utilization in society, and to enhance research capacity in developing countries to support their independent and sustainable development.

The cooperation will be implemented in two ways, either as a Technical Cooperation project or by dispatching researchers as experts. This program is identified as part of the "science and technology diplomacy", which utilizes Japan's advanced science and technologies to advance diplomacy. It is implemented jointly between the Japan Science and Technology Agency (JST), the Japan Society for the Promotion of Science (JSPS) and JICA.

Case Study

Afghanistan Improvement of Rice-based Agriculture in Nangarhar Province

Trust and Hopes in JICA's Improved Rice Farming Techniques Derived from High-yield Harvest

In March 2011, the project for Improvement of Rice-based Agriculture in Nangarhar Province (RIP) to enhance rice cultivation techniques and improve rice quality in the eastern Afghan province of Nangarhar was terminated with significant outcomes. Based on these achievements, JICA initiated a new project named "Rice-based Agriculture Development in Afghanistan (RIPA)" in May 2011 and is providing seamless assistance for promoting rice cultivation on a national level.

Establishment of Suitable Rice Cultivation Techniques

In Afghanistan, agriculture is a backbone industry in which around 80% of the population is engaged, with rice being the second largest crop in the country. However, many years of conflict had destroyed the basic infrastructure of agriculture and had led to a shortage of human resources.

In response to these severe circumstances,

JICA implemented a Technical Cooperation project in Nangarhar Province, one of the major rice production areas, from September 2007 for three and a half years, focusing on capacity development for the R&D of rice cultivation and extension system. The project verified the effectiveness of improved rice cultivation techniques at the agriculture experiment station and achieved 120 to 310% higher yields than conventional cultivation methods. These improved rice cultivation techniques were also shared with the local farmers of eight districts through 25 pilot farms.

Although the activities of Japanese experts were restricted on those pilot farms due to security reasons, a series of techniques from seed preparation to post-harvest technology applicable to local farmers were developed through the strong collaboration between the researchers and agricultural extension workers with a sense of unity.

The support from highly motivated

counterparts and step-by-step approaches ensured the consolidation of improved rice cultivation techniques among the local farmers.

In the RIPA project, the researchers and extension workers trained by RIP will play a vital role in further spreading the improved rice cultivation techniques across Nangarhar Province and to other provinces as well as further improving the techniques, and expanding the scope of the project.



The practical training held at the agriculture experiment station, which combined theory and practice, was praised by extension workers as easy to understand.

ODA Loan and Private Sector Investment Finance

Providing Development Funds with Concessional Terms to Support Ownership by Developing Regions

For Sustainable Development of Developing Regions

In many developing countries and regions, economic and social infrastructure encompassing electricity, gas, transportation and communications services is underdeveloped. Furthermore, in recent years, global issues such as HIV/AIDS and other communicable diseases, air and water pollution, climate change, conflicts and terrorism, and financial crises have emerged in addition to the problems of poverty. To address these issues, the international community set the Millennium Development Goals (MDGs) as common goals, while individual countries have formulated a host of measures.

Loan assistance provides relatively large amounts of development funds under concessional terms to developing countries and regions to support their efforts for growth and development.

ODA Loan

Support that Emphasizes Ownership by the Developing Country

Ownership is crucial for economic growth and poverty reduction in developing countries. An ODA Loan, which requires repayment, promotes efficient use of the borrowed funds and appropriate supervision of the projects, thereby bolstering developing countries' ownership in the development process. In addition, as an ODA Loan is financial assistance with a repayment obligation, this method of assistance places a relatively small fiscal burden on the Japanese government and represents a

sustainable instrument for ODA.

Flow of ODA Loan—Project Cycle—

An ODA Loan follows six steps and lessons learned from ex-post evaluations implemented at the final stage will be fed back into preparations for new projects. This flow of steps is called the Project Cycle.

Types of ODA Loans

1. Project-Type Loans

1) Project Loans

Project loans, which account for the largest portion of ODA Loans, finance projects such as roads, power plants, irrigation, water supply and sewerage facilities. The loans are used for the procurement of facilities, equipment and services, or for conducting civil and other related works.

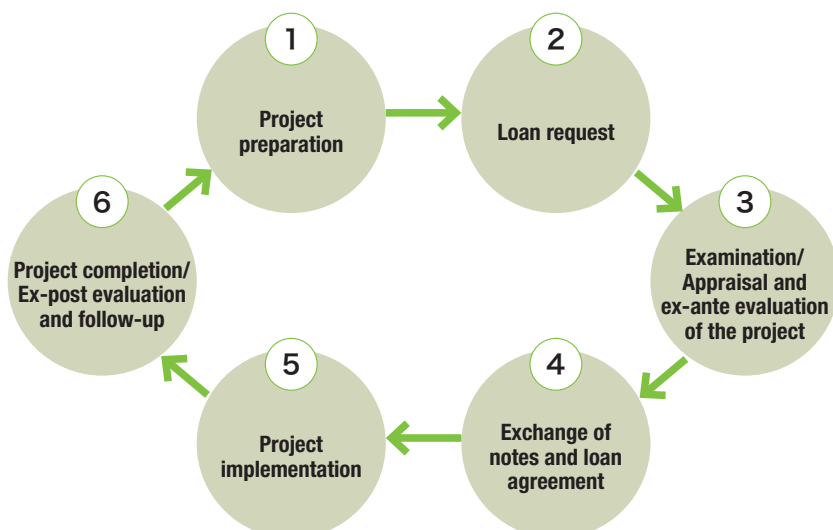
2) Engineering Service (E/S) Loans

Engineering Service (E/S) loans are for engineering services which are necessary at the survey and planning stages of projects. These services include reviews of feasibility studies, surveys on detailed data on project sites, detailed designs and the preparation of bidding documents. In the same manner as Project Loans, completion of feasibility studies or their equivalent and confirmation of the project's overall necessity and relevance are prerequisite for this type of loan.

3) Financial Intermediary Loans (Two-Step Loans)

Financial intermediary loans are implemented through the financial institutions of the recipient country based on the policy-oriented financial system of the partner country. These loans provide funds necessary for the implementation of designated policies, such as the promotion of small and medium-scale enterprises in manufacturing, agriculture and other specified industries and the construction of facilities to improve the living standards of the poor. These loans are known as "two-step loans (TSL)" because under the process, funds pass through two or more financial institutions before the end-beneficiaries receive the funds. Under this type of loan, funds can be provided to a large number of end-beneficiaries in the private sector. Since these loans are implemented through local financial institutions, strengthening of the operational capabilities of these institutions and the development of the financial sector of recipient countries are also expected as the result of these loans.

ODA Loan Project Cycle



4) Sector Loans

Sector loans are for materials and equipment, services and consulting required for the implementation of development plans in a specific sector consisting of multiple sub-projects. This type of loan also leads to improved policies and systems in the sector.

2. Non-Project Loans

1) Program Loans

Program loans support the implementation of national strategies and poverty reduction strategies of developing countries that are seeking to improve policies and implement general system reforms. In recent years, the most common type of these loans is one in which proceeds are incorporated into the target partner country budget. In confirming achievement, consultation proceeds with future reform items in support of reforms based on a long-term framework. There are many instances in which these types of loans take the form of co-financing with the World Bank and other multilateral development banks (MDBs).

2) Commodity Loans

In order to stabilize their economy, commodity loans provide settlement funds for urgent and essential imports of materials to developing countries that are experiencing a worsening foreign currency situation and facing economic difficulties. These loans are often used to import commodities such as industrial machinery and raw materials, fertilizer and pesticide, agricultural and other

kinds of machinery, which are agreed upon beforehand between the Japanese and recipient governments.

3) Sector Program Loans

This type of loan is a Commodity Loan used simultaneously to support development policies in prioritized sectors of developing countries. Local currency (counterpart) funds received by the government as payment for foreign currency sold to importers are utilized for public investments for sector-specific development.

Private Sector Investment Finance

On January 25, 2011, the Cabinet gave its approval to “Realizing the New Growth Strategy 2011,” a policy under which it was decided that JICA would resume private sector investment finance scheme.

Given this decision, JICA, taking a pilot approach* to provide investment through private sector investment finance to projects that have high aid effectiveness, in accordance with the development and other policies of developing countries [→ See page 143].

* Implementing specific pilot projects in order to: 1) Verify and improve the new operation system; and to 2) Finalize rules concerning project selection.

Case Study

Viet Nam The Cuu Long (Can Tho) Bridge Construction Project

A Bridge of Dreams in the Mekong Delta

Completed in April 2010, the Can Tho Bridge is the largest bridge across the Mekong River. It was built using ODA Loans and has significantly improved the transportation and commodity distribution situation in the Delta, thereby contributing to the economic and social development of the region.

Once Ferries, Now a Bridge: “A 100-Year Dream Come True”

Located 170 kilometers southwest of Ho Chi Minh City, Can Tho City is the largest urban center in the Mekong Delta region. Along with recent economic development, the region has seen significant growth in its agricultural and manufacturing industries. Exports are increasing, causing a sharp rise in traffic.

However, the tributaries of the large Mekong River have always made commodity distribution difficult. Transport up until now has depended on the use of a ferry system that started more than 100 years ago. Depending on the time of day, people have been forced to wait several hours before they can board a ferry, with roads near the river often becoming heavily congested.

Mitigating these issues, the Can Tho Bridge was opened on April 24, 2010. Many people from the government, including Prime Minister Tan Dung, attended the inauguration ceremony. Everyone enthusiastically celebrated the opening of the bridge. A newspaper reported that local residents were filled with joy. Some were even heard to have called the bridge “a 100-year dream come true.”

Traffic on the bridge since its opening has far exceeded expected levels. The bridge has definitely contributed to the smooth flow of people and goods in the Mekong Delta region. The Can Tho Bridge connects to a section of National Highway No. 1 that was formerly the only part still being traversed by sea. This highway runs north-south across the length of Viet Nam, and now links Can Tho City to other major cities including the capital, Hanoi, and Ho Chi Minh City. As such, this grand project represents an achieved dream for the people of Viet Nam. Furthering the development of the Mekong Delta region and the entire country, the bridge has helped to improve living standards. It will surely continue to serve as a symbol of friendship between Japan and Viet Nam for many years to come.



With the main bridge section extending 1,010 meters, the Can Tho Bridge is the longest cable-stayed bridge in Southeast Asia.

Grant Aid

Financial Cooperation for Building Living Foundations for the Future of Developing Countries

■ For the Future of Countries with Low Income Levels

Grant Aid is financial cooperation implemented by the Japanese government with no obligation for repayment by the developing country concerned. Targeted mainly at developing countries with low income levels, this type of aid covers a wide range of cooperation related to the future of developing countries, including development of social and economic infrastructure, such as the construction of hospitals or bridges, as well as education, HIV/AIDS awareness, children's health, the environment and other areas.

In recent years, Grant Aid has not been limited to structural measures, such as facility construction or the provision of equipment, but has also focused on cooperating in non-structural areas such as technical guidance, the development of human resources, and so forth, resulting in more effective cooperation.

For instance, to provide local people with the know-how to operate and maintain equipment installed through Grant Aid, experts are either dispatched from Japan, or local people are invited to Japan for training. There are also cases where the training and research facilities required for Technical Cooperation are built using Grant Aid.

Aside from projects implemented by the Ministry of Foreign Affairs of Japan due to the necessity in executing diplomatic policy, JICA is responsible for implementing Grant Aid and handles all project aspects, from conducting preliminary surveys to project implementation, including payment operations, and post-project management.



Twenty-eight fire trucks were newly provided to 13 fire stations in Yerevan, the capital of Armenia, as replacements, together with technical guidance regarding operation and fire fighting (The Project for Improvement of Fire Fighting Equipment in Yerevan City of Armenia).

■ Targeted Sectors

Major targets include health and medical care, sanitation, water supply, primary and secondary education, rural and agricultural development, transportation, electric power, information communications and other fields involving basic human needs. In recent years, these target sectors have been expanded and diversified to include conflict prevention, peacebuilding, landmine eradication, terrorism and piracy countermeasures, disaster prevention and post-disaster reconstruction, the environment and climate change countermeasures, and other areas.

■ Procedure for the Implementation of Grant Aid

Project Identification and Formulation

Regarding project content, JICA conducts preparatory surveys

Types of Grant Aid (Portion implemented by JICA)

Scheme Name	Outline
Grant Aid for General Projects	Support for projects implemented for basic human needs, education, etc. (including the construction of hospitals, schools and roads, or the procurement of materials and equipment for public transport vehicles, etc.)
Grant Aid for Community Empowerment	Support for comprehensive skills development in communities faced with threats to human life or safe living
Grant Aid for Conflict Prevention and Peacebuilding	Support and others for spreading the necessary economic and social infrastructures in post-conflict countries
Grant Aid for Disaster Prevention and Reconstruction	Disaster prevention assistance and post-disaster reconstruction assistance
Grant Aid for Environment and Climate Change	Support for adoption of policies and planning related to climate change countermeasures, etc., and for related projects
Grant Aid for Poverty Reduction Strategies	Public financing support for countries implementing poverty reduction strategies
Grant Aid for Human Resource Development (Scholarship)	Support for training young administrative officials
Grant Aid for Fisheries	Support for projects promoting the fisheries industry
Cultural Grant Assistance	Support for equipment procurement and facilities development needed for promotion of culture, etc.
Grant Aid for Underprivileged Farmers	Support for purchase of agricultural equipment and fertilizers, etc., to support self-help efforts toward food self-sufficiency
Grant Aid for Cooperation on Counter-Terrorism and Security Enhancement	Support for strengthening piracy countermeasures and other public security policies

and other surveys in discussion with the government of the partner country, while examining from a variety of perspectives on the country's current situation, objectives of project implementation, scale of cooperation, the operation and management structures if implemented and the expected outcome. Based on this information, necessary costs are calculated.

Project Examination and Approval

Concerning the implementation process and results of preparatory surveys, JICA shares all information with the Japanese government, verifies the appropriateness of implementing a project and then examines the contents of cooperation.

Based on the results of the surveys, the Japanese government conducts necessary reviews and procedures for securing budgets and then submits project proposals to the Cabinet for a final decision on implementation.

Exchange of Notes and Grant Agreements

After approval by the Cabinet, the government of the partner country and the Japanese government sign documents (Exchange of Notes) summarizing the objectives and content of cooperation for the project.

JICA then signs a "Grant Agreement" with the government of the partner country that sets the specific conditions for the grant.

Project Implementation

At the project implementation stage following the signing of the Exchange of Notes and Grant Agreement, JICA offers advice and implementation guidance to the recipient country and consultants. This advice and guidance is to ensure that facility construction as well as materials and equipment procurement proceed in an appropriate manner without delays, from the time of the agreement through transfer of the materials and equipment until completion of construction.

Post-Project Management

After cooperation is completed, the government of the partner country handles operations and maintenance. However, there will be cases when equipment breakdowns or other unexpected problems occur. In such circumstances, JICA provides Follow-up Cooperation in the form of materials and equipment procurement, dispatch of repair teams and emergency repair work in order to maintain the effectiveness of cooperation.



JICA improved the facilities and equipment of Jaffna Teaching Hospital, which had not been functioning sufficiently as the only tertiary medical facility in the Northern Province of Sri Lanka due to dilapidated facilities and equipment. Photograph is equipment provided to the department of radiology of the hospital (The Project for the Improvement of Central Functions of Jaffna Teaching Hospital in Sri Lanka).

Preparatory Surveys

Formulating Cooperation that Maximizes the Benefit of the Three Assistance Schemes of Technical Cooperation, ODA Loans and Grant Aid

Enhancing Implementation of Effective Projects through Preparatory Surveys with Flexibility and Quickness

Preparatory surveys are undertaken at the preparation stage of a cooperation project.

The preparatory surveys attain a significant improvement in flexibility and speed because:

- The decision on implementation of a preparatory survey is made at any time on a necessity basis in consultation with the Ministry of Foreign Affairs of Japan,
- When appropriate, a cooperation program and individual projects can be formed in a single survey.

The preparatory surveys enable JICA to optimize combinations and synergistic effects of the three assistance schemes of Technical Cooperation, ODA Loans and Grant Aid, and thereby enhance development effects.

The objectives of the preparatory surveys can be divided broadly into two types.

- 1) A survey to "set a development goal for cooperation" and "draft suitable cooperation scenarios (cooperation program) for attaining the goal" in order to assist partner countries in attaining specific development goals in an effective and efficient manner.
- 2) A survey to identify and formulate individual projects and basic plans for these projects, propose cooperation contents and examine relevance, effectiveness and efficiency of the candidate projects.

Follow-up Cooperation

Follow-up Cooperation Adds Value to Projects

Post-Project Support

Cooperation projects conducted by JICA are completed after a predetermined period of time. JICA carries out ongoing monitoring after a project has ended to assess the partner country's self-help efforts in maintaining and enhancing the results of the project. JICA also provides indirect support and supplementary support when necessary. Such support is referred to as "Follow-up Cooperation," which may be broadly divided into two categories.

1. Follow-up Cooperation to Solve Problems with Facilities and Equipment

This type of cooperation involves working with the partner country to solve problems that may have arisen with facilities constructed by or equipment provided through Japan's cooperation projects. Such problems can occur owing to a variety of factors, including damage caused by natural disasters, shortage of financial resources in the partner country due to a worsening economic situation, or problems with the use and maintenance of the facilities or equipment.

Through Grant Aid to the Palestinian Authority, JICA has provided medical equipment to the Gaza Strip in fiscal 1995 and fire engines to the West Bank in fiscal 1999 and contributed to the improvement of medical services and fire-fighting activities.

In the Gaza Strip, however, the blockade has hindered the inflow of supplies and prevented the smooth refurbishment of medical equipment. Meeting the needs of the increasing number of patients was therefore a pressing challenge. With that, JICA, in partnership with the Palestinian Authority and the World Health Organization, extended Follow-up Cooperation to replace some of the aging equipment for protecting the health and lives of the people of the Gaza Strip.

In the West Bank, too, with fire engines deployed more frequently with urbanization and population growth, the aging of the vehicles and equipment had gradually compromised the fire-fighting activities. The financial situation was dire owing to the long ongoing conflict, and the Palestinian Authority lacked sufficient resources for repairing the fire engines. In response,



A test being conducted using a replaced X-ray equipment at a medical center in the Gaza Strip.

through Follow-up Cooperation, JICA dispatched engineers from the fire engine manufacturer, and repaired and improved 11 fire engines in total. By providing refresher trainings in maintenance and inspection, JICA also contributed to the enhancement of fire-fighting activities in the West Bank again.

2. Follow-up Cooperation to Expand Project Benefits

Another type of Follow-up Cooperation is the provision of additional support to the partner country to add new value to a completed project or training program in line with the project goal, thereby promoting and expanding the benefits that will accrue from a project.

As part of the cooperation to support Mongolia's transition to a market economy, JICA implemented the Establishment of Tax Education System Project from 2006 to 2008. This project provided support such as technical training to carry out fair and equitable taxation services, the establishment of a human resources development system related to taxation, and support for improving taxpayer services. Following the project's completion, from 2009, a working group for promoting tax education was formed on the initiative of the Mongolian government and the Future Taxpayer Program was established.

In order to support this program, JICA implemented Follow-up Cooperation in 2010. JICA dispatched trainers from Japan to offer advice, and supported the establishment of teaching materials and programs for tax education suitable for the current circumstances of Mongolia and conducted a pilot course. As a result, tax education was incorporated into the social science courses of junior high and high school students across the country beginning from the new term in September 2010. In addition, the Mongolian government has created educational materials, such as "What Are Taxes?" aimed at elementary school students, "The Essence of Taxes" for junior high school students, and "Tax and Taxation System" for high school students. Using these materials, the Government also created 12 TV programs for an educational series titled "Future Taxpayers" and broadcast them on national television. By providing children with accurate information about taxes, these programs are expected to promote proper tax payments in the future and contribute to the strengthening of the financial infrastructure.

At JICA Tsukuba, the training course "Development Farm Machinery for Small-Scale Farmers" is offered every year. The course accepts trainees from farm machinery and farmers' organizations from various countries, and provides basic knowledge and training in practical techniques necessary for farm machinery manufacturing. In 2008, an engineer from the Rwandan Ministry of Agriculture and Animal Resources participated in the training, who, upon returning to his country, made use of the know-how acquired during the training for manufacturing threshing machinery using locally available materials. This earned him high praise from agricultural stakeholders.



Engineers testing the fanning mill (Rwanda)



Course materials for students and manuals for teachers created for tax education (Mongolia)



Seminar on earthquake resistance (left side are participants from the Dominican Republic and Haiti and on the right is the instructor from El Salvador)

This engineer also attempted to manufacture a fanning mill used in Japan, too, in the past. However, he felt he lacked the technical know-how and harbored concerns, and therefore, consulted JICA. In response, JICA implemented Follow-up Cooperation and dispatched two Japanese instructors who provided the training at JICA Tsukuba to Rwanda for three weeks. Training on fanning mill production was offered to 20 engineers and workers.

In Rwanda, over 90% of the agricultural work is done by hand. Livestock and agricultural machinery are rarely used. Many farmers utilize simple tools such as spades and hooks, and more efficient machinery are sought for reducing the agricultural work and improving productivity. JICA's Follow-up Cooperation which contributes to resolving this critical issue has gained the attention of and earned praise from Rwandan stakeholders.

■ Support for Alumni Associations of Former Training Program Participants

Follow-up Cooperation also includes support for alumni associations for ex-participants in JICA's Training and Dialogue programs in Japan. Since the program's establishment, JICA has hosted in Japan more than 270,000 training program participants from developing countries. These former program participants will play a key role in the future development of their respective countries while also representing "important human assets" that serve as bridges connecting Japan with many countries around the world. To maintain and develop friendships with these former participants, who have gained a positive understanding of Japan, as well as to support the ongoing enhancement of the skills and knowledge they acquired in Japan, JICA supports the formation and maintenance of alumni associations of ex-participants in their home countries. As of 2010, there were 125 such alumni associations around the world.

At many of these alumni associations, participants returning

from training program in Japan give lectures at study sessions and share their knowledge of JICA activities in their country and the results of their own training through the alumni association's website, newsletter or annual meeting.

JICA collaborates with these alumni associations, which it recognizes as valuable human assets, to further enhance the effectiveness of its cooperation projects.

For example, with the cooperation of the JICA Alumni Associations of both the Dominican Republic and El Salvador, a seminar on earthquake-resistant construction was held in the Dominican Republic in March 2011. This seminar was intended to introduce the outcomes of JICA's Technical Cooperation on earthquake-resistant construction in El Salvador to the Dominican Republic and neighboring countries. University professors participating in this project were invited as instructors.

In coordination and cooperation with the alumni associations of both countries, two seminars were held in the capital city of Santo Domingo and another city in the Dominican Republic. The participants included not only domestic stakeholders, but also many government officials and university personnel from the neighboring country of Haiti. A heated Q&A session took place on earthquake-resistant construction methods and cost effectiveness with the over 240 participants.

In recent memory, collapsed buildings, etc. killed over 300,000 people in the Haiti earthquake in 2010 and once again the importance of earthquake-resistant engineering was noticed. In coordination and cooperation with alumni associations, Japan's know-how on earthquake resistance is being spread across the region.

Follow-up Cooperation helps to extend and enhance the results of past cooperation projects over longer time periods, thereby increasing the effectiveness and quality of Japan's international cooperation efforts.

Training and Dialogue Programs in Japan

Cornerstone of an Intellectual Platform

Working to Accumulate and Circulate Knowledge and Experience

Working closely with its overseas offices, Regional Departments and Issues Departments* engaged in the implementation of projects in developing countries, JICA's Department of Training Affairs and Citizen Participation and domestic offices manage and operate training and dialogue programs in Japan, citizen participatory cooperation programs, scholarship programs, collaboration with universities, and donation programs to support developing countries in resolving their development issues.

As shown below in the diagram, each domestic office is accumulating knowledge for addressing development issues, based on JICA's strengths in each geographic region and its partnerships with the implementing agencies of assistance in each sector and training programs cultivated through JICA's projects to date. The domestic offices work toward the realization of effective and high quality cooperation for responding to the various needs of developing countries.

The field for cooperation activities in Japan can be thought of as platforms for knowledge accumulation and intellectual creation for the resolution of development issues. The field experience acquired in developing countries and the variety of know-how for raising cooperation effectiveness accumulated by JICA's experts, volunteers and study team members who engage in cooperation activities overseas are all harnessed in domestic cooperation programs through this platform. This experience and know-how are also integrated with the activities of cooperation organizations and groups in each region and drawn upon for the further development of developing countries.

Training and Dialogue programs in Japan effectively and organically link cooperation project sites in developing countries with partners in Japan, and play a key function in circulating knowledge and experience accumulated in the field overseas and in Japan.

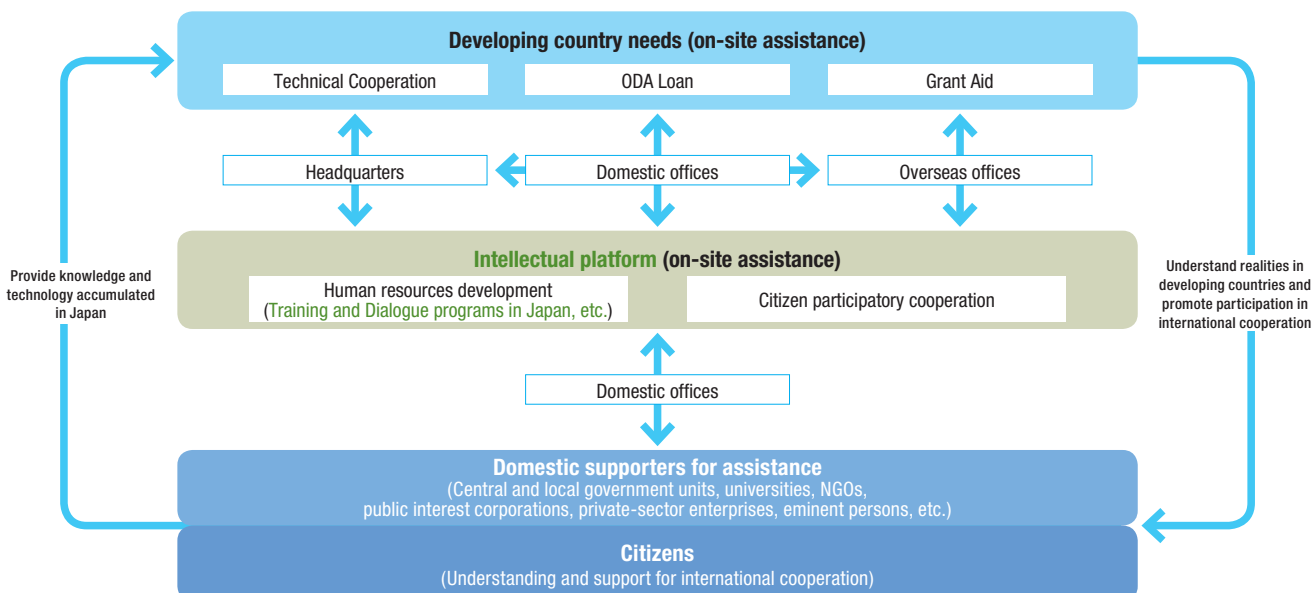
Globally Unique Training Programs

The implementation methods for Technical Cooperation can be broadly divided into: Overseas cooperation through the dispatch of experts in the respective sectors and volunteers from Japan to developing countries; and Domestic cooperation through the invitation of stakeholders from developing countries to Japan. "Training and Dialogue programs" refers to the Technical Cooperation training schemes implemented in Japan.

Implementing technical training in Japan is significant, less for transmitting Japan's know-how and advanced technologies in each sector, than for taking stock of Japan's experience for the development of developing countries. To this end, gaining an understanding of the "knowledge" accumulated by Japan is important. This often requires direct experience with Japan's organizational know-how and the backgrounds and transitions underlying its social systems. Moreover, a particular characteristic of Training and Dialogue programs is to provide opportunities for trainees from developing countries to come into contact with Japan's different culture and to reexamine the experiences and actual circumstances in their own countries from outside their countries. Hence, trainees are able to examine problems in their

* JICA's organization consists of five Issues Departments: the Economic Infrastructure, Industrial Development and Public Policy, Human Development, Global Environment and Rural Development departments.

Accumulation and Circulation of Knowledge and Experience to Provide Assistance to Developing Countries





At JICA Okinawa, training is implemented on the theme of tourism development for the Central America and Caribbean region and Oceania where the climate is similar to Okinawa's, as well as the tropical and sub-tropical regions (Group Training "Planning and Management of Eco-tourism in Tropical and Subtropical Area").

respective countries from a different perspective.

Training and Dialogue program is one example of the technical training programs in Japan, in which group training is provided to trainees from a variety of developing countries. In this program, trainees examine the issues not only from the perspectives of Japan and their respective countries, but from a more multifaceted viewpoint through the exchanges of views with other trainees. The program thus offers valuable insight and discoveries to the participants.

Training and Dialogue programs are an essential tool of Technical Cooperation for utilizing Japan's unique "knowledge" to promote human resources development and solve development issues in developing countries.

JICA accepts around 10,000 training participants every year, primarily at three branches and its 11 International Centers at locations across Japan. Although the majority of these participants are affiliated with governments of developing countries, recent years have seen an increase in NGO-affiliated participants, reflecting the developing countries' diversifying needs and expansion of Japan's cooperation programs. When implementing the programs, training is undertaken in almost all fields for resolving the issues in developing countries in cooperation with a broad range of sectors in Japan, in partnership with the national government, local governments, universities, private sector enterprises, public interest organizations, NGOs and other organizations. JICA's Training and Dialogue programs in Japan are extremely unique globally in terms of scale and the diversity of activities and represent a major and outstanding characteristic of Japan's international cooperation.

As expressed in the phrase "*wakon-yosai*" ("Japanese spirit, Western skill"), Japan has experience in skillfully absorbing and adapting new knowledge and outstanding technology obtained from abroad for developing the country in harmony with the domestic situation. There is much that developing countries too will find beneficial from this experience in the process of nation building in response to globalization. Drawing on these elements



JICA Chubu implements numerous training programs for Asia and Africa, Central and South America and the Middle East, including the Group Training "Japanese MONOZUKURI and Manufacturing in Developing Countries" course.

as well as consistently improving and reviewing the programs to ensure that they are effective and efficient for developing countries, JICA's policy will be to continue to further fortify its abilities for communicating these Japanese strengths in Training and Dialogue programs in Japan.

To date, over 270,000 people have participated in Training and Dialogue programs in Japan. These trainees have acquired much know-how and skills through the training and met numerous Japanese people while staying in Japan, and return home with a deeper understanding and familiarity with Japan acquired from learning about Japanese culture. JICA provides support to the JICA Alumni Association and other groups formed voluntarily by training participants in their respective countries. By expanding the human network, JICA strives to further consolidate the know-how that trainees acquired in Japan and promote an understanding of Japan in developing countries [→ Refer to page 132, Follow-up Cooperation].

Volunteer Programs

“Work to Change the World, and Yourself” International Cooperation Led by Citizens

JICA's volunteer programs support activities by citizens who wish to cooperate in the economic and social development as well as the reconstruction of developing countries.

The volunteer programs are widely recognized as representative programs of Japan's international cooperation and are highly praised by partner countries. Furthermore, upon their return to Japan, the volunteers, having developed a global perspective, are expected to be a valuable presence in Japanese society.

■ Japan Overseas Cooperation Volunteers (JOCVs)

In principle, JOCVs are assigned to developing countries for a period of two years. As summarized by the phrase “together with the local community,” JOCVs live and work together with the communities in the country to which they were sent, speak the same language of the community and carry out activities with an emphasis on raising self-reliant efforts while fostering mutual understanding.

Recruitment campaigns target people between the ages of 20 and 39, with the areas of cooperation spanning eight sectors and



A JOCV, explaining to students about the valve mechanism of an engine (Philippines/automobile mechanics)



A Youth Volunteer for Nikkei Communities practicing at the auditorium with members of a Japanese taiko drum class (Brazil / elementary school teacher).

a diverse range of about 120 sub-sectors, including agriculture, forestry and fisheries, fabrication, repair operations, civil engineering, sanitation, education and culture, sports as well as planning and administration. In fiscal 2010, a total of 1,459 people were sent overseas, with a cumulative total of 35,905 people dispatched to 88 countries since the program was inaugurated in 1965.

■ Senior Volunteers

Recruitment targets people between the ages of 40 and 69. In recent years, there has been an increase in applicants from retirees seeking to spend their “second life” in a more meaningful way. In recent years, there has been an increase in applicants from retirees seeking to spend their “second life” in a meaningful way.

Areas of cooperation span nine different sectors, including agriculture, forestry and fisheries, energy, health and medical care, and human resources (education, culture, sports, etc.). In fiscal 2010, 375 people were sent overseas. To date, a total of 4,628 people have been dispatched to 67 countries. (Youth and Senior Volunteers for Nikkei Communities, too, are dispatched to contribute to the development of Nikkei communities in Latin America.)

■ Support for Returned Volunteers

There are high expectations for JICA volunteers who return to Japan, as human resources who welcome diverse cultures and societies, who are open to dialogue, and who take action in a variety of settings, including community, government, educational and corporate activities in Japan. As of April 1, 2011, the number of local government authorities and boards of education that have special employment quotas for returned volunteers had risen to 37 (22 boards of education and 15 local government authorities).

Hence, JICA has support systems in place to allow volunteers to make use of their experiences in their assigned countries upon their return to Japanese society. Moreover, many of JICA's returned volunteers take initiatives to address various issues faced by Japanese society, including the implementation of child-rearing support and support for the revitalization of Japanese communities. JICA will be publicizing its volunteer programs as programs which not only contribute to the development of developing countries but as programs that also serve to “energize Japan.”

Globalized Personnel Sought by Companies

Young people in Japan are often said to have introspective tendencies, with over 30% of new company recruits expressing hesitancy to work overseas. Nevertheless, many companies seek human resources who can adapt to globalization. The following are companies' accounts of JOCVs as human resources.

Their aggressiveness and toughness make JOCVs attractive human resources

Mr. Toshiyuki Yoshino

General Manager of HR, Sumitomo Chemical Co., Ltd.

“Globalized personnel” are indispensable to us as a company with many overseas offices. We think of globalized personnel as those who not only have foreign language proficiency, but are also very cultured and enlightened. Whether they are working in a developing or developed country or overseas or in Japan, they strive to proactively forge trust with customers and colleagues while never losing sight of the “global” perspective.

JOVCs personally chose to go to developing countries and engaged in activities that forced them to use their imaginations. Their ability to actively interact with external partners, coupled with their toughness to survive in a competitive society, make them attractive human resources.

There is much meaning for our company, customers and society as a whole if these highly skilled people engage in work with a high level of professionalism. At Sumitomo Chemical, a number of former JOCVs are serving key roles in a variety of departments.

Mr. Kenichi Nakanishi

(Dispatched fiscal 1981/Kenya/Soils and Fertilisers)
Manager, Technical & Product Development Department
Vector Control Division, Sumitomo Chemical Co., Ltd.

I participated in the JOCV program shortly after graduating from university. Although there were numerous hardships I faced in the field, I recall the time when I contracted malaria and felt both physically and mentally weakened by my recurring high fever.

I joined Sumitomo Chemical after returning to Japan, and since 1992 have been in charge of our work in the Africa region. African countries are different from Japan in every way. Yet, it is indeed because of my experience as a JOCV that I am able to engage in my work not with uncertainty and resistance, but with a sense of familiarity.

Currently, I am involved in dispersing technologies for mosquito nets to prevent malaria infection as well as special projects. My own experience with malaria is driving my ambition to protect the African people from malaria. Every day I feel a sense of great reward knowing that the business I am involved in is directly linked to international cooperation.

JOVCs = Globalized personnel

Mr. Masahiro Fujita

Group Leader, Human Resources Group
Personnel & General Affairs Department, UNITIKA Ltd.

At UNITIKA, we believe human resources are our assets and many efforts are dedicated to the development of our young personnel.

Some personnel trainers note that although young employees in recent years steadily carry out their given tasks, the employees are apt to becoming passive. While we, the Personnel & General Affairs Department, commend the employees for their high level of basic skills and work ethic, we hope the young generation full of energy will demonstrate their ability to pave the way or push forward.

The former JOCVs working for us have sharpened the “four skills” we deem (1. passion, 2. ability to deliver, 3. forward-looking attitude and toughness, and 4. ability to hold dialogue) through their activities in developing countries, and have acquired a global perspective. Since returning to the workplace, these employees have drawn on these strengths and largely contribute to our daily operations and business expansion.

Ms. Kuniko Inoue

(Dispatched fiscal 2006/Burkina Faso/Rural Community Development)
Research & Development Center
Technology and Development Headquarters, UNITIKA Ltd.

Four years after joining the company, I took advantage of the volunteer leave of absence system, and as a JOCV, engaged in assistance work for improving the lives of women in the villages of Burkina Faso.

In order to earn the trust of the local people, it was imperative that I take initiative and take action. Setbacks were inevitable given the differences in language and culture. However, I believe this in turn made me a tougher person internally. Additionally, “dialogue” is absolutely critical for executing a single activity in tandem and in cooperation with others. While there are differences between working in developing countries and Japan, I believe the same can be said about any workplace.

As long as deep trust can be forged, one can expect positive outcomes at any workplace. Confidence is one of the things I gained through my activities as a JOCV.

Citizen Participatory Cooperation

— Making International Cooperation Part of the Japanese Culture

Citizen participation in international cooperation takes a variety of formats, including participation in the activities of NGOs and other civic groups as well as JICA's volunteer programs and ODA projects, including Technical Cooperation. Among them, JICA refers to activities implemented based on the initiative of civic groups and the volunteer spirit of individuals as peoples' and others' cooperation activities. JICA identifies these cooperation activities as well as activities for promoting peoples' understanding of international cooperation as Citizen Participatory Cooperation and implements a variety of initiatives.

International cooperation by citizens diversifies approaches for responding to the issues of developing countries. It also promotes more people to become familiar with and to contribute to ODA. This is significant. More people in Japan become aware of the circumstances of developing countries and engage in international cooperation. This in turn revitalizes Japanese communities and advances internationalization. Citizen participatory cooperation is expected to make international cooperation a part of Japanese culture.

A distinct feature of citizen participatory cooperation is its emphasis on the will and initiatives of individuals and groups as well as the opportunity for all people to participate. Please see Volunteer Programs (page 136) for more details on volunteer programs and Partnerships with NGOs and Other Organizations (page 140) regarding the JICA Partnership Program and NGO support programs.

■ Using Japan's Domestic Offices as International Hubs

JICA has 17 domestic offices which undertake activities focused on promoting understanding of international cooperation and providing opportunities for participation in various regions throughout Japan. Additionally, JICA's international cooperation promotion officers at International Association offices at local government entities act as liaisons linking JICA with local communities and hold events and seminars and are available for consultation on international cooperation.

At the JICA Global Plaza in Hiroo, Tokyo and the Nagoya Global Plaza in Nagoya City, Aichi Prefecture, persons with experience in overseas cooperation serve as "Global Concierges" and lead visitors at exhibitions that encourage "seeing," "listening" and "touching." Through these exhibitions, visitors can experience actual conditions in developing countries and become aware of global-scale issues faced by people in those regions of the world. Both Global Plazas feature on-site cafés that allow visitors to sample ethnic cuisines and also sell fair trade commodities. In addition, these plazas make available spaces that are ideal for holding seminars and meetings. These areas can also serve as

venues for citizen-led international cooperation activities as well as presentations on the outcomes of such activities.

■ Efforts to Promote Understanding about International Cooperation—Programs for Supporting Development Education

JICA implements development education programs at educational forums in partnership with NGOs and schools with the aim of deepening peoples' understanding about the situation in developing countries and enhancing their knowledge of international cooperation activities, including civic activities.

JICA's programs include the "International Cooperation Lectures" (held approximately 2,000 times per year), under which instructors are dispatched to elementary and junior high school classes, as well as the "Essay Contest on International Cooperation for Junior and Senior High School Students" (approximately 70,000 applicants per year, junior and senior high school combined), which is an essay competition on international cooperation. Additionally, JICA implements the "Development Education Study Tour for Teachers Program" for teachers interested in development education. This program provides an opportunity for teachers to visit developing countries and incorporate their observations into their coursework upon returning to Japan. JICA also conducts the "Development Education Instructor Training" and creates course materials for learning about development education approaches and case studies.

These citizen participatory cooperation activities are implemented in cooperation with NGOs, local government entities, etc. which focus on linkages with communities. JICA is strengthening its activities so that international cooperation will come to be regarded by Japanese citizens as commonplace and accessible activities, as well as an outstanding characteristic of Japanese culture.

JICA Essay Contest on International Cooperation for Junior and Senior High School Students

JICA implements an essay contest on international cooperation targeting junior high and senior high school students in Japan who will be responsible for the next generation. The aim of the contest is to deepen students' understanding of the situation in developing countries and the need for international cooperation, and to examine what Japan should do as a member of the international community as well as what each and every individual should do.

The following is an excerpt of the winning essay from the contest for junior high school students:

"I'm hungry, but if I read a picture book I can sleep soundly with feelings of joy," said a girl in Afghanistan where food tends

to be scarce. I was shocked to hear these words. Here was a young child, very much hungry, avidly reading a picture book. If you were in this situation, which would you choose: food or picture book? My dream is to become a novelist. My dream is to make all the people in the world who read my books happy and make this world a world filled with smiles. Some people live with the fear that they may die tomorrow. Some people live with the fear that the day may end without having anything to eat. Against these concerns, my dream is to shine a light of hope with the power of words.”

Global Concierge Program for College Students

At JICA Global Plaza, the Global Concierge Program for College Students is offered for university students in Japan during their spring and summer holidays.

JICA Global Plaza features an “Virtual Global Experience Area,” where displays are set up to facilitate citizens’ understanding of developing country issues and international cooperation. The Plaza is staffed with Global Concierges who can provide clear explanations on the contents of the exhibitions.



Top winners of the essay contest are able to participate in an overseas training trip to a developing country

The Global Concierge Program for College Students is a hands-on program for university students to examine their involvement in international cooperation, through their work as Global Concierges, exchanges with international cooperation practitioners beginning with JICA staff, and the planning and implementation of workshops on international cooperation.



A student taking part in the Global Concierge Program for College Students offers guidance to a visitor

Partnerships with NGOs and Other Organizations

Collaboration with Diverse Actors of International Cooperation

As development issues have become more complicated, there is a greater need for Japanese overseas cooperation to mobilize people, knowledge, and expertise, based on the concept of human security, in order to cope with diverse themes such as the MDGs.

Reflecting this drive to engage more with key actors of development, collaboration with non-governmental organizations (NGOs), universities, and local governments have become an integral part of effective ODA for education, health, and environment improvement, community development, peace-building, and reconstruction. NGOs possess the strength, experience, and knowledge for responding flexibly and quickly to the needs of local community as well as for emergency assistance in the aftermath of natural disasters. Universities possess technical expertise, while local governments possess know-how accumulated in their localities.

JICA has been strengthening its engagement with these actors of civil society in a variety of forms, namely through dialogues, partnerships, and support programs [→ Refer also to page 138, *Citizen Participatory Cooperation*].

JICA Partnership Program (JPP) Joint Implementation of Overseas Development Projects

JICA implements JPP projects jointly with Japanese organizations which have a strong desire to implement international cooperation projects, including NGOs, universities, local government entities and public-interest corporations. JPP is based on proposals from these experienced organizations, which helps benefit the local people in developing countries. JPP projects are unique as they directly contribute to improving the lifestyles and livelihoods of the people by carrying out detailed activities at the grassroots level. In fiscal 2010, JICA implemented 211 JPP projects in 48 countries. JPP projects consist of three schemes: Partner type, in which organizations with a certain level of experience in developing countries utilize their experience and skills; Support type, in which projects are carried out by organizations with less experience in developing countries; and Local government type, in which local government entities play a central role and utilize their know-how accumulated in their localities.

NGO-JICA Japan Desk Supporting Activities of Japanese NGOs

JICA has “NGO-JICA Japan Desks” in 22 countries to support the activities of Japanese NGOs operating in developing countries. These desks offer consultation and information on various aspects, for example, on local laws, local systems, the social situation and the state of local NGO activities, which are also



Introducing compost techniques at a junior high school in Sibuluan City, Malaysia (JPP Local government type, “Community-Based Solid Waste Management System Development Project in Sibuluan City,” Kita-Kyushu City)



Training for Capacity Building of NGOs: Project Management Course, “Preparing to Engage as Outsiders”

helpful for NGOs in implementing JPP projects.

Support for Capacity Building Strengthening Human Resources and Organization for Better International Cooperation

To support international cooperation activities by NGOs and citizen groups, JICA provides a variety of support programs. These include Project Cycle Management (PCM) method training; training for organizational strengthening through human resource development; and dispatching of advisors with special expertise. In fiscal 2010, 374 persons participated in the training courses and advisors were dispatched to 28 organizations.

NGO-JICA Dialogue Meeting Promoting Equal Partnerships

JICA emphasizes the importance of dialogue between NGOs for ensuring deeper mutual understanding and promoting excellent collaboration. Through its headquarters, overseas offices and domestic offices, JICA exchanges opinions and information with NGOs on regional and sectoral issues. Also, JICA holds a quarterly dialogue meeting with NGOs, where both sides discuss the effective cooperation and promotion of equal partnerships.

JICA Donation Fund for the People of the World International Cooperation through Donations

The JICA Donation Fund for the People of the World encourages citizens, corporations and groups to participate in international cooperation. The donations are used to support Japanese civil society groups’ activities aiming to alleviate poverty, improve healthcare, education, and environment of developing countries. In fiscal 2010, the fund supported 10 projects.

Efforts of Group of Residents Realize Safe Childbirth

Partner Type

Project for Safer Pregnancy/Delivery by the Local Community in Chibombo District, Zambia
TICO



Women waiting for prenatal checkups

In rural areas of Zambia, many women lose their lives through pregnancy and childbirth due to the lack of healthcare infrastructure necessary for delivery.

This project provides training to the Safe Motherhood Action Group (SMAG) comprised of traditional midwives and community health volunteers to protect the health of community

women during pregnancy and childbirth. Under the Group's leadership, health education on nutrition, pregnancy, childbirth and other topics are offered to women of childbearing age in order for pregnant and parturient women to acquire basic knowledge about health.

NGO Staff

Ms. Hiroko Sakai, Healthcare Expert

In rural areas, maternal deaths occurring outside of medical facilities were not reported to official agencies. It is an enormous step forward for the health of pregnant and parturient women in the community that a group has been set up to carry out healthcare activities for these women, that the residents themselves are collecting, organizing and reporting information,

and that a system is in place for understanding the situation and resolving the problems. I will offer support to firmly establish these activities and contribute to the organization's maturing and bringing about changes in the community.

From the Grassroots

SMAG Member/Community Health Volunteer

In the community where we live, many women have home births with the help of people who have never received training. Due to their erroneous decisions, some women lose their lives during childbirth. We recommend deliveries at medical facilities. Some women are used to home deliveries, some live far away from medical facilities, and some continue to deliver babies at home for various other reasons. It is difficult to change the behavior of these people. Nevertheless, we hope to bring about changes through persistent efforts.

Support for Drug Addicts in the Philippines Utilizing a Method Fostered in Japan

Support Type

Recovery Project for Drug Addicts in Poverty Group in Manila, Philippines
Asia-Pacific Addiction Research Institute (APARI)



Regularly held meeting to support the recovery of drug addicts

In the Philippines, support fails to reach drug addicts in the poverty group. This in turn leads to further drug use and secondary effects, including violence and family breakdown. To improve the situation, APARI and JICA are jointly implementing this project.

APARI is affiliated with the Drug Addiction Rehabilitation Center (DARC), which has over 50

offices across Japan. APARI has supported the recovery of drug addicts by promoting them to help each other and strengthen their links with the community. Using this method developed in Japan, APARI extends support to enable drug addicts in the poor group in the Philippines to help each other and overcome their addiction.

NGO Staff

Mr. Tsuneo Kondo Project Manager

For three years I struggled to grapple with what it is that APARI should do in this project. This was because drug addicts are not simply using the drugs themselves. They are also involved in the selling of drugs for their livelihoods. In this project, we support the recovery of drug addicts in the Philippines

with the help of Manila's communities and through sharing the experiences of recovering drug addicts in Japan. It is a rational approach that drug addicts extend support to their fellow addicts. It is a relay of life. I am thankful that this project has been realized.

From the Grassroots

Meeting Participant

I used to be a drug seller. Before participating in these meetings, my spouse and I used to use drugs together. Even my son consequently started using drugs. During the period that I was using drugs, no one talked to me and I lost all of my friends. My spouse and I couldn't carry on a decent conversation. However, things are different now. My spouse and I live happily together, and I have my friends from the meeting. I am healthier, and my weight has increased. Seeing my progress, my son has also started seeking help.

Public-Private Partnerships

New Partnerships that Support Economic Growth

The demand for sustainable development and infrastructure development in developing countries is enormous, and it is difficult to respond to this demand with ODA alone. Private sector funding now accounts for a much larger proportion of the funds entering developing countries from advanced nations than does ODA*. Under such circumstances, there are hopes for even more effective development support through collaboration with private-sector activities.

Traditionally, ODA has served as a catalyst for private sector funding in developing countries. Recently, however, due to intensifying global competition and a lowering of trade and investment barriers, corporations are more actively expanding their trade and investment in developing countries and are focusing their attention on new activities, including public-private partnership (PPP) infrastructure projects, base of the pyramid (BOP) businesses, and corporate social responsibility (CSR) activities. These efforts have allowed private sector businesses in developing countries to produce successful development results, including creating employment opportunities, cultivating human resources, and improving technologies.

Nevertheless, there remain many barriers hindering corporations from carrying out these activities on their own. For example, corporate activities in developing countries require a developed business and investment environment in terms of both institutional and hard infrastructure aspects, including well-established legal structures, human resource development, and peripheral infrastructure development. Accordingly, there are areas where it is difficult for private sector to carry out activities by themselves, creating room for collaboration with ODA.

In April 2008, the Government of Japan announced "Public-Private Cooperation for Accelerated Growth". Recognizing the importance of private-sector growth in reducing poverty in developing countries, the policy aims to construct productive partnerships between the public and private sectors and accelerate growth by sharing important foreign policy objectives and working to address these in concert. Furthermore, the New Growth Strategy released in June 2010 also recognizes the importance of utilizing ODA in the overseas deployment of integrated infrastructure systems. In light of these circumstances, it would be ideal for both developing countries and Japan if ODA and private-sector activities led to constructing productive partnerships, intensifying the effects of development in developing countries, and accelerating the pace of growth.

Preparatory Survey for PPP Infrastructure Projects Public-Private Partnerships to Address Infrastructure Projects in Developing Countries

There is a growing trend in developing countries toward incorporating the energy of the private sector into infrastructure projects that have traditionally been carried out as public projects in the areas of construction, management, and maintenance. Based on a proper division of roles between the public and private sector, public-private partnerships (PPP) are implemented in order to engender greater effects and efficiency in these projects. This has led to the advent of a public-private collaboration mechanism to address development issues in developing countries. Against this backdrop, JICA is working to form PPP infrastructure projects based on support via Loan Aid and private sector investment finance.

In PPP infrastructure projects, it is imperative that surveys are carried out as a collaborative effort between the public and private sectors from the initial planning stage based on the awareness of the various related parties, including project owners and sponsors. For this reason, JICA began the Preparatory Survey for PPP Infrastructure projects, a scheme for formulating project plans based on proposals from the private sector. Proposals with concepts for project formulation are widely solicited from private corporations, and JICA entrusts the organization with the selected proposal to conduct a preparatory survey as a feasibility study for project formulation. During 2010 two public calls for proposals were made, and of the responses received, nine proposals were selected from the first round and two from the second, for a total of 11 projects.

Preparatory Survey for PPP Infrastructure: Selected Projects

Country	Survey Name
1st public call for proposal on March 31, 2010	
Indonesia	Application of Waste water Reclaiming in Southern Bali water supply system
Indonesia	West JAVA Regional Solid Waste Treatment and Final Disposal
Malaysia	Creation of the Best Optimized Water Infrastructure PPP in Major Urban Areas
Philippines	PPP Project for Development of a connector road in Manila
Viet Nam	Utility Management of Environment-Friendly Industrial Parks
Viet Nam	Long Thanh International Airport Development Project
Viet Nam	PPP Duong River Water Supply System Project
Viet Nam	Song Hau 1 Coal Fired Power Plant Project and its related common infrastructures
Viet Nam	Urban Development with Above-and Under-Ground Combined Structures at Ben Thanh Station Area in Ho Chi Minh City
2nd public call for proposal on November 12, 2010	
Viet Nam	Yen Xa Wastewater Treatment Plant in Hanoi
Viet Nam	Phap Van-Cau Gie Expressway Project

* Concerning the flow of funds from Japan to developing countries, private-sector fund totals amount to approximately three-times those of ODA (Source: December 28, 2010 press release by the Ministry of Foreign Affairs, "The Flow of Funds from Japan to Developing Countries in 2009").

Preparatory Surveys for BOP Business Promotion

A New Approach Utilizing Corporate Business Principles

BOP business is also referred to as “inclusive business”, and is attracting attention as a new approach to resolving issues in developing countries that cannot be addressed by aid agencies alone via corporate business. In recent years, the aid agencies of various countries and multilateral organizations have been actively promoting partnerships with BOP businesses.

The success of BOP business relies on gathering and analyzing information on the actual living situation of the BOP demographics as well as on society and the economy, and then promoting product development and business plan creation based on people’s needs. However, the lack of such information at corporations is a major barrier to their entering the BOP business market. For this reason, JICA has started a public recruitment-type survey structure where proposals for BOP business plans that contribute to solving development issues are widely solicited, and then the organizations of selected proposals are commissioned to gather information on their BOP business and implement a survey for establishing a business plan that includes cooperation with JICA. In August 2010 the first public call was made and 20 projects were selected.

Preparatory Survey for BOP Business Promotion: Selected Projects

Country	Survey Name
1st public call for proposal on August 6, 2010	
Indonesia	Hybrid education business in Indonesia
Indonesia	Slag fertilizer in peat bog areas in Indonesia
Cambodia	Social investment for the development of BOP business
Viet Nam	Production of bio ethanol
Bangladesh	Rainwater tanks with microcredit system
Bangladesh	CDM business by introduction of energy micro utility system in rural areas in Bangladesh
India	Safe water supply and establishment of its supply chain for poverty reduction
India	Water purification for poverty reduction in India
India	Commercialization of stationeries for the profit generation of BOP
Sri Lanka	Water supply in non-supply areas
Kenya	Solar lantern
Kenya	Long-lasting insecticidal net for the poor
Tanzania	Jatropha production
Tanzania	Production of solid fuel for households and SMEs
Rwanda	Microbial material for agriculture and public health
Mozambique	Energy conversion
Ghana	Off-grid energy solutions in unelectrified area
Ghana	Nutrient enriched food during weaning period
Ghana	Road maintenance in rural villages by using “DONOU (sandbag)”
Senegal	Village water supply with clean water system in West Africa

Private Sector Investment Finance

Private-Sector Corporation Projects in Developing Countries Supported by Private Sector Investment Finance

Of the Loan Aid provided by JICA, an additional pillar to ODA

Greenhouse Gases Generated by APEC Yokohama were Balanced by JICA’s Certified Emission Reduction (CERs) Acquired from the World Bank Prototype Carbon Fund

JICA used a portion of the CERs acquired from a wind power generation project in the Philippines via the World Bank Prototype Carbon Fund (PCF), which JICA funds using private sector investment finance, in order to balance out (by “carbon offsetting”) a portion of the greenhouse gas emissions generated as a result of holding the November 2010 APEC Ministerial Meeting in Yokohama.

PCF is the world’s first carbon fund and was established through funding from 23 governmental organizations from 10 countries including Japan, as well as from private-sector corporations. The fund was created before institutional frameworks were established to promote the Clean Development Mechanism (CDM), serving as a primer for allowing JICA to use private sector investment finance to fund climate change countermeasures with private-sector funding, as there were high risks involved for private-sector corporations in carrying out projects in developing countries to reduce greenhouse gas emissions on their own.

The actual amounts of greenhouse gas emissions reduced by these projects are distributed among the PCF investors including JICA in the form of “CERs,” thereby contributing to cutting greenhouse gas emissions.

Loans is economic cooperation implemented using private sector investment finance as a form of support for private-sector activities. Various private-sector businesses in developing countries help to vitalize the economies and create employment in their respective countries, and consequently produce development results that lead to improvements in people’s lives. At the same time, these businesses create expectations for further results such as acquiring foreign currency and technology transfers. Nevertheless, due to factors such as their high risk, it is difficult for these businesses to obtain financing from private-sector financial institutions.

The private sector investment finance operations of JICA support private-sector corporations attempting to conduct business in developing countries under these circumstances from the two financial perspectives of “investing” and “financing”. The New Growth Strategy released by the Government of Japan in June 2010 states that, “As for private sector investment loans by the Japan International Cooperation Agency (JICA), in order to provide loans for highly-effective development projects which cannot be financed by existing financial institutions, we will fully study and evaluate the successful and failed cases in the past and establish a risk examination and management system, toward the resumption of this business.” Furthermore, at the December 2010 Ministerial Meeting on the Overseas Deployment of Integrated Infrastructure Systems, a decision was again made to resume the scheme in fiscal 2011. In response to this decision, the necessary procedures for restarting private sector investment finance were concluded by the end of March 2011.

Support for Japanese Emigrants and Their Descendants

Focusing on Human Resource Development and Elderly Welfare

■ Evolving Issues and Challenges Weighing on Nikkei Communities and Japanese Emigrants

There are currently more than 2.9 million Japanese emigrants and their descendants (*Nikkei*) living around the world, with the majority living in North, Central and South America. Japanese emigrants and *Nikkei* communities make important contributions in many fields in each country, including politics, business, education and culture. Their presence plays a key role as an intermediary between Japan and the countries where *Nikkei* reside.

JICA assists the Japanese emigrants who have settled in Central and South America in line with the Japanese emigration policy since the end of World War II. JICA has focused on helping emigrants settle into their adopted countries through programs including emigrant loans (for the purchase of land and assisting farming operations), settlement area programs (land development and subdivision) and infrastructure development programs (agricultural production, community facilities, medical care, hygiene and education).

With the decrease in the number of new emigrants, Japan's emigration policy ended in fiscal 1993. Moreover, the circumstances for emigration have changed along with the maturing and generational transition of *Nikkei* communities. The first generation of emigrants is aging, and many *Nikkei* communities are encountering a situation where the working age population leaves as migrant workers, causing recession and increased vulnerability in the communities. Such communities face issues involving the loss of their *Nikkei* identity. At the same time, *Nikkei* communities in Japan confront serious social security-related problems, including non-participation in medical insurance and pension programs. In addition, these communities also face educational issues such as truancy among *Nikkei* children due to a lack of Japanese proficiency.

■ Main JICA Activities and Programs for Japanese Emigrants and Nikkei

To support the Japanese emigrants and *Nikkei* confronting these issues, JICA undertakes the following activities and programs.

1. Knowledge Dissemination

The Japanese Overseas Migration Museum, which opened in Yokohama in 2002, consists of permanent exhibits and special exhibitions that feature the overseas migration history and the present situation of *Nikkei* communities. The museum also provides information online via its website. The museum aims to help people understand the history of Japanese emigration as well as the emigrants and *Nikkei* among Japan's general public, especially for the younger generation who will be leading the

country in the near future.

2. Support for Emigrants Abroad

1) Dissemination of Farm Management Practices

To improve farm management skills, JICA dispatched *Nikkei* agricultural experts from Brazil, an agriculturally advanced country; conducted agricultural training programs; and provided practical training for agricultural cooperative staff members. In addition, JICA provided subsidies to assist study groups on agriculture. With the advancement of agricultural skills in *Nikkei* communities, JICA terminated the assistance programs at the end of fiscal 2010.

2) Medical Care and Hygiene

JICA assists in the management of five *Nikkei* clinics at colonial settlements in Paraguay, Bolivia and the Amazonia Hospital in Brazil. JICA also supports travelling clinics for the colonial settlements in Brazil. JICA assists programs related to the implementation of medical examinations and nurse care training in countries with a high demand for elderly welfare and medical services, such as the Dominican Republic, Paraguay, Brazil and Bolivia.

3) Education and Culture

To enhance Japanese-language heritage education among *Nikkei* communities, JICA assists joint training sessions for local *Nikkei* teachers, the purchase of teaching materials, third-country training for local Japanese-language teachers and research and studies on Japanese-language promoted by the Brasil Japanese Center. Furthermore, 27 teachers participated in the Pan-American joint training program for Japanese-language teachers (third-country training) held in São Paulo, Brazil, in fiscal 2010.

4) Upgrading Facilities and Equipment

In fiscal 2010, JICA supported the enhancement of facilities and equipment, including the purchase of equipment for seminars on medical and health management for elderly people in Brazil and equipment for elderly welfare services in Bolivia.

3. Educational Initiatives for the Children of Emigrants

1) Educational Programs for Students of Japanese-Language Schools

JICA organizes a program to provide students with a firsthand opportunity to gain a deeper understanding of Japanese culture and society. In this program, *Nikkei* children attending Japanese-language classes run by local *Nikkei* organizations are invited to Japan to attend a public junior high school for a short period, including a homestay at a Japanese family. A total of 58 students from North, Central and South America participated in this program in fiscal 2010.

2) Scholarship for Japanese Immigrants and Their Descendants in Latin America (Program for Developing Leaders in *Nikkei* Communities)

JICA offers peripheral support to *Nikkei* students attending graduate school in Japan through a scholarship to help cover their living expenses and tuition fees. In fiscal 2010, there were fourteen new recipients participating in this program.

4. Support for *Nikkei* Communities and Local Communities

JICA dispatches Youth Volunteers and Senior Volunteers (*Nikkei* Volunteers) to *Nikkei* communities in Central and South America to assist with Japanese-language education, healthcare and welfare services. As a new assistance initiative in fiscal 2008, JICA established the Special Program for School Teachers (*Nikkei*), where public school teachers from Japan are dispatched to government-accredited schools in Brazil. In fiscal 2010, 7 teachers participated for the first time in a long-term (two years) volunteer program. Upon returning to Japan, these teachers are

expected to utilize their experiences to play active roles as key resources capable of addressing the needs of *Nikkei* children residing in Japan.

In addition, JICA accepts trainees from Latin American countries. Through training proposals from universities, local government and other organizations, including public interest corporations, this program serves to promote nation-building in respective participating countries as well as cross-border human interchange. In fiscal 2010, JICA accepted 124 persons under this program.

5. Business Loans

The JICA loan program for emigrants and *Nikkei* organizations concluded in fiscal 2005. At present, JICA only administers the repayment of these loans.

Case Study

Dissemination of Farm Management

The Conclusion of Programs in the Agricultural Sector

As one pillar of assistance for Japanese emigrants living abroad, JICA has promoted programs aimed at the development of agricultural production infrastructure. Since the late 1950s, Japan has been operating agricultural research institutes, teaching agricultural management skills, dispatching agricultural experts, and providing training to agricultural cooperatives through several programs targeting Argentina, Paraguay, Brazil, Bolivia, and the Dominican Republic. Most of these programs concluded by fiscal 2000, with the final program to teach farm management in Brazil ending in fiscal 2010. The following is an overview of these programs.

Advanced Agricultural Training

The objective of this program was to modernize and improve agricultural skills and management practices in areas where Japanese emigrants reside. JICA implemented training,



An expert gives instruction on bamboo pretreatment methods to *Nikkei* farmers in Roraima State (Photo by Shimada Massanobu [JICA expert])



Akira Ikegami lectures at the Seminar on Vitalizing *Nikkei* Agricultural Cooperatives in South America (Photo by EX Research Institute Ltd.)

passing on advanced agricultural techniques and knowledge about the distribution structure of the agricultural industry. This program started in fiscal 1978, targeting participants from Argentina, Paraguay, and Bolivia.

In fiscal 2010, three people from Paraguay underwent farm leadership training and acquired the skills they needed to train others at a *Nikkei* agricultural cooperative in Paraná State. One person from Rio de Janeiro learned about cultivation skills at the Associação Hortolândia de Atibaia.

Dispatch of Agriculture Experts Living in Brazil

Since fiscal 1978, JICA has been dispatching agricultural engineers and farmers with an in-depth understanding of the South American agriculture industry to settlements in Paraguay, Bolivia, and Brazil in an effort to improve regional agricultural skills.

In fiscal 2010, one agroforestry expert was dispatched to a *Nikkei* agricultural cooperative in Amazonas State, Brazil. Experts in bamboo cultivation and processing technologies were also dispatched to an NGO in Pará State and a Japan-Brazil cooperative in Roraima State. These experts conducted training programs for both *Nikkei* and non-*Nikkei* residents.

Practical Training for Staff Members at Agricultural Cooperatives

Started in fiscal 1983, this program worked to improve the quality of management at agricultural cooperatives. Staff members from agricultural cooperatives in Bolivia underwent practical training at an advanced agricultural cooperative in Brazil.

Thanks to assistance from Japan's Ministry of Agriculture, Forestry and Fisheries (MAFF), in January 2011 the Cooperativa Central Agrícola e de Colonização do Brasil held 11^o Seminário de Revitalização das Cooperativas *Nikkeis*

(the Seminar on Vitalizing *Nikkei* Agricultural Cooperatives in South America). This seminar was undertaken with the goal of enhancing partnerships among agricultural cooperatives in South America and featured sessions on such topics as the sales strategies and processing technologies required from agribusiness partners in Japan. Former Agricultural Minister Roberto Rodrigues and journalist Akira Ikegami gave presentations on themes such as food production in Brazil and South America, and representatives from *Nikkei* agricultural cooperatives in Brazil and Bolivia organized a panel discussion.

This Seminar was a great success and resulted in the formation of a new agriculture cooperative network by 22 agricultural cooperatives and other groups (one from Argentina and Paraguay; two from Bolivia; and 18 from Brazil). The seminar was also a priceless opportunity for *Nikkei* agricultural cooperatives to advertise their activities to Japanese corporations and trading companies.

Together with Non-*Nikkei* Residents

While the aforementioned programs were undertaken as assistance to *Nikkei* farmers, non-*Nikkei* farmers residing near *Nikkei* settlements were also offered training, mainly in Brazil. As a result, the quantity and quality of agricultural production in the entire community improved. Assistance also helped locals build networks among cooperatives. Thus, support to develop infrastructure for Japanese emigrants ultimately benefitted non-*Nikkei* residents as well.

Japanese emigrants, once the recipients of assistance, are now actively supporting their communities. Thankful for the acceptance and support of local communities and countries, *Nikkei* emigrants continue to work toward the development of the societies they reside in.

Securing and Training Human Resources

Training and Securing the Human Resources Needed in International Cooperation

There is a growing need at international cooperation sites for professionals with the ability to respond accurately to increasingly complex and diverse aid needs. JICA carries out a variety of initiatives in the form of human resource training and securement projects in order to secure the necessary human resources to respond promptly to these needs.

Overview of Projects

Title/Objective	No. of participants (as of March 2011)
Human Resources Training	
1. Associate Expert Program Enhancing the Abilities of Young People	25 new trainees
2. Long-Term Overseas and Domestic Training Program Enhancing Abilities in Specialized Fields	New trainees (8 overseas; 11 domestic)
3. Individualized Training for Expert Development Specialty-Based Brush-up Training	7 participants
4. JICA Internship Program (open recruitment-type) Broadening the Base of International Cooperation Personnel	37 trainees
5. Other trainings	
1) Pre-Dispatch Training for Specialists Skills Advancement and Orientation Prior to Dispatch	Implemented 12 times 382 participants
2) Capability Enhancement Training Short-Term Intensive Training to Enhance the Skills of Mission-Ready Personnel	Implemented 13 courses 275 participants
3) Security Risk Management Training Safety-focused Training Conducted in Collaboration with UNHCR	Implemented 4 courses (4 times) 98 participants
4) Other (1) Pre-Dispatch Training for JICA staff, (2) National Staff Training	(1) 156 participants, (2) 54 participants
Securing Human Resources	
1. JICA Senior Advisors Securing Professional Human Resources	88 persons on assignment
2. Special Advisors Securing Capable and Qualified Human Resources as Experts	19 persons on assignment (new)
3. PARTNER Operation of Website for Providing General Information on Careers in International Cooperation	Site access numbers: 696,226/year

Cultivating Human Resources for the Future

1. Associate Expert Program

JICA enables young people who aspire to careers in the area of international cooperation to gain experience and expertise in developing countries by providing opportunities to become involved in JICA projects in Japan and overseas and thereby raise their practical capabilities.

2. Long-Term Overseas and Domestic Training Program

This training program is intended to cultivate specialists and other persons who will work in the field sites of international

cooperation. The training program is provided to persons pursuing a master's degree at graduate schools in Japan and overseas and aims to enhance expertise and skill in their specialized fields.

3. Individualized Training for Expert Development

This program provides personnel with practical experience with individualized training at aid agencies and educational institutions in Japan and overseas. Training under this program allows participants to handle more complex and demanding development issues.

4. Internship Program

This program provides graduate students who engage in research and aspire to a career in international cooperation fields with one to four months of practical experience at a JICA institution in Japan or overseas.

Cultivating Mission-Ready Personnel

1. Pre-Dispatch Training for Specialists

JICA provides experts with training prior to assignment in such areas as JICA cooperation policy, project content, current trends in aid and effective means of technology transfer.

2. Capability Enhancement Training

This training is provided to persons who already possess skills or expertise in certain specialty fields as well as language proficiency and who expect to be assigned as an expert to a developing country in the near future. The training provides the opportunity to acquire knowledge on current aid trends and gain practical skills. The training is implemented based on themes that give consideration to recent needs in assistance support, including support for the establishment of laws, consideration of



In Capability Enhancement Training, trainees learn about recent aid trends as well as knowledge and cooperation methods acquired from experience in the field.



In Security Risk Management Training, trainees engage in emergency response exercises, such as those on lifesaving techniques.

Helping to secure human resources for international cooperation Comprehensive International Cooperation Career Information Website “PARTNER”

What is PARTNER?

PARTNER is an all-Japan comprehensive career website that offers information on careers in international cooperation created with the objective of providing variety of useful information for individuals wishing to play active roles in the field of international cooperation throughout the world, as well as for implementation agencies and groups recruiting personnel for international cooperation. The website includes job listings from JICA and other organizations, information on training and seminars, as well as a career counseling corner for individuals who wish to work in the field of international cooperation.

Operations

In fiscal 2010, the website posted 2,494 job listings and information on 965 different training sessions and seminars. As of March 2011, 8,993 individuals had registered with PARTNER as International Cooperation Personnel, in addition to 574 organizations that conduct international cooperation activities. Also, PARTNER implemented PARTNER Mail Consultations, an e-mail-based career formation program, and interview-type PARTNER Career Consultations, were implemented 117 and 146 times, respectively.

Holding International Human Resource Seminars

JICA holds International Human Resources

Seminars targeting persons who aim to enhance their careers through the activities of NGOs and international institutions, beginning with JICA. In fiscal 2010, seminars were held in Tokyo and Kobe with the participation of 230 people, the largest number in the program's history. Comments from participants of the seminars have included the following: “These seminars are beneficial for people that want to work in jobs related to international cooperation. I wish that they were also held frequently where I live” and “After participating in the seminar, I have a stronger urge to utilize my experience in Japan and abroad.”

Holding Seminars for PARTNER registered organizations

In fiscal 2010, JICA held the “First Action Seminar: Collaborations between corporate CSR and NPOs/NGOs” (participation by 53 organizations), as well as the “Second Action Seminar: Enhancing Identity. The power of PR” (participation by 65 organizations). Many participant requested that such group seminars be held in the future as well. One participant commented that, “The seminar was packed with information and it was very meaningful. I hope that you will continue to hold regular

seminars like this one that link companies with NGOs.” Another participant remarked that, “I learned that a PR strategy must coincide with management strategy. I hope that JICA will hold a seminar at the next level up from today's seminar in the future.”

Response to the Great East Japan Earthquake

In order to respond to the Great East Japan Earthquake, a disaster of unprecedented scale, PARTNER opened the “PARTNER Information on the Disaster” webpage from March 25, 2011 to provide information that links people that wish to participate in reconstruction assistance activities with organizations. This page has made a modest contribution to securing human resources that can carry out activities in the disaster areas by promptly posting emergency recruitment information in order to respond to the time-sensitive needs of people in the field.



the environment and support for peacebuilding.

3. Security Risk Management Training

JICA implements training programs in security risk management in collaboration with the Office of the United Nations High Commissioner for Refugees (UNHCR) eCentre. This training is provided to specialists and others who are engaged in the fields of peacebuilding and reconstruction assistance.

4. Other

In order to strengthen response capabilities in the field in developing countries and carry out cooperation in an effective and efficient manner, JICA provides training for overseas JICA administrative workers and local staff members to enhance their issue response capability.

Systems to Secure Human Resources

JICA is working to secure persons with ample practical experience in developing countries who can immediately play an active part in on-site assistance as JICA Senior Advisors or Special

Advisors. JICA Senior Advisors, in particular, utilize their advanced knowledge in their respective specialized fields to contribute to improving the quality of JICA projects.



One of the roles of JICA Senior Advisors is to develop efficient methods for teaching skills to others. The photo shows a JICA Senior Advisor demonstrating a method that he developed to a Japanese expert (center). By learning and utilizing this kind of method, the Japanese expert will implement various forms of training.

JICA-Net — A New Form of International Cooperation That Transcends the Restrictions of Time and Distance

JICA-Net is a distance Technical Cooperation modality promoted by JICA. JICA-Net uses a wide range of information and communication technologies, including those for providing distance lectures and seminars, creating multimedia-based learning materials, and delivering learning materials via our website to transcend time and distance restrictions and thereby improve the efficiency, effectiveness and quality of JICA projects.

JICA-Net was launched in response to the Japanese government initiative announced at the Kyushu-Okinawa Summit in 2000. Since then the benefits provided by JICA-Net have come to be widely recognized along with the growth in the storage of content, including multimedia teaching materials and distance lectures and seminars, and an expansion in overseas videoconference network bases.

In fiscal 2010, statistics show videoconferencing was utilized approximately 5,800 times, with around 9,400 connection hours and over 69,000 participants in distance seminars and videoconferences. At present, videoconference systems have been installed at 19 organizations in Japan, including JICA's headquarters, and in 72 offices in 69 overseas countries. This system can also be mutually used through the networks of external organizations, such as with the World Bank's Global Development Learning Network (GDLN).

JICA-Net endeavors to disseminate remote technical cooperation through the following methods.

Distance Lectures and Seminars

As a means of enhancing the efficiency and effectiveness of activities, JICA has held distance lectures and seminars via a videoconference system in such situations when it's difficult to dispatch Japanese experts or when JICA needed to open a regional workshop for multiple countries connecting simultaneously.

In the Japan Center Project, for instance, distance training was launched in accordance with the November 2011 Mekong-Japan

Summit Meeting with the objective of training human resources in the Mekong region. As a part of this training, distance lectures are being held on themes tailored to the needs of each country, such as business skills and investment promotion, by connecting Japan and the Japan Centers in Viet Nam (Ho Chi Minh City and Hanoi), Laos, and Cambodia. These lectures were held four times during fiscal 2010 with the participation of approximately 600 business professionals and university-related personnel (see Chart 1).

Creating Multimedia Teaching Materials

Multimedia-based learning materials incorporate a variety of media, including video, photographs and text that are recorded on CD-ROMs or DVD. These materials are created to digitize knowledge related to JICA projects and to share this JICA knowledge and experience with persons in developing countries and people engaged in JICA activities. The materials are used mainly as learning materials for Technical Cooperation.

To date, approximately 250 types of multimedia teaching materials have been developed. One of these materials, developed in fiscal 2010, "REACHING OUT TO THE UNREACHED—ANM's role in improving Maternal Health services," uses actual footage recorded in India in the project site to illustrate how Auxiliary Nurse Midwives (ANMs) and other health workers have developed their capacity to provide the rural community with quality Maternal Health services.

Sharing Digital Content Via JICA Website

JICA stores digital content, including syllabuses and materials for distance lectures and seminars, as well multimedia-based learning materials, on the JICA-Net website. This web environment allows counterparts or partners of JICA activities throughout the world to share and reuse this content. The website also introduces practices in distance Technical Cooperation and on the usage of JICA-Net to promote further use of it.

(JICA-Net URL: <http://jica-net.jica.go.jp/en2/index.html>)

Chart 1



Japan Centers

Business Professional Training in Countries Transitioning to a Market Economy

Centers Established in Eight Countries from 2000

The Japan Centers for Human Resources Development (“Japan Centers”) were established as bases for business personnel training in countries transitioning to a market economy, mainly in the nations in the Indochina region and Central Asia. The first Japan Centers were established in Viet Nam (Hanoi and Ho Chi Minh City) and Laos in September 2000, and this network was subsequently expanded with the opening of additional centers in Cambodia, Mongolia, Kazakhstan, Uzbekistan, the Kyrgyz Republic and Ukraine. Presently there are a total of nine centers in operation in eight countries (Note: The project in Ukraine is scheduled to end in fiscal 2011. However, the Japan Center will continue to be operated by the Ukrainian side).

Cultivating Human Resources to Promote Private Sector Development

Under the Business Programs provided at the Japan Centers, training has been conducted for over 77,000 people to date, making a significant contribution to the cultivation of business professionals. Primarily targeting proprietors of small and medium-sized businesses, managers, as well as entrepreneurs, the program provides practical training covering business management, including Japanese-style management, as well as business skills and factory-floor diagnostics and leadership. This program has earned high acclaim from local companies and business communities. Some countries have witnessed a great deal of activity in recent years, where alumni associations or kaizen associations organized by graduates of Japan Center business courses are working actively and expanding the network of local business professionals.

Frontline of Private Sector Partnerships

Countries in which Japan Centers are set up, such as Viet Nam, are often those in which Japanese corporations are advancing business and a growing number of these corporations are dispatching their local employees to Japan Center’s Business Programs to obtain basic knowledge on Japanese-style business management and practices.

Knowledge of the underlying Japanese language and culture is valuable in understanding Japanese-style management. Japanese language courses have been established in collaboration with the Japan Foundation at many Japan Centers to provide a range of opportunities to learn Japanese, for beginners as well as advanced students. In recent years, Japanese corporations are experiencing growing needs concerning those such as: “the employment of local personnel with Japanese language capabilities” or “short-term training on daily conversation-level Japanese language for local management staff preparing for training in Japan.”

Moreover, taking advantage of the fact that most Japan Centers are located within universities, in recent years Japan Centers are focusing on promoting exchanges with Japanese universities and supporting study abroad programs to Japan. In 2010, “Study-in-Japan Fairs” were held at Japan Centers in six countries, drawing participation from approximately 4,000 persons. There are high expectations that overseas students studying in Japan as a result of these fairs work in Japan or at local Japanese companies in the future.

In this way, JICA will continue to encourage the use of Japan Centers by universities, private companies, NGOs, government institutions, local governments and other organizations as venues for their activities. By doing so, JICA aims to position Japan Centers as platforms for cooperation and exchange between Japan and partner countries.

Case Study

Uzbekistan Japan Center for Human Development

The Number of Graduates Tops 800. Alumni Association Holds Job Fair

The Uzbekistan Japan Center for Human Development’s (UJC) flagship course, the Business Course, is a course that teaches management expertise over a five-month period. In the past 10 years the number of graduates has exceeded 800, and many of these graduates are working in executive positions or as managers at companies, serving as a driving force for economic development in Uzbekistan.

The “A-Club”, an alumni association organized by graduates of this course, promotes a variety of activities, one of which is an annual

job fair held in cooperation with the UJC.

In 2010, this job fair was held for the fifth time, attracting the participation of 2,700 job seekers and 57 corporations. While providing employment opportunities for many, the event was a venue of business matching, where companies could exchange information. Furthermore, a recruitment company where one of the graduates worked in provided guidance on attractive resume writing and job interviews, and a forum was held for personnel

management officers to exchange views on human resource management, making the event a very meaningful one.



A-Club members after the opening ceremony

Emergency Disaster Relief

Providing Timely Support to Disaster Victims

Disaster Relief Activities by Team Dispatch and Relief Supplies

JICA is responsible for administering Japan's disaster relief operations as determined by the Japanese government in response to requests from affected governments or international organizations following major disasters. Search and rescue teams, medical teams, expert teams and/or Self-Defense Force units are dispatched as Japan Disaster Relief (JDR) teams. JICA also provides emergency relief supplies to disaster-affected areas.

Stockpiling Supplies Around the World for Rapid Responses

To facilitate the rapid and reliable supply of the large-volume of relief items, reserve supplies must be procured and appropriately stockpiled in advance at locations as close as possible to disaster areas. Accordingly, JICA has warehouses in four locations worldwide, namely Germany (Frankfurt), Singapore, the United States (Miami) and South Africa (Johannesburg).

Eight priority goods are stockpiled at these four locations—tents, sleeping pads, plastic sheets (tarpaulins), blankets, portable water containers (plastic jerry cans), water tanks, water purifiers and electric generators(with extension cords). In cases where other types of supplies are required, JICA takes emergency action to procure these in affected or neighboring countries. When requested, emergency medical supplies are also procured from the United Nations Children's Fund (UNICEF) Supply Division in Denmark or the International Dispensary Association (IDA) in the Netherlands and are rapidly shipped to affected countries



A rescue dog and its handler conducting search operations

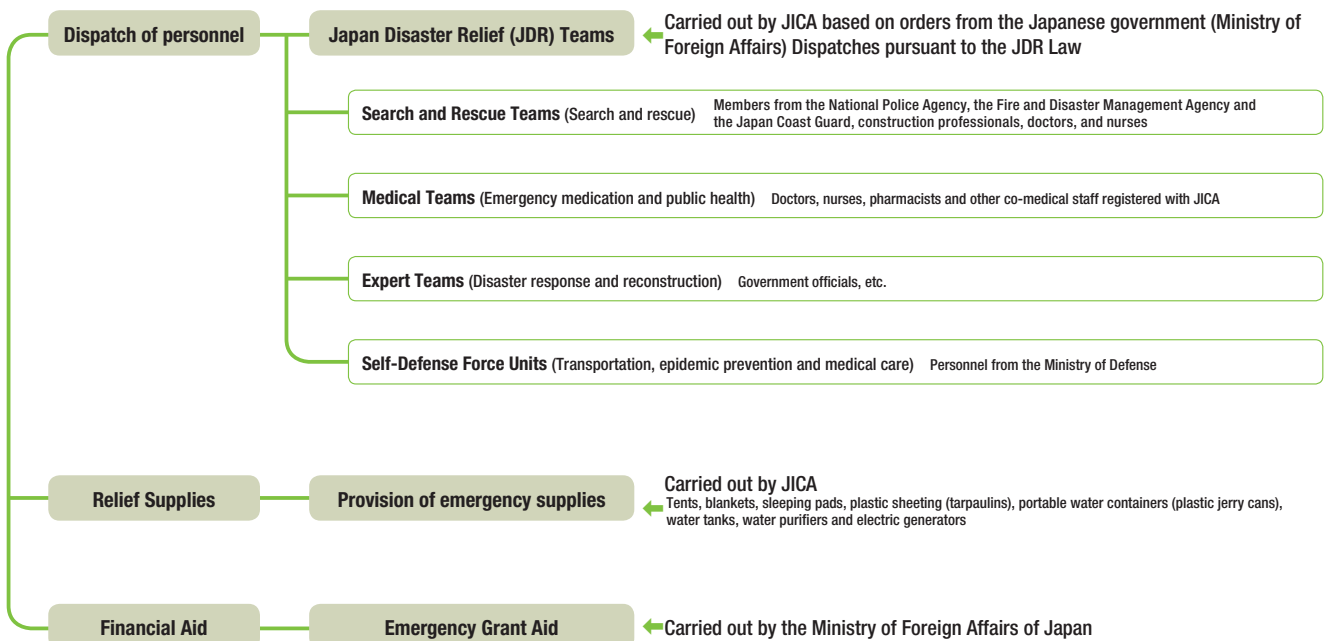
A rescue team member trying to bore through a beam during a UN-led team capacity assessment, INSARAG External Classification

* In March 2010, the Japan Disaster Relief rescue team obtained the Heavy-class qualification, the highest-level classification, by the International Search and Rescue Advisory Group (INSARAG)



Handing over emergency relief supplies

Japan's International Disaster Relief



Provision of Disaster Relief Supplies in Fiscal 2010 (April 2010 – March 2011, 15cases)

No	Disaster occurrence date	Country	Type of disaster	Value of material aid	Supplies provided
1	April 2010	Guatemala	Tropical storm	Approx. ¥20 million	Tents, blankets, sleeping pads, water tanks
2	May 2010	Honduras	Tropical storm	Approx. ¥10 million	Blankets, sleeping pads, portable water containers, water tanks
3	June 2010	Myanmar	Torrential rains	Approx. ¥10 million	Tents, water purifiers, water tanks, generators, extension cords
4	July 2010	Pakistan	Flooding	Approx. ¥20 million	Tents, water purifiers, water tanks, drainage pumps (locally procured)
5	July 2010	Pakistan	Flooding	Approx. ¥20 million	Tents, water purifiers, purification tablets (locally procured)
6	October 2010	Viet Nam	Flooding	Approx. ¥20 million	Blankets, generators, extension cords, water purifiers, portable water containers, mosquito nets (locally procured)
7	October 2010	Haiti	Cholera	Approx. ¥15 million	Water tanks, water purifiers, portable water containers, plastic sheets
8	October 2010	Benin	Flooding	Approx. ¥20 million	Tents, blankets, plastic sheets, sleeping pads
9	October 2010	The Caribbean (Saint Lucia)	Hurricane	Approx. ¥8 million	Generators, extension cords, water tanks, water purifiers, plastic sheets
10	October 2010	The Caribbean (Saint Vincent and the Grenadines)	Hurricane	Approx. ¥7 million	Generators, extension cords, water purifiers, plastic sheets
11	November 2010	Ghana	Flooding	Approx. ¥13 million	Blankets, plastic sheets, portable water containers, water purifiers
12	November 2010	Costa Rica	Flooding	Approx. ¥8 million	Blankets, generators, extension cords
13	December 2010	Columbia	Flooding	Approx. ¥20 million	Tents, blankets, plastic sheets, sleeping pads
14	December 2010	Venezuela	Flooding	Approx. ¥10 million	Blankets, sleeping pads, portable water containers, water purifiers, generators, extension cords
15	January 2011	Sri Lanka	Flooding	Approx. ¥20 million	Tents, sleeping pads

Case Study Earthquake Disaster in South Island, New Zealand

Japan Disaster Relief Teams Swiftly Arrive and Encourage Disaster Victims



A rescue team member searching crevices using devices headed with cameras.

At 12:51 p.m. (local time) on February 22, 2011, a 6.3-magnitude earthquake struck about 10 kilometers southeast of Christchurch on New Zealand's South Island. The earthquake caused a large number of buildings to collapse, including the Christ Church Cathedral located in the city center. The partial collapse of the Canterbury Television (CTV) building took many lives, including a large number of Japanese students studying at a language school located

in the same building. The number of deaths and missing persons resulting from the earthquake rose to over 350, of which 28 were Japanese.

Round-the-Clock Response

On the day of the earthquake, the emergency survey team was dispatched to the disaster area. On the afternoon of the following day, February 23, the first Japan Disaster Relief rescue team was dispatched using

the government aircraft of Japan and relief activities began. Although international rescue teams from seven countries, including the Japanese team, continued to make intense around the clock search efforts, the teams were unable to rescue any survivors. Nevertheless, the dedicated efforts of these teams served as a source of encouragement for the people in the stricken area. Moreover, in order to secure safety for relief activities, a structural assessment expert participated in the team to assess the safety of collapsed buildings.

JICA also dispatched its second and third rescue teams on a continuous basis, in addition to an expert team to provide psychosocial care for Japanese disaster victims and their families.

The return of the third rescue team to Japan on March 12, 2011, marked the conclusion of this series of rescue operations. The Japan Disaster Relief Team was highly praised for its quick arrival at the disaster area and coordinating with New Zealand and other countries to carry out search and rescue operations. The Japan Disaster Relief rescue team is certified as an International Search and Rescue Advisory Group (INSARAG) Heavy USAR Team [→ See page 150] and is looked on to perform relief activities in prompt response to large-scale disasters throughout the world in the future.

Enhancing Development Partnerships

Scaling Up Development Outcomes in Coordination with International Development Assistance Organizations

JICA has been actively promoting partnerships with international development assistance organizations and other bilateral donors to scale up development outcomes and to effectively tackle global development issues. JICA has been delivering messages to the broad international community on development initiatives and effective aid implementation by actively engaging in the discussions of the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD) as well as participating in and holding international conferences together with the Japanese government.

Shifting Development Challenges

Less than five years remain until the 2015 deadline for achieving the Millennium Development Goals (MDGs), which were compiled according to the United Nations (UN) Millennium Declaration adopted at the UN Millennium Summit in September 2000. The necessary funds to achieve the MDGs were appealed at the Monterrey International Conference on Financing for Development in March 2002 and the Doha Follow-Up International Conference on Financing for Development in November 2008. A substantial increase in the amount of aid through donors, the World Bank and UN agencies have been agreed to since the Gleneagles Summit in 2005.

Meanwhile, achieving the MDGs requires not only increased aid volumes, but also improvement in the quality of assistance. With the adoption of the Paris Declaration on Aid Effectiveness in March 2005 and the Accra Agenda for Action in September 2008, progress towards the realization of more effective assistance is being monitored and evaluated.

In addition to these international initiatives, globalization and emerging global issues (e.g., climate change, infectious diseases, conflicts, food shortages) have had considerable impact on the modality of development assistance. Following the global financial and economic crisis in 2008, private companies and foundations, charity groups and emerging countries have heightened their presence in development arena in place of developed countries suffering from dire financial situations. The diversification of development players and development modality are now discussed more frequently at international conferences, such as the G20. Having a thorough understanding of these trends is critical for advancing development assistance.

Development Agenda Initiatives and Strategic Dialogues

According to the outcome document of the MDGs UN Summit in September 2010, progress towards the achievement of the MDGs varies by country and further efforts are needed, and JICA will thus continue to promote and work towards the achievement of

the MDGs. In order to cope with the changes in the international development environment, JICA has been increasing its effort to share its country and thematic strategies and field experience at international conferences as well as working closely together with international development assistance organizations and other bilateral donors through strategic dialogues and implementation of collaborative projects.

When adopting the Accra Agenda for Action, for instance, the Japanese government and JICA stressed the importance of Capacity Development (CD) and South-South cooperation in ensuring the ownership of the partner countries, and this was reflected in the action plan document. Since then, JICA has shared case studies and know-how with the international community through international conferences and scoping studies, and the importance of CD and South-South cooperation are often raised at OECD DAC and UN forums, as well as at the field level in developing countries.

At the High-Level Meeting on South-South and Triangular Cooperation co-hosted with the United Nations Development Programme (UNDP) in November 2010, JICA's Project for Strengthening Nursing Education and In-service Training in El Salvador, Guatemala, Honduras, Nicaragua and the Dominican Republic was commended as an outstanding case study [→ See the Case Study on page 64]. JICA also played a leading role at the International Workshop on CD co-hosted with DAC and the Government of Egypt in March 2011, contributing to the compilation of the Cairo Consensus on CD.

The Fourth High-Level Forum on Aid Effectiveness (HLF4), for reviewing the aid effectiveness initiatives set out in the Paris Declaration and the framework for future international cooperation is scheduled to be held in Busan, Republic of Korea, in November 2011, and active discussions are taking place around the world leading up to the meeting. Against this backdrop, JICA, the Brookings Institution and the Korea International Cooperation Agency (KOICA) published a joint research report titled "A New Vision for Aid" that presents a set of policy recommendations on the aid framework and the role of development cooperation. This report was utilized at the HLF4 preparatory meeting held in Seoul in November 2010 and contributed significantly to the discussions on the new development assistance framework.

Furthermore, JICA was involved in the drafting of the World Bank's World Development Report 2011 on organizational violence and conflict since the preparatory stage, serving as a key member of the Advisory Council, and providing the human security perspective and JICA case studies.

Maximizing Development Outcomes

Development issues are increasingly becoming transboundary

and more diverse. To meet these needs, it is vital to build strong partnerships among development assistance organizations and scale up project outcomes by implementing effective and efficient assistance through strategic partnerships and cooperation.

In addition to traditional donors such as OECD DAC member countries including the United States, France and Germany, UN agencies and International Financial Institutions (IFIs), JICA has been strengthening partnerships with emerging countries, namely the Republic of Korea, which formally became a DAC member in 2010, as well as China, Thailand and other countries, and also the Islamic Development Bank (IsDB) which has had an increasing presence in recent years.

With partners such as the World Bank, Asian Development Bank (ADB), Inter-American Development Bank (IDB) and European Bank for Reconstruction and Development (EBRD), JICA holds comprehensive discussions on global development issues at regional and country levels through participation in their annual meetings and mutual visits, as well as through personnel exchanges with some of the organizations. As a result of these discussions, the sharing of development strategies and partnerships for specific activities in the field have been promoted, which has been contributing to enhancing aid effectiveness and efficiency.

For example, at the annual meeting of the International Monetary Fund (IMF) and World Bank in October 2010, JICA, the World Bank and ADB presented the joint research, "Climate Risks and Adaptation in Asian Coastal Megacities," and its utility was highly recognized. In 2010, JICA, the World Bank, European Investment Bank, French Development Agency (AFD) and German Development Bank (KfW) began co-financing a power generation expansion project in the Olkaria geothermal power production district in Kenya. In February 2011, JICA signed a Memorandum of Understanding (MOU) with the German Society for International Cooperation (GIZ) to strengthen coordination for assistance in the water and sanitation sector in Sub-Saharan Africa. Based on the MOU, the two organizations are implementing initiatives with the aim of scaling up projects and ensuring efficient implementation in five countries, including Zambia. Through staff exchanges, partnerships with the Office of the United Nations High Commissioner for Refugees (UNHCR) have deepened in the areas of assistance for refugees returning to conflict-affected countries and assistance for host communities.

Moreover, JICA continues to hold occasions to exchange information on development priorities and approaches with other organizations such as the European Commission (EC) and IsDB, and is considering possible areas of cooperation.

Strengthening Partnership with Emerging Countries

Partnerships with the emerging countries in Asia have entered a new dimension in fiscal 2010. So far, JICA had held regular consultative meetings with the Economic Development



Joint seminar among the development agencies of the four Asian countries (Japan, China, Republic of Korea, and Thailand)

Cooperation Fund of the Export-Import Bank of Korea (EDCF) and Export-Import Bank of China, respectively. Taking advantage of the sound trust and partnerships that had been formed among these organizations and to further enhance coordination with various agencies including the Neighboring Countries Economic Development Cooperation Agency (NEDA) of Thailand, the four organizations including JICA held a joint seminar on environmental and social considerations in Bangkok, Thailand in October 2010.

In November 2010, the Asian Development Cooperation Meeting hosted by the Government of the Republic of Korea was held in Seoul. The finance ministries, IFIs and research institutions from Asian countries assembled and discussed each country's ODA policy, South-South cooperation, and initiatives for tackling global issues. Though many of the participants were financial aid agencies this was perhaps the first time that Asian donors had an opportunity to gather at one place. The second meeting is expected to be held in Japan in 2011.

JICA is also strengthening information sharing with China, as its foreign development activities have been drawing global attention, through regular meetings with the Export-Import Bank of China, the holding of the aforementioned Asian Development Cooperation Meeting, participation in China-DAC Study Group meetings, etc. The China-DAC Study Group meetings were held with the aim of advancing mutual understanding and dialogue between China and DAC members to share experiences on poverty reduction initiatives in Africa. The meetings have been held four times since 2009 in African countries and Beijing, and JICA has been participating in this process from the beginning. Through these initiatives, JICA promotes dialogue with the Chinese authorities.

Thailand and Malaysia are also increasingly providing support to other developing countries. With a view to scaling up development effectiveness, JICA will also build and deepen partnerships with these emerging countries.

Public Relations Activities

JICA proactively engages in wide-ranging public relations activities in Japan and abroad through its headquarters with 17 domestic offices and over 60 overseas offices.

Public Relations Strategy and Achievements

To promote further understanding of and participation in international cooperation, JICA proactively disseminates information, such as about the issues confronting the international community and international cooperation initiatives, in a way that is tailored to the interests of a variety of people, including the general public as well as researchers and the media.

JICA is strengthening its public relations activities targeted at the general public to promote their interest and support in international cooperation. Specifically, JICA provides facts on what is the significance of resolving the issues faced by developing countries, what approaches are being taken to solve these issues and what outcomes are being achieved, along with human-interest stories, through JICA's website and other means.

In fiscal 2010, in order to illustrate the extent to which the daily livelihood of Japanese people is dependent on developing countries, contents based on the findings of the Japan-Developing Countries Interdependence Survey carried out in the previous fiscal year were posted on JICA's website and presented in pamphlets for elementary, junior high and high school students, and the general public.

- Elementary and Junior High School Students
"You are Part of the World" (Video)
Website/DVD
- Junior High and High School Students
"What has become? The World and Japan" Website/Pamphlet
- General Public
"Japan: Our Country Cannot Survive Alone" (Q&A format)
Website/Book
"An Interdependent World" (Video) Website/DVD
"DATABOOK 2010" (Data and analysis)
Website/Pamphlet

For the media, JICA's headquarters, overseas offices and domestic offices issue timely press releases. Workshops for



Members of the foreign media observing and collecting information about a training course on non-revenue water management

reporters on topical themes that provide explanation on recent activities are also organized. Furthermore, JICA provides opportunities for members of the foreign media to observe the programs implemented in developing countries and the trainings conducted in Japan. In fiscal 2010, JICA invited media representatives from 11 countries of Asia and the Middle East to introduce them to Japan's technologies and program management know-how with "water" as the theme. In addition, JICA has ongoing initiatives to enhance the understanding of opinion leaders, including those from the academic, political and economic communities, regarding the issues confronting Japanese society and the need for international cooperation.

JICA has also started using Twitter in fiscal 2010 and is expanding the means available for sharing information about JICA's activities.

For the overseas audience, JICA is strengthening its information dissemination through its website, English-language public relations magazines and other means. JICA further enhanced its English-language website by regularly posting feature articles and quickly posting news and updates and other stories as well as renewed its French-language website in July 2010.

Public Relations Initiatives of Domestic and Overseas Offices

JICA Global Plaza (Tokyo)

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

Nagoya Global Plaza (Nagoya)

<http://www.jica.go.jp/nagoya-hiroba/index.html> (Japanese)

Global Plazas serve as hubs for promoting citizen participation in international cooperation and enabling them to learn about the issues facing the world, mainly developing countries, in an easy-to-understand format. There are currently two Global Plazas, one in Hiroo, Tokyo, and one in Nagoya, Aichi Prefecture. Global Plazas feature highly popular hands-on exhibitions that allow visitors to see, listen and touch. Global Plazas are also used as centers for disseminating information and for holding exchanges and trainings on international cooperation by citizens' groups.



Japan-Developing Countries Interdependence Survey
<http://www.jica.go.jp/world/interdependence/index.html> (Japanese)



Guides with international cooperation experience are available to provide easy to understand explanations of exhibited items (JICA Global Plaza)



TV crew filming trainees who are listening to a lecture (Initiative of Tunisia Office)



The signing of Record of Discussions on a project between JICA and Cambodia (Initiative of JICA Okinawa)

JICA's domestic and overseas offices also carry out a variety of public relations initiatives as demonstrated below.

Tunisia Office: Creation and Airing of Short TV Program for the Greater African Region

In cooperation with the Senegal Office, the Tunisia Office has created a 10-minute program about the maternal and child health initiatives in Africa which are being carried out as follow-up to the Fourth Tokyo International Conference on African Development (TICAD IV). The program has been aired 78 times in 32 countries.

JICA Okinawa: "Praying for Peace" in Partnership with Overseas Offices

Jointly with the Okinawa Prefectural Peace Memorial Museum, a range of public relations activities about peace cooperation were implemented in partnership with the Cambodia Office and Thailand Office.

Publications

Besides the *JICA's World* monthly public relations magazine, JICA publishes and distributes numerous pamphlets and leaflets that promote a deeper understanding of JICA's international cooperation programs.

The fiscal 2010 editions of *JICA's World* included stories about Japan's international cooperation initiatives, coinciding with the



JICA's World (a monthly public relations magazine)



JICA's World (English edition)

Message from Official Supporter

Mr. Tsuyoshi Kitazawa, an official supporter of JICA, visited the Philippines in fiscal 2010. He observed the activities of JICA and Japanese NGOs aimed at tackling waste and environmental issues, including the decline of mangrove forests. More information about his visit is available on JICA's website and public relations magazines in Japanese.



JICA provides support to make recycled products from waste in Philippines, where garbage is posing a grave challenge. Mr. Kitazawa is holding a bag made of plastic straw.

United Nations Millennium Development Goals (MDG) Summit and the events marking the 60th anniversary of the UN Refugee Convention. The magazines also included special features on assistance activities in the areas of railroad and sports to generate interest among people who have had few opportunities to engage in international cooperation.

Website (<http://www.jica.go.jp/english/>)

The website provides a wealth of information about JICA's activities as well as about the countries receiving assistance. Additionally, the Japanese website accepts applications for viewing and renting photos of developing countries and JICA's activity sites.

In fiscal 2010, a new Japanese website was launched to provide a wide range of information about ODA activities in an easy to understand format. Many photos of JICA project sites are posted, and creative approaches are employed to enable viewers to understand a project from its beginning to end.



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 22 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.

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 [⇨](#) Privacy Policy

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

Information Disclosure

Type or request medium	(Reference)					Total	
	FY2010	FY2009	FY2008	FY2007	FY2006		
Postal mail	20	8	27	26	31	112	
Contact points	Headquarters	13	24	46	25	59	167
	Domestic offices	0	0	0	0	0	0
Forwarded from other organizations	0	0	0	0	0	0	
Total	33	32	73	51	90	279	

Information Disclosure Determination

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

Category	(Reference)					Total	
	FY2010	FY2009	FY2008	FY2007	FY2006		
Completed	Full disclosure	3	5	11	16	19	54
	Partial disclosure	20	24	54	30	68	196
	Information not disclosed	9	2	6 (2)	4	5	26 (2)
	Withdrawn	1	1	0	1	1	4
Forwarded in full to other organizations	0	0	0	0	0	0	
Total	33	32	71	51	93	280	
Total including portion assumed by JBIC			73			282	

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.

Compliance

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 ensure its credibility in the global society by contributing to sound development of the international community through development assistance.
- (3) JICA shall satisfy the needs of developing countries and provide flexible and high quality services.
- (4) JICA shall respect natural and social environments in the performance of its operations.
- (5) JICA shall communicate widely with society to maintain a transparent organizational climate.

JICA bears a heavy social responsibility and is charged with a public mission as an incorporated administrative body. In order to discharge this social responsibility while responding to the expectations of the general public and the international community, as well as in light of changes in the environment surrounding JICA such as administrative and ODA reform, it is becoming increasingly important to ensure transparency and fairness of its operational management in accordance with laws, internal regulations and social norms. Accordingly, strengthening compliance is necessary to ensure that operations are thoroughly conducted along the lines mentioned above.

Based on this awareness, JICA has identified compliance as the highest priority management issue to be addressed by the organization, and is working to practice compliance based on the behavioral principles outlined in the above compliance policy.

Specifically, in addition to audits conducted by inspectors and accounting auditors based on the Act on General Rules for Incorporated Administrative Agencies, an Office of Audit, independent of other departments, oversees internal auditing directly under the control of the president in carrying out regular audits, thereby working to ensure that JICA operations are conducted in an appropriate and efficient manner.

Furthermore, an incident report system and internal report system have been established for the purpose of preventing and properly responding to violations of laws and internal regulations, as well as contributing to preventing the reoccurrence of violations. Also, in order to deliberate and consider various issues related to compliance, JICA has established a Compliance Committee chaired by the Senior Vice-President. Through these efforts JICA endeavors to position itself to abide by and put into action

its compliance policy and ensure fairness in its management operations.

JICA has also distributed a compliance manual to all of its officers and staff. This manual identifies, organizes, and systematizes those compliance policies, laws, rules, and social demands that must be observed in an easy-to-understand manner in addition to serving as a guide to behavior for staff. Moreover, in fiscal 2010, JICA created national compliance manuals for each country office compiling specific points that need to be taken note of, such as national laws and social customs.

Based on this platform and the compliance program established by the Compliance Committee, JICA carries out a variety of activities, including an annual awareness survey and training implemented for officers, in an effort to improve each individual staff member's compliance awareness.

Guidelines for Environmental and Social Considerations

Effectuation of Guidelines for Environmental and Social Considerations

The guidelines for Environmental and Social Considerations implemented by former JICA and JBIC were revised along with the Objection Procedures, and on July 1, 2010, the Guidelines for Environmental and Social Considerations (hereafter, the “new Guidelines”) and the Objection Procedures based on the Guidelines for Environmental and Social Considerations (hereafter, the new “Objection Procedures”) were put into effect.

1. Consolidation of Procedures for Loan Aid, Grant Aid and Technical Cooperation

In the past, the guidelines of the former JBIC had been applied for Loan Aid, while the guidelines for the former JICA were applied for Grant Aid and Technical Cooperation. These have now all been integrated into a single set of guidelines.

2. Strengthening the Requirements for Environmental Review

The former JICA and JBIC guidelines provided requirements to be used as a standard that should be complied with in developing countries. The new guidelines, however, boast a higher degree of compliance with the safeguard policies of the World Bank by confirming that there are no major disparities with these policies.

3. Enhancing the Involvement of the Advisory Committee

Under the new Guidelines, advice is provided for JICA reporting as required during preparatory cooperation screenings (survey stage), environmental reviews (screening stage), and monitoring (implementation stage).

4. Enhancing the Scope of Information Disclosure

In the new Guidelines, environmental approval certifications, resettlement plans, indigenous people plans, and monitoring results of partner governments have been added to the scope of information disclosure. Furthermore, major reports are also being disclosed prior to environmental reviews.

When implementing development projects, adverse environmental and social impacts are expected. These include effects on such areas of the natural environment as air, water and soil, as well as ecosystems, and also encompass involuntary resettlements and respect for the human rights of indigenous peoples. To realize sustainable development, it is necessary to internalize these environmental and social impacts within the development project. The initiative for realizing this internalization is environmental and social considerations. The new Guidelines express the requisites asked of the project proponent and the responsibilities of and procedures implemented by JICA that are



A citizens' meeting in India

essential for the environmental and social considerations.

The new Objection Procedures express a series of procedures for submitting objections to JICA by the residents who have suffered actual damage or who are likely to suffer damage in the future as a result of JICA's non-compliance with the new Guidelines and for investigating the facts and for encouraging dialogues between the parties concerned.

The new Guidelines and new Objection Procedures are being applied to projects for which requests were received on July 1, 2010 and after. The scope of these guidelines includes the following cooperation projects and their preparatory surveys:

- a. Loan Assistance
- b. Grant Aid (excluding aid provided through international organizations)
- c. Preliminary surveys conducted by JICA on Grant Aid undertaken by the Ministry of Foreign Affairs
- d. Technical Cooperation for Development Planning
- e. Technical Cooperation projects

Procedures for Confirmation of Environmental and Social Considerations

It is essential to thoroughly confirm environmental and social considerations before the decision-making process concerning project implementation. The new Guidelines divide the process of confirming environmental and social considerations into three stages, as follows: "Screening" classifies projects into four appropriate environmental categories; "Environmental Review" confirms the appropriateness of environmental and social considerations made for the projects; and "Monitoring" takes place after decisions are made.

Projects are screened based on the screening form submitted by the project proponents and classified into four categories depending on the degree of environmental impact. The classification is swiftly made public on the JICA website. If there is a deficiency in documents on environmental and social considerations prepared by the project proponent, when necessary, JICA will implement a preparatory survey and provide support for the environmental and social consideration procedures of the project proponent.

Next, an environmental review is conducted based on procedures specific to each classified category. For example, if the project is classified as Category A, an environmental review which includes on-site visits is conducted based on the Environmental Impact Assessment (EIA) report submitted by the project proponent. The results of environmental reviews are made public on the JICA website as the "Ex-ante Evaluation Report" after the conclusion of agreement documents.

Furthermore, for Category A projects and Category B projects that have been recognized as requiring advice, the Advisory

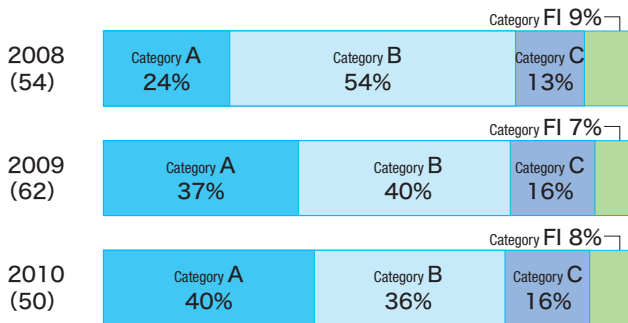
Committee of Environmental and Social Considerations provides advice to JICA during the environmental review and monitoring stages.

Categorization

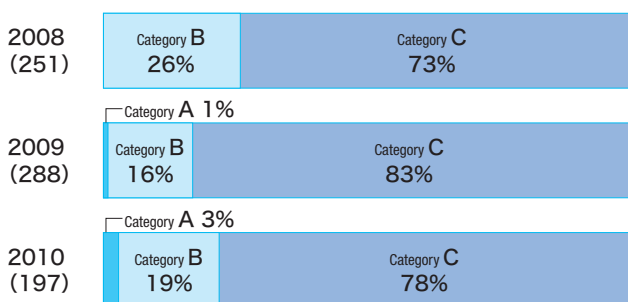
Category A	Projects which are likely to have a significant adverse impact on the environment. In principle, they include the following: 1) Projects in sensitive sectors, 2) Projects that have characteristics that are liable to cause adverse environmental impacts, 3) Projects located in or near sensitive areas.
Category B	Projects whose adverse impacts on the environment and society are less adverse than those of Category A projects.
Category C	Projects which are likely to have minimal or little adverse impact on the environment and society.
Category FI	Projects in which JICA's funding of projects is provided to a financial intermediary or executing Agency and for which the sub-projects cannot be specified prior to JICA's approval of funding (or project appraisal).

Category Composition Trends

■ Loan Aid

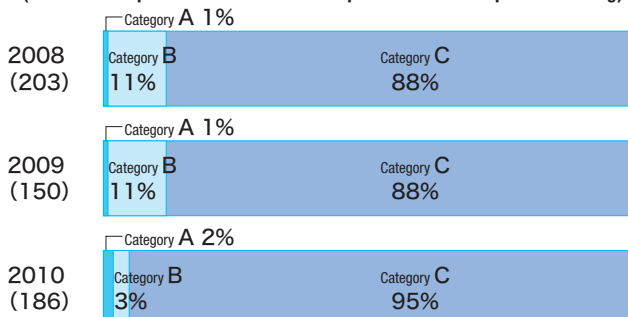


■ Grant Aid



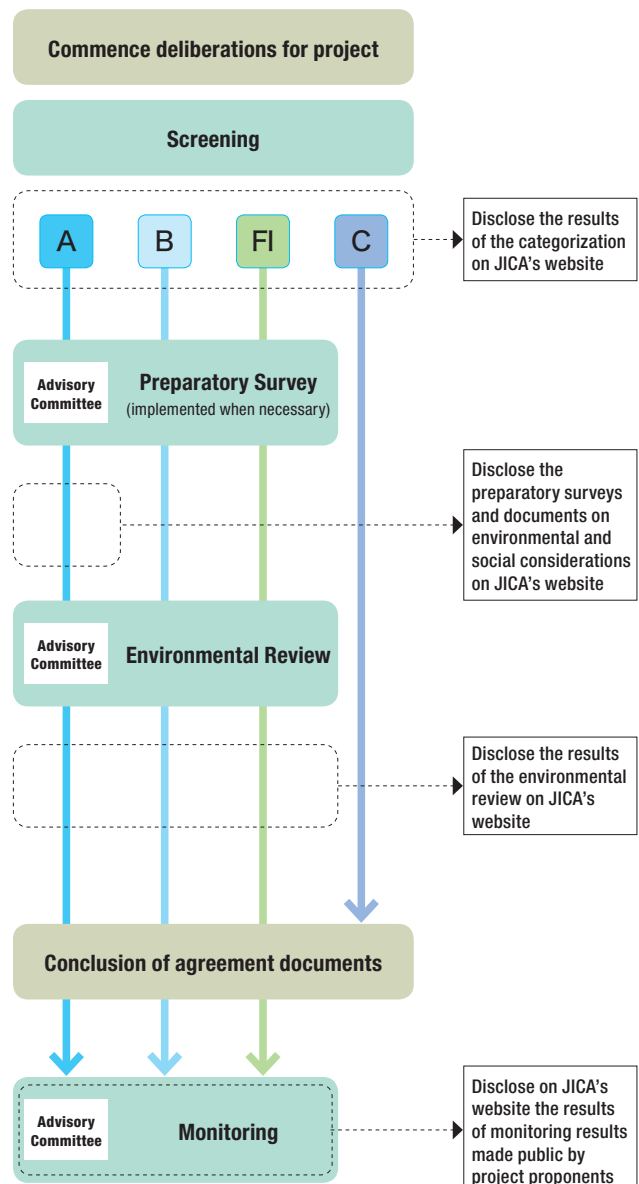
■ Technical Cooperation Projects

(Technical Cooperation and Technical Cooperation for Development Planning)



*Figures in parentheses denote the number of agreement documents concluded.

Flowchart for Environmental and Social Consideration Procedures



■ Establishment of the Environmental and Social Consideration Supervision Division

The responsibility to pay environmental and social consideration during a project lies with the party that implements the project, such as the partner country. However, it is important for JICA, as a cooperating partner in these projects, to confirm such efforts and to provide the necessary support and take appropriate measures.

The new Guidelines ensure that a higher degree of effort is exerted at the monitoring stage, including the disclosure of monitoring information for JICA projects being implemented and the reporting of monitoring situations to the Advisory Committee of Environmental and Social Considerations. In order to accommodate these changes, a new Environmental and Social Consideration Supervision Division has been established within the Evaluation Department.

This new Section works to confirm that proper consideration is paid to the environment and to society at the project implementation level together with the regional department overseeing the project's management, the issue-related department, the loan aid department, and the overseas office. At the same time, this Section provides assistance and advice while cooperating with experts. Moreover, the Section works to accumulate the lessons learned during monitoring at JICA and to reflect them in new project screenings and project management.

■ Activities of the Advisory Committee for Environmental and Social Considerations

In unison with enacting the new Guidelines, JICA has established the Advisory Committee for Environmental and Social Considerations as a permanent third-party institution formed by external experts in order to acquire advice concerning the support and confirmation of environment and social considerations in cooperation projects. This Committee is a system unique to JICA that seeks external advice on environmental and social considerations in the decision-making processes of projects.

The Committee comprises 19 members (academics, NGO staff, etc.) of various specialties, including environmental legal systems, ecosystems, resettlement, and citizen participation. Committee meetings are expected to help reduce risks associated with environmental and social considerations.

The Committee's meetings are held in a public forum. The advice given at the meetings along with the minutes of each meeting are made public, boosting the transparency and credibility of JICA's decision-making process and making it visible to the public.

In fiscal 2010, working group meetings at which several members convened to consider matters and draft proposed recommendations were held 22 times from July 2010 when



Confirming environmental and social considerations through a local survey in Indonesia.



The Advisory Committee of Environmental and Social Considerations

the Committee was established, while general meetings where all members convened to confirm the advice of those recommendations were held on 10 occasions [→ See the JICA website: <http://www.jica.go.jp/environment/advice/giji.html> (Japanese)].

■ Establishment of Objection Procedures

To assure compliance with the new Guidelines, the Objection Procedures for the former JICA and JBIC have also been integrated. The objectives of the new Objection Procedures are to 1) investigate whether JICA has complied with the new Guidelines and report the results to the President, and 2) encourage dialogues between the parties concerned with their consent in order to assist in the early resolution of disputes concerning specific environmental and/or social problems caused by the project for which JICA provides assistance that have arisen due to JICA's non-compliance with the new Guidelines. JICA has appointed two Examiners for the Guidelines under the direct control of the President. Specific procedures are prescribed under the new Objection Procedures.

The Examiners also engage in public relations activities and

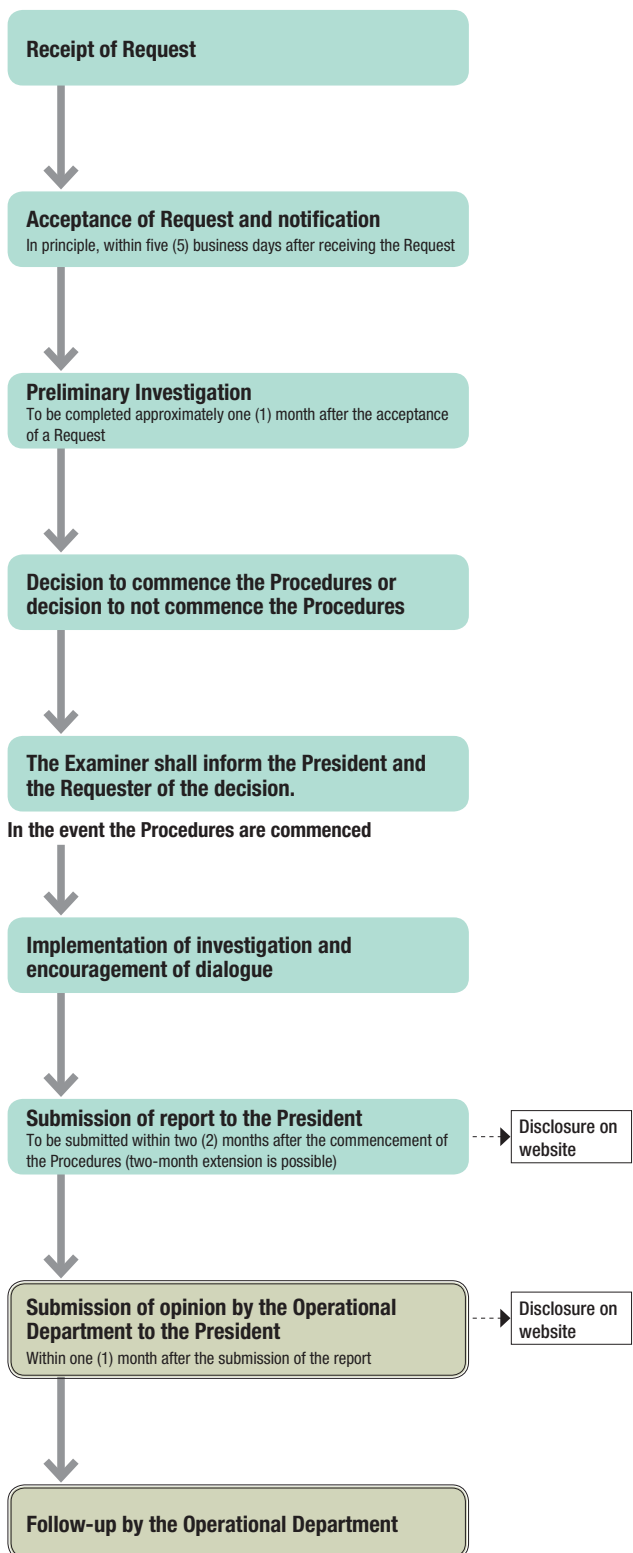
disclosure of information and their activities are publicized each year in the annual report. During the course of fiscal 2010, there were no objections submitted.

■ Collaboration and Cooperation with Major International Organizations

The new Guidelines confirm that there are no significant

Objection Procedures Flowchart

Examiner Operational Department



disparities between the safeguard policies of the World Bank (guidelines indicating environmental and social consideration requirements that the World Bank complies with and requests of partner governments), and, when determined appropriate, the New Guidelines refer to standards created by Multilateral Development Banks (MDBs). JICA collaborates and cooperates with various aid agencies for the purpose of assessing global trends in environmental and social consideration and disseminating information on its own environmental and social consideration undertakings.

- Participation in the 30th conference by the International Association for Impact Assessment (IAIA) (Geneva, Switzerland; April 2010)
- Participation in the Safeguard Policy conference with the Export-Import Bank of China and the Export-Import Bank of Korea (Bangkok, Thailand; October 2010)
- Participation in the Working-Level conference on Environmental and Social Consideration in Multilateral Financial Institutions (Washington, United States; November 2010)
- Confirmation and collaboration of safeguard policy operations with the World Bank, International Finance Corporation, and Asian Development Bank (as required)

Risk Management of ODA Loan Account

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.

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) Credit Rating System

JICA has established a credit rating system as part of the organization's operating procedures and to be used to cover all the borrowers in principle. Credit ratings are the cornerstone of credit risk management, being used for conducting individual credit appraisals and quantifying credit risks. Credit ratings are 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 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 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. 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.

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 and/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. Furthermore, interest-rate swaps are carried out exclusively for the purpose of hedging interest rate risk. In order to control counterparty credit risk of interest rate swaps, the market value of transactions and credit worthiness of each counterparty are constantly assessed, and collateral is secured when necessary.

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.

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 management of its financing. This includes efforts to secure multiple procurement of funds such as Agency Bonds, and borrowing under Fiscal Investment and Loan Programs.

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 instability, the possibility of a coup d'état and the burden of long-running civil wars.

Even after the conclusion of civil wars, there are instances that require peacebuilding activities in countries beset with political instability and numerous public security issues. Moreover, there are also regions around the world where there are threat factors on terrorism. Additionally, there are nations in which transportation customs differ from those in Japan, with many of these countries characterized by a high risk of traffic accidents due to inexperienced local drivers and underdeveloped transportation infrastructures.

In this regard, JICA undertakes those security measures and risk management initiatives outlined below in an effort to support personnel engaged in international cooperation to act and work in safety.

■ Training and Seminars on Security

JICA conducts pre-departure security measures training for affiliated personnel, 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. Led by JICA's overseas offices, affiliated personnel convene a Security Meeting at least once a year for the purpose of sharing pertinent experiences and providing local security information. Through these meetings, individuals living and working in the same environment reveal and share their practical expertise on security measures accumulated through day-to-day experiences.

■ Stationing of Security Management Advisors

To strengthen local safety measures, JICA assigns personnel with expertise in public security as "security management advisors." These advisors undertake the collection and dissemination of public security information, and are charged with the responsibility of responding to, and taking security measures against such

wide-ranging incidents as residential crime and traffic accidents. Security management advisors 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 assign personnel to collect local information.

■ Establishment of Emergency Contact Networks

In each country of operation, JICA builds communication systems that encompass all relevant personnel in the event of an emergency. Means of communication naturally include the telephone, mobile phones, satellite phones and radio equipment. Recognizing the essential nature of information transfer and confirmation in emergency situations, JICA positions the 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 examine specific safety measures. For example, in order to respond to aid needs, JICA analyses the state-by-state public security condition of a particular country and then makes appropriate decisions on the range of activity by JICA personnel.

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

Regarding traffic safety measures, JICA prepares various types of instruction manuals and distributes these to persons affiliated with JICA. At the same time, JICA regularly publicizes information regarding the occurrence of traffic accidents in various countries and works to foster an awareness of safety. In response to local requests, JICA dispatches investigation teams to provide instruction on traffic safety.

■ 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. One particular feature of terrorism in recent years has been the increase in the number of large-scale terror incidents perpetrated by international terrorist organizations. Until now, acts of terror have targeted U.S. and European interests in the Middle East, South Asia and Africa. However, there is no denying that Japan could also become a target of terrorism in the future. JICA strives to raise an awareness of terrorism among JICA personnel working in high-risk regions to help them avoid risk. These efforts include providing specific precautions on such occasions as pre-dispatch training and post-arrival orientation on how to avoid becoming involved in a terrorist incident to raise the awareness of these personnel and avert risk.

■ Security Measures in Reconstruction Assistance Activities

JICA conducts programs in post-conflict countries or countries with ongoing conflicts such as Afghanistan, Iraq, eastern Democratic Republic of the Congo, Sierra Leone, South Sudan and Pakistan. 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 area 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 potential dangers is of the utmost importance. To that end, JICA has instituted Security Risk Management Training both in Japan and overseas in conjunction with the United Nations High Commissioner for Refugees (UNHCR) eCentre from 2003.

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 goals set by the Minister for Foreign Affairs, JICA establishes medium-term and annual plans. At the close of each fiscal year, JICA submits a report on the performance of its operations and management during the period of the medium-term goals as well as a self-evaluation to the Evaluation Committee for Incorporated Administrative Agencies (ECIAA) of the Ministry of Foreign Affairs (MOFA) of Japan. 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

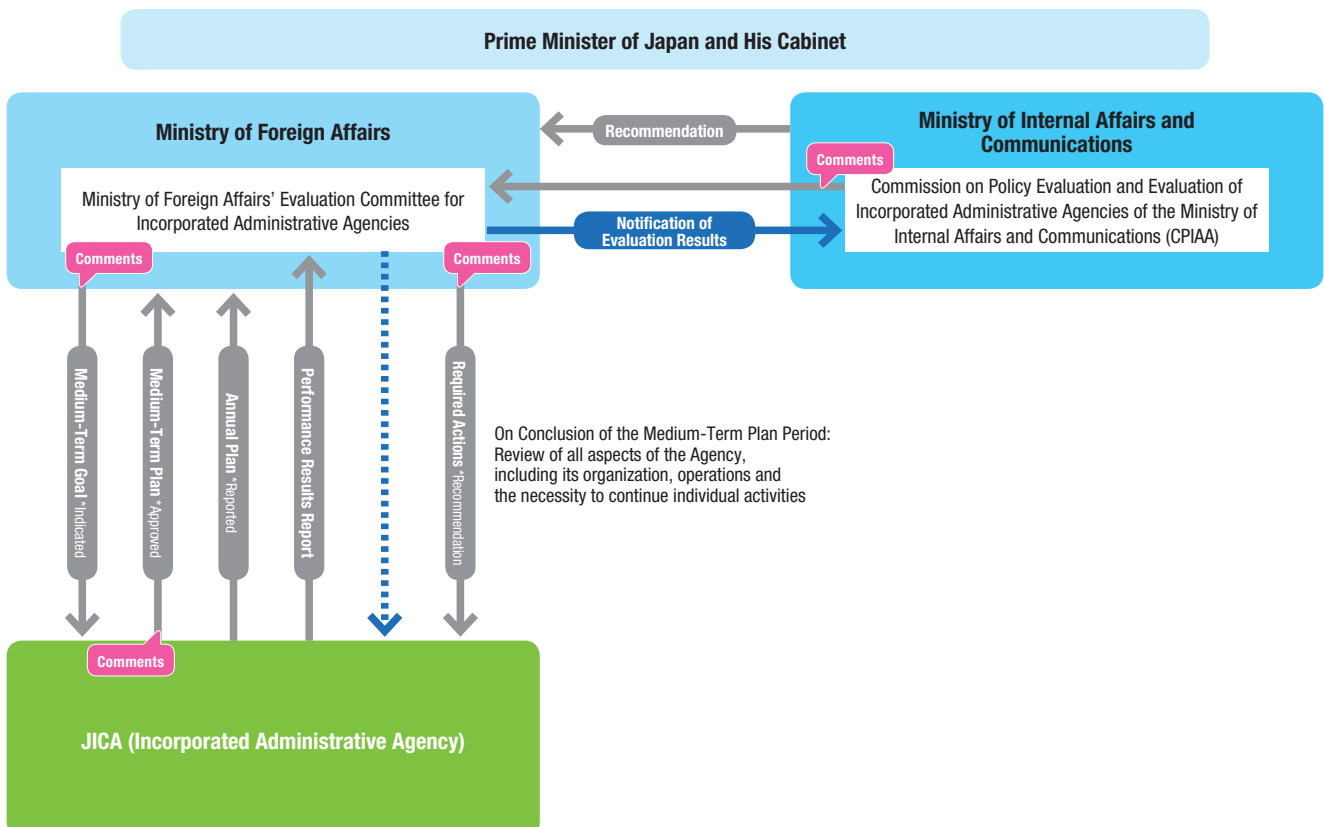
each IAA's operations, organization and operating portfolio, and then makes recommendations to the relevant competent minister in charge (for JICA, the Minister for Foreign Affairs).

JICA implements its operations and monitors the progress 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 operations along with the evaluation results and recommendations from ECIAA of MOFA and CPIAA. Through these processes, JICA undertakes consistent efforts 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 basis of the merger with the Overseas Economic Cooperation Operations (ODA Loan, etc.) of the former JBIC in October 2008, the current medium-term plan (fiscal 2007 to fiscal 2011) aims to firmly establish an organization and operating structure that can fully utilize the benefits of integration; deploy the synergies from Technical Cooperation, Loan Aid and Grant Aid by promoting program assistance projects; as well as raise the quality and outcomes of projects that emphasize human security and enhance the efficiency of operations and expenses.

Framework for Performance Evaluation and Operational Management Review



Operations Evaluation System

JICA conducts an evaluation of each project/program, using the plan-do-check-action (PDCA) cycle to be commonly applied to Technical Cooperation, Loan Aid and Grant Aid. JICA's evaluation utilizes a common 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 timeframe for expected results. By conducting the evaluation at each stage of the PDCA cycle, JICA aims to improve the development results of the operations.

Characteristics of JICA's Evaluation System

1. Consistency throughout the Project by Reflecting the PDCA Cycle (See Table 1)

2. Coherent Methodologies and Criteria for All Three Schemes of Assistance

JICA aims to conduct evaluation and utilize the findings based on a consistent philosophy and a standard evaluation framework, while it takes into consideration the characteristics of each assistance scheme. This entails evaluation based on the PDCA cycle; evaluation using the Criteria for Evaluating Development Assistance (See Table 2) laid out by the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD) as an international ODA evaluation perspective; and publication of evaluation results based on a standard rating system.

3. Cross-Sectoral and Comprehensive Evaluation Offered at Program-Level Evaluation

JICA derives recommendations and lessons learned by comprehensively evaluating and analyzing its cooperation by specific themes and development objectives. JICA has conducted thematic evaluations by development issues, regions and assistance methods. In future evaluations, JICA will also be taking steps to evaluate "cooperation programs" which are part of a strategic framework to support developing countries in achieving specific mid- and long-term development objectives.

4. Ensuring Objectivity and Transparency

JICA has incorporated external evaluations in the ex-post evaluations which require objective verification of project implementation results. JICA will continue its efforts for increasing the objectivity and transparency in its evaluations.

Furthermore, as a framework to reflect the perspectives of outside parties in evaluations, advice on evaluation policy, evaluation structure, and methods is sought from the Advisory Committee on Evaluation comprising third-party experts.

Table 1 The PDCA Cycle

The PDCA Cycle							
PLAN		DO		CHECK		ACTION	
Ex-ante evaluation		Mid-term review	Terminal evaluation	Ex-post evaluation	Ex-post monitoring	Feedback	
Prior to project implementation, the relevance, details and expected outcome of the project along with evaluation indicators are examined.		Examines the relevance of the plan, progress of the project, attainability of the goal, and internal and external factors influencing the project.		After the completion of the project, the relevance, effectiveness, impact, efficiency and sustainability of the project are examined. Ex-post monitoring examines measures and actions taken based on lessons learned and recommendations offered at Ex-post evaluation.		Evaluation results are reflected in the present project for improvement and also utilized as reference for planning and implementation of similar projects.	

5. Emphasizing Use of Evaluation Results

JICA is strengthening its feedback system. The evaluation results from each stage of the project are reflected in the "Action" phase within the PDCA cycle. This feedback is utilized as recommendations for improvement of the present project and lessons learned for similar projects that are in operation or in preparation. At the same time, JICA makes efforts to reflect evaluation results on the project, program and upper level plan, such as development policies, through providing feedback of evaluation findings to the partner government and conducting joint evaluations.

Table 2 Evaluation Perspectives Using the DAC Criteria for Evaluating Development Assistance

Relevance	Examines the extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor: Does the goal of the aid activity meet the needs of beneficiaries? Are the activities and outputs of the program consistent with the overall goal and the attainment of its objectives?
Effectiveness	Measures the extent to which a program or a project attains its objectives.
Impact	Examines positive and negative changes as a result of the project. This includes direct and indirect effects and expected and unexpected effects.
Efficiency	Measures the outputs in relation to the inputs to determine whether the aid uses the least costly resources possible to achieve the desired results.
Sustainability	Measures whether the benefits of the project are likely to continue after the closure of the project.

Efforts to Improve Operations

JICA has carried out a number of efforts with the aim of improving its administrative services. In addition to the monitoring implemented over the past year and a half following the merger with the Overseas Economic Cooperation Operations of the former JBIC in October 2008, in consideration of the ODA Review Final Report released by the Ministry of Foreign Affairs in June 2010 and the Government of Japan's screening process, JICA places priorities on the following six points in determining the future direction of work improvement: 1) the improvement of aid strategies; 2) efforts to deliver efficient aid; 3) demonstration of leadership within the international community; 4) promotion of understanding and support by citizens; 5) enhancing the organizational capacity of JICA; and 6) appropriate and efficient organizational management.

JICA strives to create and disseminate new value in a self-sustained and dynamic manner through these efforts.

Efforts for Improving Organizational Structure

As an effort to strengthen management strategy, a task force was established to make plans on refining operations and developing new cooperation modalities, as well as to consider an organizational strategy required to make such propositions feasible in a cross-organizational manner.

From the perspective of strengthening operations targeting ASEAN countries and responding to the Japanese Government's New Growth Strategy, the Southeast Asia 1 and Pacific Department and the Southeast Asia Department 2 were integrated into the Southeast Asia and Pacific Department. Moreover, in order to broaden the scope of areas that correspond to the various development issues and improve the efficiency and flexibility of aid, the Public Policy Department, Industrial Development Department, and Economic Infrastructure Department were reorganized into two departments.

As a result of these organizational reforms, the initial new JICA structure of 26 departments has been rearranged into a 23-department structure. JICA is also carrying out organizational streamlining efforts in order to rationalize the internal document approval process, expedite decision-making, clarify responsibility and authority, and rectify the scope of management.

Efforts for Cutting Costs and Boosting Procurement Competitiveness

In consideration of the screening process and other factors, JICA has worked to further cut and rationalize costs as well as to enhance the competitive environment for its procurement.

One example of JICA's cost-cutting efforts has been the establishment of a rule where basically all staff and experts traveling via airplane overseas must travel economy class. Also, competitive tendering has been introduced for the purchase of

airplane tickets.

Examples of undertakings carried out to boost procurement competitiveness include exhaustive third-party confirmation of noncompetitive negotiated contracts, the introduction of a quality and cost based selection process for commissioning contracts for regular business processing, simplifying competitive participation (abolition of independent registration systems, lightening the burden of creating proposals), and the priority disclosure of information of planned projects. JICA will continue to carry out revisions in an appropriate manner based on the Basic Policy on Operational Revisions of Incorporated Administrative Agencies (Cabinet Decision in 2010).

Strengthening External Functions

In order to strengthen its external functions, JICA is revising the placement of its overseas offices in accordance with efforts being made to strengthen its overseas office structure as well as with changes in the project environment. In addition, JICA is promoting the placement of staff on the frontlines of assistance overseas.

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 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, and successfully received a renewal of its ISO certificate in 2007 and 2010.

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 to consistently engage in activities that benefit the environment through the plan-do-check-action (PDCA) cycle.

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

JICA will implement and continually improve its environmental management systems in order to prevent and lessen the environmental burden generated by its activities. These initiatives will be based on the mission outlined under the Act of the Incorporated Administrative Agency—Japan International Cooperation Agency, namely, “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.” These efforts will also be made in conjunction with contributions made toward preservation of the global environment while strictly observing environmental laws and regulations.

Promotion of Environmental Measures through International Cooperation

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

- Promotion of international cooperation that contributes to environmental conservation in developing countries
- Efforts related to climate change [→ Refer to page 108]
- Reduction of the environmental impact of development projects through adherence to guidelines that take into consideration environmental society [→ Refer to page 158]

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

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 strictly complies with environmental laws and regulations to which it is subject.

For details on other efforts, please refer to the following website: http://www.jica.go.jp/english/operations/social_environmental/index.html

Response to the Great East Japan Earthquake/Tsunami

Drawing on JICA's Knowledge, Experience and Network

In response to the unprecedented catastrophe of the Great East Japan Earthquake, JICA made efforts to fulfill its responsibility as a public organization. It took advantage of the knowledge and experience accumulated through JICA's overseas emergency disaster assistance and disaster prevention activities and provided assistance utilizing JICA's human resources, network and facilities.

On the day of the earthquake, JICA established the Emergency Response Headquarters chaired by JICA's President and immediately confirmed the safety of personnel and training participants from overseas. On March 13, in response to the request from Fukushima Prefecture, JICA began accommodating evacuees from areas near the Fukushima Daiichi Nuclear Power Station at the JICA Nihonmatsu Training Center (JICA Nihonmatsu).

JICA staff were dispatched to support evacuees, whose number increased rapidly. At the early stage of the operation, the staff coordinated a participatory meeting for evacuees (which is an approach used in development projects) and supported to set up the principle of resident autonomy, as well as provided need-based support. At the stage where assistance became necessary to improve the quality of life of the affected people, Japan Overseas Cooperation Volunteers (JOCVs) and others who had temporarily left the countries

for security reasons, began carrying out volunteer activities in Japan. The volunteers provided continuous support in the areas of health and child care utilizing their experience in developing countries.

To coordinate international assistance from overseas, JICA dispatched eligible members to participate in the teams accepted by the Japanese government: the United Nations Disaster Assessment and Coordination (UNDAC) team and the Office for the Coordination of Humanitarian Affairs (UNOCHA) team. These members contributed to the activities by drawing on the knowledge and network acquired from previous international emergency relief activities. They also supported the activities of an overseas medical team.

Furthermore, JICA provided facilities and dispatched staff with expertise on reconstruction assistance for the activities of NGOs, which played a key role in coordinating citizen-led relief activities.



The words "Gratitude and Departure" are inscribed in remembrance of the commemorative tree planting and cleaning activity by residents who temporarily evacuated to JICA Nihonmatsu Training Center in Fukushima Prefecture.

In order to analyze the information obtained from the affected areas regarding the disaster and to disseminate this information globally, JICA carried out a study in cooperation with Tohoku University*. In addition, JICA co-hosted the High Level Expert Panel on Water and Disaster on April 28, which was attended by international experts, including the UN Secretary-General and the Governor of Iwate Prefecture (both by video). JICA is also compiling case studies and "lessons learned" regarding the reconstruction process, and is making preparations to disseminate these to the international community as well as to utilize them for supporting developing countries. The following table outlines JICA's other activities, such as relief activities by JICA staff and volunteers, utilization of facilities, provision of supplies, etc.

* See JICA's website for reports on the study. http://www.jica.go.jp/english/operations/thematic_issues/water/earthquake/index.html

Provision of JICA's Facilities	
Accommodation of people who could not return home due to disruption of transportation services (Tokyo facilities)	JICA's facilities in Ichigaya, Hiroo and Hatagaya were made available to the public for overnight stay.
Accommodation of dialysis patients (JICA Tokyo)	A maximum of 100 patients were accepted at JICA Tokyo.
Accommodation of foreign student evacuees (JICA Osaka)	60 foreign students and their families from the disaster affected areas were temporarily accepted.
Provision of facilities to serve as secondary evacuation centers	Employee housing, Tsukuba International Center, Hiroo Center, and Azabu Institute were placed on the list of available facilities of the Ministry of Finance (Financial Bureau) for secondary evacuation centers.
Assistance to Affected People by the Disaster	
Liaison services for international assistance	JICA supported the activities of the UNDAC team and UNOCHA (provided JICA's facilities and logistical assistance). JICA staff accompanied and supported an overseas medical team.
Shelter for evacuees in Fukushima Prefecture (JICA Nihonmatsu)	JICA Nihonmatsu was made available as an evacuation center upon the request of Fukushima Prefecture. At most 453 people were accepted. JICA staff were continuously dispatched to assist the affected people. JOCVs worked to provide livelihood assistance, including healthcare and child care. Meals were provided using a portion of donations from JICA staff, experts, volunteers and others.
Assistance for operations of Higashi-Matsushima City Evacuation Center in Miyagi Prefecture	JOCVs were dispatched to assist with the operations of the evacuation center. JICA staff were dispatched for the coordination of JOCVs.
Cooperation for Sanriku area through Tono Magokoro Net in Iwate Prefecture	JOCVs, Senior Volunteers, JICA staff and others were dispatched as volunteers (to remove the mud, clean houses, sort supplies, prepare meals, assess the needs, etc.). In addition, JICA staff were dispatched to support the Secretariat of Tono Magokoro Net. Buses of JICA international centers (JICA Tsukuba, Yokohama, Chubu, etc.) were made available for the transportation of volunteers.
Assistance for launch of volunteer information station	JICA staff supported the launch of "Volunteer Station(an information booth)" at Sendai Station for the relief network called "Tasukeai Japan."
Collaboration with NGOs and NPOs	
Provision of JICA Tohoku's conference room for the use of NGOs	Office space of JICA Tohoku in Sendai was offered to the Great East Japan Earthquake Liaison Office of the Japan Platform (JPF) and Japan NGO Center for International Cooperation (JANIC).
Japan Platform (JPF)	JICA staff was dispatched to support its operation.
Japan NGO Center for International Cooperation (JANIC)	JICA staff was dispatched to support its operation.
Sendai-Miyagi NPO Center	JICA staff was dispatched to support its operation.
Other	Facilities were made available for briefing sessions on disaster relief activities and orientation sessions for volunteers, etc. (Global Plaza, JICA Tokyo, Chubu, etc.)
Donations	¥54.54 million in donations collected from JICA employees, experts, volunteers, officials and others in Japan and developing countries was donated to the three affected prefectures and JANIC.
Messages from the World	Over 3,000 messages received from 100 developing countries (words of condolence, sympathy and encouragement, appreciation for Japan's assistance to date, pledges of cooperation for Japan's reconstruction, etc.) were placed on display at JICA Nihonmatsu and Higashi-Matsushima City, as well as at JICA's other Domestic Offices, some prefectural international associations, Saitama Prefectural Education Center, "Global Festa"(annual festival for international cooperation held in Tokyo) and other locations. A special exhibit related to the disaster, titled "The World is Connected," was held at the Global Plaza.
Compilation of Reconstruction-Related Lessons Learned and Preparations for Their Global Dissemination	
The High Level Expert Panel on Water and Disaster	Held in Tokyo on April 28, 2011.
Third Session of the Global Platform for Disaster Risk Reduction	JICA participated in the meeting held in Geneva on May 13, 2011.