



Implementation System

Laos: The Second Thai-Lao Friendship Bridge constructed with assistance from Japan [Photo by Shinichi Kuno]

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Technical Cooperation

Using Multi-tiered Assistance to Aim for Capacity Development of Developing Countries

Responding to Diverse Needs

Technical Cooperation is people-to-people cooperation that supports developing countries in enhancing their comprehensive capacities to address development challenges by their own efforts. 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. Formulating customized cooperation plans with developing countries enables JICA to provide multi-tiered assistance for human resources development, organizational strengthening, policy formulation, and institutional development in developing countries by utilizing the knowledge, experience and technologies of both Japan and 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. In consideration of a partner country's regional, cultural and other characteristics, when appropriate, JICA dispatches experts from third countries (countries other than Japan or the partner country) in order to deliver services more efficiently.

2. Acceptance of Training Participants

JICA invites competent personnel in developing countries, who are responsible for social and economic development, to Japan as training participants. They participate in training programs in Japan [See page 122] to acquire the knowledge and technologies needed in their countries. JICA also organizes training programs in other 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 use the optimal combination of the "Dispatch of Experts," "Acceptance of Training Participants" and/or "Provision of Equipment," are the core operation of JICA's Technical Cooperation. Even more reliable project outcomes can be obtained by working with associated organizations in the partner developing country for systematic and comprehensive project operation and implementation from planning to implementation and evaluation.

Implementation Process

1) Project Identification and Formulation

JICA identifies and formulates projects through discussions with the government of the partner country, preparatory surveys and other activities.

2) Request and Approval

Based on a request from the partner country, the Ministry of Foreign Affairs of Japan decides whether or not to approve the project. JICA and associated ministries and agencies participate in this discussion. The approved project is reported by the Japanese government to the partner country and an international agreement is signed for implementation of the project.

3) Plan 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/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.

As the project is implemented, the project's activities and implementation process are monitored periodically and the initial plan is revised as necessary. Before the project is completed, JICA and the partner country jointly conduct an evaluation (terminal evaluation) to determine progress made toward reaching the project's targets. In addition to a decision whether the project will be ended or not, this process produces lessons and suggestions that can be shared with the partner country and used in future projects.

5) Ex-Post Evaluation

Ex-post evaluations are conducted several years after 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.

Following the completion of this cooperation, 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 Cooperation on Global Issues

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. SATREPS will help address global challenges (environmental, energy, natural disasters (preparedness), infectious diseases, food supplies and other problems that require global cooperation because no single country or region can resolve these issues) by using partnerships that encompass universities and research institutions, etc. in Japan and those in developing countries

[See page 115].

Science and Technology Cooperation on Global Issues

Improve the development of human resources and self-reliant research capability of research institutions of developing countries by promoting international joint research for acquiring new knowledge and utilizing research outcomes for the benefit of society with a view to resolving global issues

Background

In recent years, the importance of international cooperation utilizing Japanese science and technology for global issues in vulnerable developing country has been increasing. Global issues, including the environment and energy, infectious diseases and natural disasters, are difficult to resolve by one country or region alone and need to be handled by the international community as a whole.

In order to tackle these global issues, and to support self-reliant, sustainable development in developing countries, Japan will provide assistance in terms of applying and transferring technology from Japan. In addition to this, joint research will be carried out through collaboration between universities and research institutes in Japan and developing countries, with the aim of developing and utilizing new technologies and gaining new knowledge. Such an approach is necessary because it enables issues to be resolved and at the same time works to improve science and technology standards and overall capabilities at universities and research institutions in developing countries.

To respond to these issues, JICA in fiscal 2008 started Science and Technology Cooperation on Global Issues, which consists of the following two programs.

- (1) Science and Technology Research Partnership for Sustainable Development (Project Type Technical Cooperation)
- (2) Dispatch of Science and Technology Researchers (Dispatch of Individual Expert)

Science and Technology Research Partnership for Sustainable Development (SATREPS)

1. Overview

This program is designed to promote international joint research in which both Japanese research institutions and those of developing countries work together based upon the social needs in developing countries under the framework of JICA project type Technical Cooperation. Its aims are to acquire new knowledge and to utilize research outcomes to the benefit of the society with a view to resolving global issues such as the environment and energy, biological resources, disaster prevention, and infectious diseases.

2. Objectives

- (1) Improve the development of human resources and self-reliant research capability of developing country.
- (2) Build a framework for sustainable activities to contribute to solutions for global issues.
- (3) Acquire new knowledge leading to resolving global issues and advancing science and technology.

3. Implementation System

SATREPS is carried out through collaboration with the Japan Science and Technology Agency (JST). Institution the proposer (Principal Investigator) is affiliated with and JICA collaborate to carry out research proposal which was selected in JST's invitation for application of universities and research institutions. JICA provides support for expenses for the activities in partner countries (dispatch of experts, acceptance of counterpart researchers in Japan, provision of equipment, expenses for experts' activities in partner countries, etc.) under the framework of JICA project type Technical Cooperation, while JST provides support for expenses in Japan and third countries under the framework of competitive funds for the promotion of science and technology.

4. Eligible Fields of Research

For fiscal 2012, there was an invitation for applications of research proposals in six areas: the environment, low-carbon society, biological resources, disaster prevention, infectious diseases, and interdisciplinary areas.

Dispatch of Science and Technology Researchers

1. Overview

This program is designed to dispatch the most suitable researchers from Japanese research institutions to developing countries for international joint research and the development of human resources based upon the needs of developing countries under the framework of JICA Technical Cooperation experts (dispatch of individual experts).

2. Objectives

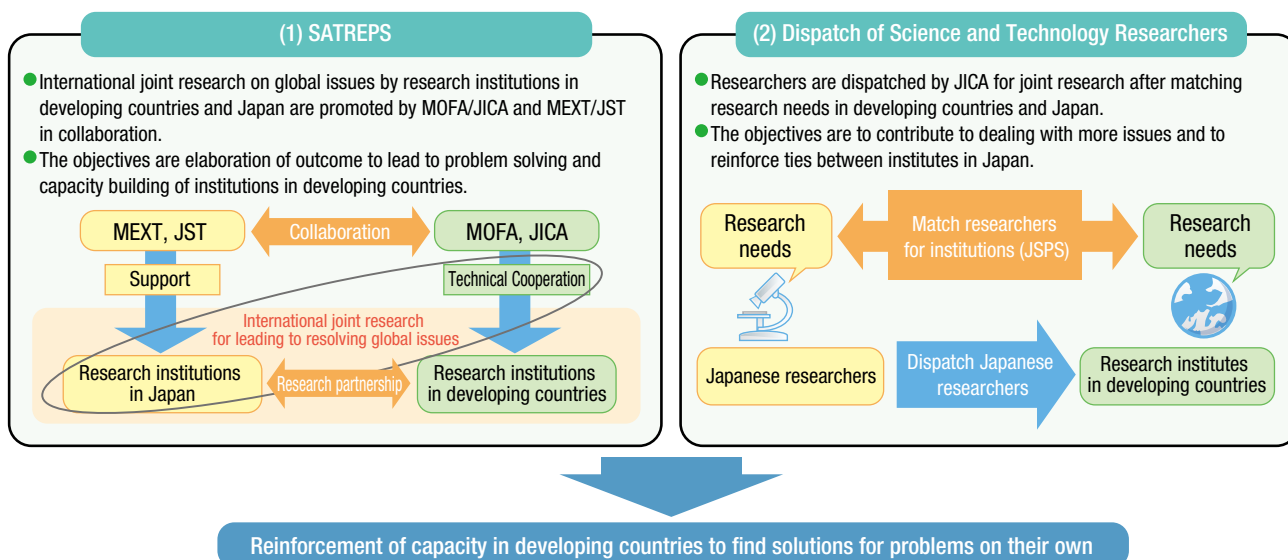
- (1) Support capacity building for developing countries through international joint research.
- (2) Create and energize foundations for exchanges between Japanese research institutions and those in developing countries, provide support for the formulation of future joint research plans.

3. Implementation System

This program is carried out through collaboration with the Japan Society for the Promotion of Science (JSPS), which makes effective use of its network of researchers and academic institutions in Japan, and the Ministry of Education, Culture, Sports, Science and Technology (MEXT) and JSPS will select researchers.

4. Eligible Fields of Research

This program covers all fields of science and technology. There are no restrictions other than the requirement for resolving global issues.



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.

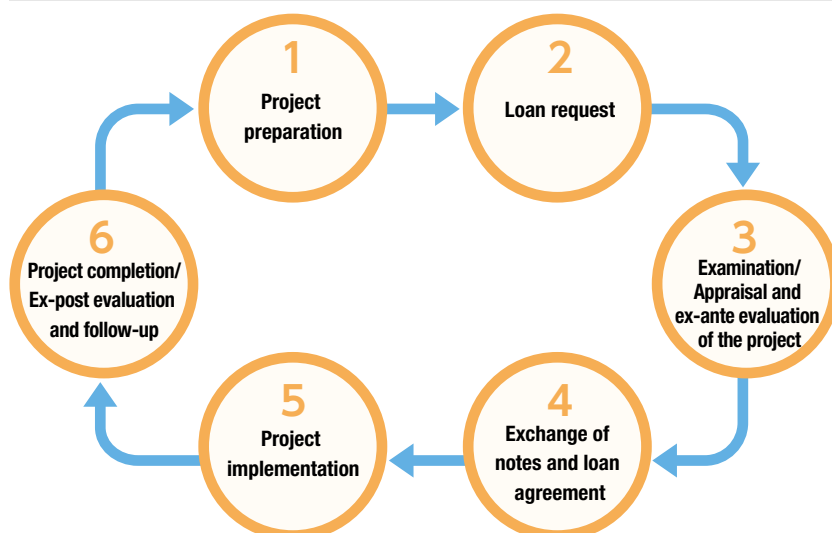
2) Engineering Service (E/S) Loans

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.

*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

Egypt Greater Cairo Metro Line No. 4 Phase 1 Project

Easing Congestion by Using Japan's Subway Technologies

The Greater Cairo Region is Egypt's political and economic center with a population of about 17 million, which is approximately one-fourth of the country's population. However, road maintenance and improvements have not kept pace with the rapid growth of the region's population and economy. The result is chronic traffic congestion in Cairo. JICA is using the first ODA Loan to Egypt since the country's revolution to utilize Japan's subway technologies for the construction of the Greater Cairo Metro Line No. 4.

The Greater Cairo Metro Line No. 4 Phase 1 Project entails the construction of a subway line of about 17km with 16 stations. The line will run between central Cairo and the southwestern part of the Cairo metropolitan area, which is near the pyramids. Following the revolution in Egypt, JICA's activities have been centered on three areas: assistance for fair political processes and government activities, assistance for job creation and fostering of industries, and assistance for human resources development. The first project in Egypt since the revolution funded by an ODA Loan, this new metro line will contribute to sustained economic growth and job creation by improving transportation in the Cairo area.

In response to a request by the Government of Egypt, this project uses Special Terms for

Economic Partnership (STEP) to enable the utilization of Japan's subway technologies. Egyptian government officials as well have high expectations for the use of STEP in order to benefit from the experience of Japanese companies and build relationships with these firms. The ODA Loan will be used to fund civil engineering construction, the construction of stations and subway car storage and maintenance facilities, the purchase of subway cars and electrical, mechanical, signal, communications and other equipment, and consulting services. The detailed design of the new line is to be prepared with technical cooperation from JICA.

The new line is scheduled to begin



Mrs. Sadako Ogata, then-President of JICA and H.E. Dr. Galal Moustafa Mohamed Said, Minister of Transport shake hands, after signing a loan agreement

operations in 2020 and carry 1.35 million passengers every day. By 2050, the number of passengers per day is expected to increase to about 2.5 million. Furthermore, by linking central Cairo with an area near the pyramids in only 30 minutes, the new line is attracting much attention as a means of transportation that will be used by large numbers of foreign tourists.

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 assistance extended to a developing country (partner country) with no obligation for repayment. Targeting mainly developing countries with low income levels, this type of aid covers a wide range of cooperation, including development of social and economic infrastructure as well as education, HIV/AIDS, child health, environment and other areas, to build the foundation for future development in those countries.

Aside from Grant Aid extended directly by the Ministry of Foreign Affairs of Japan due to the necessity in executing diplomatic policies, JICA is responsible for providing Grant Aid and handles related operations, including preparatory surveys, advice and guidance to a partner country for project implementation, and post-project management.

A Broadening Frontier to Meet Diversifying Needs

With the progress of globalization, the world faces a number of new challenges such as climate change, large-scale natural disasters, conflicts and terrorism. Developing countries are particularly vulnerable to these challenges, and the areas covered by Grant Aid have been becoming increasingly broader in recent years to respond to the diversifying needs for assistance. One example is peace-building and reconstruction of conflict affected countries such as Afghanistan, where JICA extended grants for restoring and building roads, hospitals and other vital infrastructures. Other areas of growing needs include: counter-terrorism such as strengthening border control and maritime security; environment management and mitigation and/or adaptation to climate change such as the introduction of renewable energy sources and facility construction for safe and stable water supplies; disaster

prevention and recovery such as facility construction and equipment procurement to prepare for and recover from the increasing number of natural disasters including flooding, earthquakes, tsunamis and other events. JICA has been tackling promptly such issues in developing countries in order to respond to the rapid changes in international circumstances and needs for assistance. Since many of these are global challenges, they are also important for Japan to enjoy peace, stability and prosperity. At the same time, Japanese knowledge and technologies are, if useful, extensively utilized for this assistance.

Along with broadening areas of needs, JICA has been strengthening its integrated approach, where assistance is provided together with technical guidance and human resources development. For instance, to provide local residents with the know-how to enable them to operate and maintain equipment installed through Grant Aid, experts are dispatched from Japan, or residents are invited to Japan for training. To further increase the development impact Grant Aid may also be



Grant Aid was provided for the construction of the international airport terminal in Kabul, the capital of Afghanistan. The airport is now functioning as a valuable link between Afghanistan and the world with a large increase of passengers from 300,000 before the project to more than 900,000 at present. (Photo by Sayad Jan Sabawoon)

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

provided in combination with Technical Cooperation. One example is the construction of training and research facilities required for human resources development or organizational reinforcement by Technical Cooperation.

Procedure for the Implementation of Grant Aid

Project Identification and Formulation

Regarding project content, JICA conducts preparatory surveys 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 partner 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 the agreement is signed 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.

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 Speed

Preparatory surveys are performed to formulate a cooperation program, identify and formulate individual projects, and confirm a project's relevance, effectiveness and efficiency. These surveys are conducted as needed based on decisions reached after consultations with the Ministry of Foreign Affairs of Japan. When appropriate, a single survey can be used for a cooperation program and individual projects. Using this approach allows preparatory surveys to take place with flexibility and speed.

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 increase prospects for the cooperation to yield greater development benefits.

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

- 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 solving specific development issues in an effective and efficient manner
- 2) A survey to identify and formulate individual projects, examine relevance, effectiveness and efficiency of the candidate projects, formulate basic plans for these projects, and propose cooperation contents

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.

For Tuvalu, Grant Aid was used to build the inter-island ferry *Manufolau*. This vessel was given to Tuvalu in fiscal 2001 to assist in the transport of people and goods within this island nation.

The government of Tuvalu, which operates and maintains the ferry, uses this vessel for about 50 voyages each year that transport almost 4,000 passengers and approximately 3,000 cubic meters of cargo. However, the government had to shift priority to urgently needed repairs for another inter-island ferry that was constructed in 1987. Allocating maintenance funds for the *Manufolau* became difficult as a result. There were concerns about problems involving repairs to the engine and other key components affecting the ferry's operations. To prevent these problems, JICA extended Follow-up Cooperation to supply replacement parts and send repair technicians.

JICA had to take *Manufolau* to neighboring Fiji because Tuvalu

has no dock for repairing ships. In Fiji, technicians worked on the engine, pumps, oil-water separator and other major parts of the vessel. In addition, the crew of the *Manufolau* received more training to improve their maintenance skills. Following these activities, this inter-island ferry is once again providing safe and reliable transportation services that are a vital lifeline for the people of Tuvalu.

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 accrue from a project.

As part of cooperation to assist in fighting crime in Brazil, JICA has conducted two projects in this country between 2005 and 2011: the Project on Community Police of Public Security and the Project on Implementation of Community Policing Using the Koban (Police Box) System. The objectives were to use the Japanese community police system, which is centered on police boxes, in Brazil and extend this system to all areas of the country.

To disseminate the benefits of these multi-year projects in Central American countries, which face an urgent need to fight crime and share many cultural and social characteristics with Brazil, JICA and associated organizations in Brazil provided Follow-up Cooperation. The goal is to use the benefits of these multi-year projects in Brazil in Central American countries. In March 2012, government officials and police officers from Central American countries went to Brazil to observe Japanese-style community police activities that use police boxes. Seeing these activities gave these people a better understanding of the effectiveness of this system. As a result, relationships were strengthened among Brazil, Central American countries and JICA. An agreement was reached to continue providing assistance for improving community police activities in Central



The *Manufolau* inter-island ferry sits at a dock in Fiji for repairs (Tuvalu)



Individuals from Central American countries listen to a presentation on community police activities (Brazil).

America.

JICA Kansai (formerly called JICA Osaka) is extending support involving training programs for emergency and disaster response medical care. Cooperation entails the preparation of an action plan for teaching trainees from other countries about Japan's emergency and disaster response medical care systems so that this know-how can be used in their home countries. In 2008, individuals from the Public Health Bureau of the Thai province of Phuket attended this program. These people had experienced the difficulties of disaster response medical care following the catastrophic Indian Ocean tsunami of 2004. The participants were very impressed with Japan's disaster response medical team system and are now working hard on establishing a Thai version of this system in Phuket. Thus far, about 350 health care professionals from all over Thailand have completed basic training about the disaster response medical team system. Due to this training, these teams are playing a key role in responding to disasters in Thailand, including the widespread flooding of 2011.

To support further improvements in Thailand's disaster response medical team activities, JICA provided Follow-up Cooperation in December 2011. Instructors from the Osaka Prefecture Saiseikai Senri Hospital and other organizations that assisted in JICA Kansai's training program were sent to Thailand. The instructors gave practical lessons and conducted drills for 138 health care professionals from all over Thailand. Training also included lessons learned from emergency health care services provided after the Great East Japan Earthquake. Health care professionals who received this training made possible by this Follow-up Cooperation have the skills to become supervisors for disaster response medical teams throughout Thailand.



Training for individuals who can become supervisors for disaster response medical teams (Thailand)

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 280,000 training program participants from developing countries. These participants will play a key role in the future development of their respective countries while also functioning as "important human assets" that serve as bridges connecting Japan with many countries

around the world. To maintain and develop friendships with these ex-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 2011, there were 130 such alumni associations around the world.

At many of these alumni associations, participants returning from training programs in Japan serve as instructors at study sessions and share their knowledge of JICA activities in their home countries and the results of their own training through the alumni association's website, newsletter or annual meetings.

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

For example, the alumni association in Lebanon (Leba-JICA) holds a joint workshop every year that is also attended by alumni association members in other Middle Eastern countries. Each workshop focuses on a different theme, such as climate change and water management. Workshop participants study good practices and the latest information from Japan as well as initiatives in countries represented at the workshop. These events help upgrade the technological know-how of ex-participants of JICA training and allow them to share their knowledge and experiences. Furthermore, results of these workshops are used to submit suggestions to Middle Eastern countries. Overall, these workshops are an extremely valuable opportunity to hold discussions that can lead to solutions for challenges that all countries in this region need to resolve.

In February 2012, the theme of the joint workshop was "Japanese industries in the Eyes of the Arabs." There were presentations by participants from five countries and regions. In addition, participants heard a presentation about Japanese industry by two Senior Volunteers currently assigned to Jordan. Information about activities in the Middle East and Japan led to lively discussions because of the importance of developing industries in the Middle East.

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.



A JICA alumni association joint workshop on "Japanese industry from an Arabian perspective." (Lebanon)

JICA's Training and Dialogue Programs — The Cornerstone of an Intellectual Platform

Accumulation and Circulation of Knowledge and Experience

JICA's Training Affairs and Citizen Participation Department and the domestic offices have been managing and operating JICA's Training and Dialogue Programs, Citizen Participatory Cooperation Programs, scholarship programs and collaboration with local universities to support developing countries in resolving their development issues by working closely with the overseas offices, Regional Departments and Issues Departments* engaged in the implementation of cooperation activities in developing countries.

As in the diagram shown below, each domestic office has been accumulating knowledge to address development issues. It is based on JICA's strengths in each region and its partnerships with leading supporters for international cooperation in each sector and implementing agencies in training. The domestic offices have been working toward the realization of effective and high quality cooperation in response to the various needs of developing countries.

Domestic fields for cooperation activities are being regarded as “a platform” for knowledge accumulation and intellectual creation in resolving development issues. Field experience acquired in developing countries and know-how in cooperation effectiveness accumulated by leading players such as JICA's experts, volunteers and study team members in their cooperation activities are all effective in domestic cooperation activities through this platform. Furthermore, these experience and know-how are integrated with the activities of cooperation

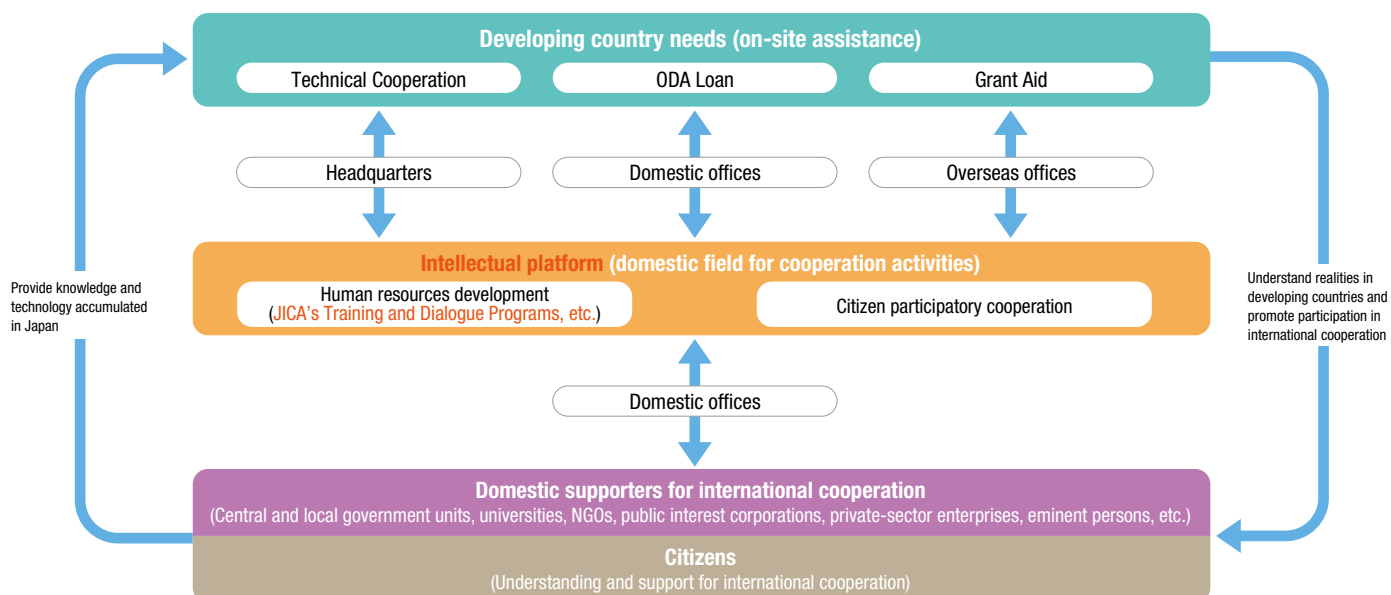
organizations and groups in each region, and drawn upon for the further development of developing countries.

JICA's Training and Dialogue Programs are “the platform” that links cooperation activities in developing countries with partners in Japan both effectively and organically. Eventually, this “platform” plays a key function in circulating accumulated knowledge and experience.

Following the Great East Japan Earthquake, there have been calls for a unified approach to dealing with issues in Japan and overseas. People want to seek ways to use knowledge and experience gained from international cooperation activities to help solving problems in Japan. There is also interest in ways to utilize international cooperation activities for solving problems in Japan. In fact, there is a close relationship between issues in Japan and in other countries; hence, there have been increasing numbers of examples recently where international cooperation does not merely involve a one-way provision of aid, because Japan also receives benefits from the cooperation.

To date, over 280,000 people have participated in JICA's Training and Dialogue Programs and the participants have acquired much know-how and skills through the programs. In addition, participants have met numerous Japanese people during their stays in Japan, and returned home with a deeper understanding and familiarity with Japan by learning Japanese culture. JICA provides support to the JICA Alumni Association and other groups formed voluntarily by the participants in their respective countries. By expanding its human network, JICA strives to further consolidate the know-how that participants

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





JICA Hokkaido (Obihiro): A training course on environment-oriented agriculture by utilizing Obihiro's characteristic as an agricultural production base (International Training and Dialogue: Environment-oriented Agriculture for Increase of Food Production)

acquired in Japan, and to promote greater understanding of Japan in developing countries.

JICA's Training and Dialogue Programs contribute to solving issues not only in developing countries but also in Japan. Fostering Japan experts and Japanophiles is another important benefit of the programs. Consequently, JICA takes the initiative to identify these benefits and to apply them in the initial stage of planning programs.

*JICA has five Issues Departments at Headquarters: Economic Infrastructure Department, Industrial Development and Public Policy Department, Human Development Department, Global Environment Department and Rural Development Department

Globally Unique Training Programs

The implementation methods for Technical Cooperation can be divided into two categories; overseas cooperation by dispatching experts from development sectors and volunteers to developing countries; and domestic cooperation by inviting participants from developing countries to Japan. JICA's Training and Dialogue Programs refers to a variety of training programs under the domestic cooperation.

Implementation of training programs in Japan has significance with regard to utilizing Japan's development experience and know-how, rather than sharing Japan's advanced technologies and skills. To learn and understand Japan's "knowledge", it is often necessary to use on-site experience upon Japan's organizational know-how, and the backgrounds and transitions underlying its social system. Moreover, a particular characteristic of JICA's Training and Dialogue Programs is to provide an opportunity for participants to become aware of and to reexamine the experience and the actual circumstance of their own countries from outside by experiencing Japan. Hence,



JICA Tokyo: A training course on firefighting techniques by sharing Japan's firefighting and rescue activity skills that could be applied to developing countries. (Region Focused Training and Dialogue: Training on Firefighting Command Techniques - Vietnam)



participants are able to tackle various development issues of their home countries with a different perspective.

Among the domestic training programs, Training and Dialogue Programs" in which group training programs are provided to participants from several developing countries, give chances to participants to examine a variety of issues not only from the perspectives of Japan and/or their own countries, but also from a multifaceted viewpoint by exchanging opinions among themselves. The program thus offers valuable insight and discoveries to each participant.

JICA's Training and Dialogue Programs are an essential tool of Technical Cooperation by utilizing Japan's unique "knowledge" to promote human resource development and to solve development issues in developing countries.

JICA hosts approximately 10,000 training program participants every year in cooperation with its three branches and nine International Centers across Japan. The majority of the participants are affiliated with counterpart governments; however, there has been an increase in NGO-affiliated participants reflecting diversified needs of developing countries and capacity expansion of Japan's cooperation programs. Training programs are undertaken in cooperation with universities, private sector enterprises, public interest organizations, NGOs and other organizations as well as the central and local governments. Involvement with various domestic organizations makes possible programs dealing with sophisticated but vast development issues. JICA's Training and Dialogue Programs are truly unique in terms of scale and sphere of activities, and are an outstanding characteristic of Japan's international cooperation.

Effectiveness and Efficiency

Effective and efficient implementation of JICA's Training and Dialogue Programs based on the limited budget is a critical issue. For instance, in the Training and Dialogue Programs where common development issues are brought up as a course theme, JICA tries to follow up aid implementation policies of counterpart regions and countries, and to apply them to the curriculum and/or contents of each program.

JICA is dedicated to constantly improving and reexamining JICA's Training and Dialogue Programs to be effective for developing countries in an efficient way.

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 remote lectures and seminars, creating multimedia-based learning materials, and using the website for information about learning materials and their distribution. By transcending time and distance restrictions, these activities improve the efficiency 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 2011, videoconferencing was utilized approximately 6,200 times, with around 9,900 connection hours and over 66,000 participants in remote seminars and videoconferences. At present, videoconference systems have been installed at 18 organizations in Japan, including JICA's headquarters, and in 72 offices in 68 foreign countries. By using the networks of external organizations, mutual use is also possible. For the World Bank's Global Development Learning Network (GDLN), in addition to the mutual utilization of facilities, there are measures involving content, such as the joint planning and implementation of remote seminars and other events.

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

Remote Lectures and Seminars

As a means of enhancing the efficiency and effectiveness of activities, JICA has held remote lectures and seminars via a videoconference system in such situations when it's difficult to dispatch Japanese experts or when JICA needed to hold a regional workshop for multiple countries simultaneously. In the Japan Center Project, for instance, we used videoconferencing to hold training for partner country counterparts on a regular basis. All counterparts need to upgrade their skills in the same areas, such as learning how to operate these centers and studying Japanese culture. Remote training for a single subject gives more counterparts the opportunity to participate. Another advantage is the creation of opportunities for collaborative learning that exposes participants to new viewpoints from other countries (See chart below).

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 example is "An Infrastructure for Everyone – The Asia Highway", which was produced in fiscal 2011 to present information about the national highway route 1 that links the capitals of Viet Nam and Cambodia. The purpose is to explain the activities of Japan's ODA in the transportation sector. This sector is one of the most important of the many development issues in developing countries because highways, bridges and ports are key components of a country's infrastructure.

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>)

Upgrading Counterpart Skills with Remote Training

A network that links Japan Centers in eight countries

Using JICA-Net allows performing remote training at Japan Centers in eight countries. JICA-Net provides several benefits: (1) facilitating cooperation over a large area, (2) implementing speedy cooperation, and (3) cutting cost involving time and the movement of people.



Japan Centers — Business Professional Development 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 professional development 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 Kazakhstan, Uzbekistan, Mongolia, the Kyrgyz Republic, Cambodia and Ukraine. Presently there are a total of nine centers in operation in eight countries. (Note: Although the projects in Ukraine and Kazakhstan have ended, the Japan Centers will continue to be operated by these countries.)

Supporting the Development of Business Professionals

Under the Business Programs provided primarily by the Japan Centers, training has been conducted for over 88,000 people to date, making a significant contribution to the development 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 and skills, including Japanese-style management, as well as on-site diagnostics and consultation and other skills. This program has earned high acclaim from local companies and business communities. Some people who have completed this training have become executives who achieved significant growth of a business and others have become entrepreneurs who used the training to create business plans for launching new businesses. In recent years, alumni and other associations organized in some countries by graduates of Japan Center business programs

have been conducting many activities that are creating networks of local business professionals.

Collaboration with Japanese Companies and Other Organizations

Japan Centers are often located in countries like Vietnam and Cambodia where many Japanese companies have business operations. By using the Business Program know-how and networks acquired over many years of activities, Japan Centers are conducting activities for assisting Japanese companies and collaborating with these companies.

An increasing number of Japanese companies are sending their local employees to attend the Business Programs of Japan Centers. Companies want these people to study the culture and customs of Japanese business activities and gain a basic knowledge of Japanese-style management and business practices.

Studying the Japanese language and culture also helps facilitate sound communications within a company. Many Japan Centers offer Japanese language classes in conjunction with the Japan Foundation. In recent years, there has been an increase in demand among Japanese companies to hire people who understand Japanese and to give workers enough knowledge of the Japanese language to improve their job performance. In response, some Japan Centers conduct courses for local employees that are customized to meet these needs.

JICA is also providing cooperation with the goal of making Japan Centers well utilized by Japanese companies as well as universities, other companies, NGOs, government agencies, local governments and other organizations and enabling Japan Centers to serve as platforms for cooperation and interaction between Japan and partner countries.

Case Study

Vietnam-Japan Human Resource Cooperation Center

Keiejuku (A Management School) to Train the Future Business Leaders in Vietnam Industry

The Keiejuku (Management School) is one of the Business Programs of the Japan Center in Vietnam. Started in 2009, the school holds a program for about 20 young company owners and other businesspeople in Vietnam. Classes are held for one week every month over a 10-month period. Students study management strategy, marketing strategy, production management, human resource development and other subjects. In addition to the lectures, the Keiejuku includes a practical program that includes group research and discussions, presentations, and other activities. By providing a structured

course about Japanese-style management and *monozukuri* (manufacturing), the Keiejuku aims to provide participants with knowledge that will allow them to become the future business leaders in Vietnam industry.

Keiejuku Club consisting mainly of graduates of the program has been established to create a network for communications among these people. The club has relationships with economic associations in Japan, participates in business discussions with Japanese companies in Vietnam, and takes part in other activities aimed at promoting business network

between Vietnam and Japan. In addition, there are expectations for members of the Keiejuku Club, who have a good understanding of how Japanese companies are managed, to become business partners for Japanese companies in Vietnam.



The opening ceremony for the third class of the Keiejuku

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 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 2011, a total of 1,046 people were sent overseas, with a cumulative total of 36,951 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 2011, 246 people were sent overseas. To date, a total of 4,874 people have been dispatched to 68 countries.

Youth and Senior Volunteers for Nikkei (Japanese Descendant) Communities, too, are dispatched to contribute to the development of Nikkei communities in Latin America [\[➡ See page 134\]](#).

Support for Returned Volunteers

There are high expectations for returned volunteers, 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. Based on information that was confirmed as of April 1, 2012, the number of local government authorities and boards of education that have special employment quotas for returned volunteers has increased to 50 (24 boards of education and 26 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 returned volunteers take initiatives to address various issues faced by Japanese society, including the implementation of child-rearing support and 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.”



A JOCV (fabricator of artificial limbs) who has been assigned to an NGO in the Republic of Malawi explains to coworkers how to make limbs that place the smallest possible burden on the recipients. (Photo by Koji Sato)



A Senior Volunteer for road maintenance and management was sent to Bhutan, where expanding the infrastructure is the highest priority. A rush highway construction project is under construction that will create a link to Thimphu, the capital of Bhutan. (Photo by Kazuyoshi Nomachi)

JICA and Fostering People with Global Skills at Private-sector Companies

The operations of companies are becoming increasingly global. Examples include the start of business activities in emerging countries and the growing interest in base of the pyramid (BOP) businesses in developing countries. The result is an urgent need to secure employees who have a global perspective and other necessary skills. To help meet this need, the Secretariat of Japan Overseas Cooperation Volunteers is strengthening its relationships with private-sector companies by using a number of new initiatives. One is the establishment of a website with information about examples of joint projects by companies and JOCVs. The theme of the website is seeking possibilities to conduct CSR and BOP businesses by utilizing JOCVs. Other initiatives include project information meetings for companies and a symposium on the theme of challenges for developing the capacity of people with global skills that companies require. The following section explains how Suntory Holdings Limited used JOCV assignments for its employees to give them the skills to do their jobs on a global scale.

Mr. Hiroyuki Ito
Manager, Career Development Division, Suntory Holdings Limited

(Interviewed February 2012)

Using JOCV to Give Employees Global Skills

Training employees so they can do their jobs anywhere in the world is vital to starting business operations in emerging countries and developing countries. We want to create a workforce of people who have global business skills and specialized expertise. These employees must also be able to communicate well with others anywhere in the world and do their jobs while adjusting to life in a different culture. To give our employees these capabilities, we decided to send people to participate in JOCV as a new means of training. I want our employees to use this experience to acquire the skills in languages, accepting other cultures and communications that are essential to doing business on a global scale.

No Concerns about Sending Employees to Countries Where We Have No Presence

When we thought about our human resources development program overseas, we decided to send our employees to overseas locations that include countries where we have no presence. This decision is based on our recognition of the need for up-front investments in human resources. However, we could not determine how to

do this. If we send someone to a country where we don't operate, we may not be able to deal with a problem if something happens. Then I heard about the JOCV program where JICA and companies collaborate to foster the development of people with a global perspective and skills. JICA has much experience in sending people to foreign countries and ensuring their health and safety. I decided to take part in this program because I believed that I could entrust our employees to JICA with confidence. It was just what I needed.

One employee of ours will be dispatched to Hoi An City, Viet Nam, as a JOCV for environmental educational programs in Viet Nam. This individual's primary roles will be to train companies' employees about the importance of protecting the environment and explain the environmental programs of Suntory. We selected a very enthusiastic 28-year-old employee to participate in JOCV program. This individual is currently studying the activities of our Eco Strategy Department and making other preparations for going to Viet Nam.

As a JOCV, I hope this individual acquires the basic knowledge to become a global businessperson, the ability to organize others to achieve goals, and other skills. After returning to Japan, I want this person to make use of the skills gained in Viet Nam in our business operations. For example, I hope this

person can utilize the ability to speak the Vietnamese language. Knowledge acquired as a JOCV will make this individual a strong candidate for working at a Suntory office in Southeast Asia.

JICA as a Business Partner

For this assignment, we worked with JICA to decide on what our employee would do as a JOCV. Working together allowed us to create an ideal program that meets the demands of Viet Nam while also matching our CSR vision and employee training objectives. When we assign employees to our overseas offices, there are big differences in their experiences and how they interact with others in those locations. This is why I am looking forward very much to seeing how our JOCV grows and develops after this experience.

I have high expectations for JICA as a business partner of ours. Companies can use JICA as a way to foster their employees' global skills and JICA gains a source of JOCVs who can utilize their experience at a company. This is an ideal win-win relationship. Making JICA's activities part of our training program will make us stronger as a global organization. At the same time, I hope to use the JOCV program to reinforce Japan's stature as a member of the global community.

Citizen Participatory Cooperation

— Making International Cooperation Part of the Japanese Culture

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

International cooperation by citizens is significant for several reasons. It diversifies approaches for responding to the issues in developing countries. It also makes more people in Japan aware of the circumstances of developing countries, familiar with ODA, and engaged in international cooperation activities.

This framework, Citizen Participatory Cooperation, also revitalizes Japanese communities, advances internationalization and, moreover, may make international cooperation “a part of Japanese culture”.

A distinct feature of Citizen Participatory Cooperation activities may be their emphasis on the will and initiatives of highly motivated individuals and groups as well as the opportunity for all people to participate. Please see page 126 for more details on Volunteer Programs and Partnerships with NGOs and other grass-roots organizations [🔗 page 130], regarding the JICA Partnership Program and support programs for NGOs.

Using Japan's Domestic Offices as International Hubs

JICA has 17 domestic offices that undertake activities focused on promoting understanding of international cooperation and providing people in the respective regions with opportunities for participation in various related programs 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, hold events or seminars, and also are available for consultation on the series of international cooperation programs.

At the JICA Global Plaza in Hiroo, Tokyo and the Nagoya Global Plaza in Nagoya City, Aichi Prefecture, people with abundant experience on international cooperation and global-scale issues serve as “Global Concierges” and lead visitors to exhibitions that encourage “seeing,” “listening” “touching” and “thinking”. Through these exhibitions, visitors can virtually experience various 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 sell fair trade commodities and allow visitors to enjoy ethnic cuisines. In addition, plazas make available spaces

holding seminars and meetings 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 Educations

JICA supports development education programs at educational forums in partnership with NGOs and schools with the aim of deepening the understanding of issues in developing countries and enhancing knowledge of international cooperation activities, including civic activities.

JICA's programs include the International Cooperation Lectures Service (held approximately 2,000 times per year). This program dispatches ex-Japan Overseas Cooperation Volunteers (JOCV), ex-Senior Volunteers, Experts, JICA's Staff, and others to school classes mainly as instructors to support development education and international understanding education.



International Cooperation Lectures Service by an ex-JOCV volunteer

Another program is the Essay Contest on International Cooperation for Junior and Senior High School Students (approximately 73,000 applicants per year in total), which is an essay competition on international cooperation. JICA also holds a Global Education Contest for photographs, videos, and reports that contribute to global education in various opportunities. International Cooperation Reporter Program dispatches civilians to observe Japan's ODA project sites in developing countries. The participants, after visiting the sites, are obligated to report what they studied by using various opportunities in Japan. “The Study Tour Program for Teachers dispatches teachers interested in development education to schools and education development project sites in developing countries, and the

participants are obligated to conduct lectures incorporating what they studied at the sites in their class after their return to Japan. JICA also creates educational materials for development education, international understanding.

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 familiar 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 for sustainable development.

The following is an excerpt of the winning essay from the 2011 contest for junior high school students:

“I think it is no wonder that countries help and cooperate with each other. However, no country can live in a big family, namely the “world”, without this mindset. If we are a certain family, we do our best to support the family member when his/her country is in trouble, disregarding one's own interests. I believe that this is an indispensable attitude for all of our global family to be happy.”



Winners of 2011 Essay Contest on International Cooperation for Junior and Senior High School Students

Junior Global Concierge Program for College Students

At JICA Global Plaza (Hiroo), the Junior Global Concierge Program for College Students is offered for Japanese university students who are interested in international cooperation, have overseas experience or take some action for global issues, etc., during their spring and summer holidays.

JICA Global Plaza features a Virtual Global Experience Area, where displays facilitate citizens' understanding of global issues and international cooperation. The plaza is staffed with Global Concierges who can provide clear explanations on the contents of the exhibitions to visitors.

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



The Junior Global Concierge Program for College Students offers experience to learn more about global issues and international cooperation.

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 has become important for implementing effective ODA in areas such as education, health, and environment improvement, community development, peacebuilding, and reconstruction. JICA has been strengthening its engagement with these actors of civil society in a variety of forms, namely through dialogues, partnerships, and support programs.

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

JICA implements JPP projects jointly with Japanese organizations that are ardent about implementing 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 2011, JICA implemented 219 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.



A study of conditions at the beverage can recycling facility in the Vava'u Islands of Tonga (Tonga Great Vava'u and Okinawa Mottainai Movement Project, a local government type project backed by the Naha City/Okinawa Citizens' Recycling Movement)

NGO-JICA Japan Desk Supporting Activities of Japanese NGOs

JICA has "NGO-JICA Japan Desks" in 21 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 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 2011, 378 persons participated in the training courses and advisors were dispatched to 28 organizations and 4 overseas projects.

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 2011, the fund supported 7 projects.

Growth for Forests and People – Establishing Community Forests by Using Deep and Long-term Ties with Regions

Partner Type Project

Lasta Woreda Community-based Rural Development Project – A Trial for Using Participation of the Public for a Sustainable Forestry Business Futaro Fund for Forest (F.F.F.)

There has been a steady deterioration in living conditions in the area around the Ethiopian city of Lalibela, which is known for churches carved out of a single block of stone, a World Heritage Site. The cause is the loss of forests in mountainous areas and the improper disposal of trash. This project aims to improve the situation through planting vegetation by using compost and fertilizer produced by local resident groups from organic garbage, and to properly manage forests and rangeland and moreover to establish a sustainable system for growing and harvesting trees through activities centered on environmental education for children.

NGO Staff

Project Coordinator Kenji Fujimura

This project started in 2009, and aims to plant more than 1.5 million seedlings in three years. Hard work was required to grow the

seedlings and to secure the land for forests. But on top of that, managing the trees after planting the seedlings was the biggest problem of all. The village decided to keep the livestock out of the areas where seedlings were planted. However, animals entered some of these areas and destroyed many of the seedlings that were planted. I realized that all of our efforts would be worthless without the cooperation of the local residents. This is why we are now focusing on two themes. First is to foster the development of leaders who can oversee self-management activities by residents themselves. Second is to build sustainable management systems that incorporate revenue from sales of grass for feeding animals.

Fiscal 2011 began with a number of unforeseen difficulties. In particular, the March 2011 earthquake in Japan cut off communications with the head office in Soma, Fukushima prefecture. All the staff and the local people who were involved in this project



Human resources development by holding environmental education classes for elementary school students

were very concerned, but after being informed that the office and staff in Japan were all safe, Ethiopian people became even more dedicated to achieving the goals. I believe that everyone here has become even more supportive of our activities.

I want to express my gratitude to everyone who helped support our activities even though they were dealing with the aftermath of the Great East Japan Earthquake.

Training Teachers Who Can Be Accepted by Children with Disabilities

Support Type Project

The Project for Establishment of Training System on Inclusive Education in Dong Nai Province Asia Rainbow

There are about 920,000 children with disabilities in Viet Nam. Only about 25% of these children have the opportunity to attend a school. The Government of Viet Nam has established an education policy that includes “inclusive education” for enabling children with disabilities to attend ordinary public schools. However, many teachers have not received training in the field of disabled children. As a result, school teachers tend to have difficulty in giving adequate instruction and support to these children.

This project provides support to instructors for inclusive education in Dong Nai Province, an area that has many children with disabilities and was severely impacted by the use of defoliants. Lessons for elementary school teachers show how to make children with disabilities part of

classes and provide them with better education. The goal is to establish a training system by the time the project is completed. The system will enable training key teachers for inclusive education and conducting continuous disabled child education training in Dong Nai Province. In 2012, there are 746 disabled children in the province who are attending a public elementary school near their homes and all of their teachers will undergo inclusive education training.

NGO Staff

Project Manager Yumiko Baba

There were big obstacles to our inclusive education support project in Viet Nam. Schools in this country use a unified curriculum and



Classes using portable blackboards and sign language for children with visual and hearing disabilities

have a relatively large number of children in one class. Many people were suspicious about achieving this inclusive education with no teachers to give individual support to the students. And also the teachers in Viet Nam were extremely busy, making the preparation of the individualized support and teaching plans necessary for inclusive education seem very difficult to attain. A constant process of trial and error took place before the project began. One year has passed since the project commenced and we are overcoming various obstacles one by one with outstanding teamwork.

Public-Private Partnerships

New Partnerships that Support Economic Growth

The demand for social 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 large proportion of the funds entering developing countries from advanced nations. Under such circumstances, there are hopes for even more effective development support through collaboration with private-sector activities.

Recently, corporations have been 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, BOP businesses, and CSR activities. These efforts have allowed private sector businesses in developing countries to produce benefits from development projects, including creating employment opportunities, cultivating human resources, and improving technologies. In addition, the technologies and business ideas of Japan's many small and medium-sized enterprises (SME) with outstanding technologies are making a big contribution to solving problems in developing countries.

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 the private sector to carry out activities by themselves, creating room for collaboration with ODA.

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.

JICA will advance collaboration with the private sector through the provision of a variety of schemes as described below.

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 expertise of the private sector into infrastructure projects that have traditionally been carried out as public projects. Based on a proper division of roles and risks between the public and private sectors, PPPs are implemented in order to engender greater benefits and efficiency in these projects. This has led to the realization of a public-private collaboration mechanism to address development issues in developing countries. JICA is working to form PPP infrastructure

projects by providing assistance for preparatory surveys.

In PPP infrastructure projects, it is important to perform surveys 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 for PPP infrastructure business plans are widely solicited from private corporations. JICA entrusts the organization that submitted the selected proposal with conducting a preparatory survey as a feasibility study for project formulation.

During fiscal 2011, two calls for proposals were made and 16 proposals were selected.

Preparatory Surveys for BOP Business Promotion A New Approach for Supporting Developing Countries that Uses Corporate Business Principles

Base of the pyramid (BOP) business is also referred to as "inclusive business," and is attracting attention as a new approach to resolve issues in developing countries with business initiatives. Aid agencies of various countries and international organizations have been actively promoting partnerships with BOP businesses.

One of the keys to the success of BOP business lies in the establishment of business models by gathering and analyzing of information on the actual needs of the BOP. However, the lack of such information is one of the major barriers for their entry to the BOP business market. For this reason, JICA has started a scheme called Preparatory Survey for BOP Business Promotion, in which JICA adopts proposals on BOP business from private

Case Study

Bangladesh – Establishment of Green Mung Bean Growing System

Yukiguni Maitake Co., Ltd. aims to expand the number of countries for the procurement of green mung beans, which are used to produce bean sprouts. As one of the locations for green mung bean production, the company has chosen Bangladesh as a promising country, and aims to establish a production system by the provision of know-how for growing green mung beans and utilizing the initiatives of BOP. In the survey, the company aims to establish a business plan while conducting a pilot growing project to determine methods for organizing farmers for the large-scale production of green mung beans as well as for assisting farmers and supervising the bean growing and storing operations. In the business, the processing of green mung beans (removal of foreign objects and insects) and sales operations are expected to create jobs for women. Furthermore, earnings from this business are expected to be returned to communities growing green mung beans by the Grameen Group as a social business.

companies. In fiscal 2011, two public calls for proposals were made and 32 projects were selected in total.

Small and Medium-Sized Enterprise Partnership Promotion Survey

To strengthen its partnership with Japanese small and medium-sized companies whose activities contribute to solving development problems in developing countries, JICA has introduced a Small and Medium-Sized Enterprise Partnership Promotion Survey (F/S Assistance) on a trial basis to assist such companies that wish to formulate new projects overseas, and has selected 11 proposals.

A public call was made to solicit proposals from small and medium-sized companies and other entities aiming to directly expand into developing countries, and the entities that submitted selected proposals conclude a contract with JICA to do the survey. JICA will bear up to 10 million yen in survey expenses. The recent advertisement resulted in 56 proposals from 101 companies and organizations (total of 115 entities) from 19 prefectures, demonstrating an extremely high level of interest. JICA evaluated and selected proposals from various perspectives including the effects the projects would have on solving development problems in the developing country, their feasibility as a project, etc.

Private Sector Investment Finance Support for Development Projects by Private Enterprises in Developing Countries

Of the Loan Aid provided by JICA, Private Sector Investment Finance (PSIF), a scheme supporting development projects by private enterprises, is another pillar of economic cooperation along with ODA Loans. Various businesses by private enterprises in developing countries stimulate the economies and create employment in those countries, thereby generating development impact such as improvements in people's living standard. At the same time, these businesses contribute to acquisition of foreign currency and technology transfers. Nevertheless, due to factors such as high risks associated with businesses in developing countries, it is difficult for these businesses to find financial sources from commercial financial institutions in many cases.

Due to these circumstances, PSIF supports these businesses of private enterprises in developing countries through the provision of loans and equity. These operations resumed in March 2011 based on the New Growth Strategy released in 2010 and other policies of the Government of Japan. PSIF targets three sectors: achieving MDGs and poverty reduction; infrastructure development and boosting economic growth; and mitigation of global warming. Specifically, PSIF is expected to support infrastructure projects, BOP businesses, microfinance projects and other social development projects.

In fiscal 2011, a Loan Agreement and Investment Agreements were signed for the Viet Nam Industrial Human Resources Development Project and the Pakistan Microfinance Project, respectively.

Case Study

Industrial Human Resources Development Project in Viet Nam

JICA signed a loan agreement with the Asia Commercial Joint Stock Bank (ACB), one of the largest commercial banks in Viet Nam, for the Industrial Human Resources Development Project.

In this project, JICA provides a loan to Esuhai Co., Ltd. (Esuhai), a Vietnamese company, through the PSIF scheme for the construction of a school building in order to assist its business expansion with the aim of developing competent industrial human resources in Viet Nam. For conducting the project, JICA provides a loan to Esuhai through ACB.

It is pointed out that sufficient education and training for human resources in industrial sectors are urgent issues for ensuring sustainable development in Viet Nam. Currently, technical trainees are dispatched from Viet Nam to Japan and receive practical training in small and medium enterprises under the Technical Intern Training Program of Japan with the objectives of skill/technology transfers. It is expected that, after returning to Viet Nam, they will form a basis of economic development in Viet Nam.

Japanese language and job training before going to Japan are required to ensure that trainees fully acquire skills during their stay in Japan. Such language education and training provided by Esuhai is highly valued by Japanese companies accepting those trainees. This support of JICA is expected to further enlarge such activities by Esuhai, thereby increasing the quantity and quality of industrial workers with knowledge about foreign technologies and business operations. Furthermore, it will contribute to the further expansion of direct investment of foreign companies including Japanese companies in Viet Nam.

Other Partnerships

Beside the aforementioned schemes, JICA is cooperating with private sectors through Public-Private Partnership trainings and other programs.

Case Study

Alliance with Terumo for First Public-Private Sector Joint Training

JICA and Terumo Corporation are working together in a project aimed at reducing the number of deaths in Mexico caused by ischemic heart disease. Physicians from national hospitals in Mexico were brought to Japan to study a treatment method in which catheters are inserted in the wrist, which reduces the burden placed on the body. Training was performed with the cooperation of the Shonan Kamakura General Hospital Iryohogin (Medical Corporation) Okinawa Tokushukai. Providing this training is expected to lower the number of ischemic heart disease deaths in Mexico as well as contribute to Japan's new growth strategy of "international health care exchanges." In addition, this is an excellent opportunity to make Japan's catheter technology available to other countries.

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).

The characteristics of Japanese emigrants have changed along with the maturing and the 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 relinquishes the community as migrant workers, increasing social and economic vulnerability. Such communities also face issues involving the loss of their *Nikkei* identity, which is emanated from a shared heritage, history and upbringing. At the same time, *Nikkei* communities in Japan confront serious social security-related problems, including non-participation in pension programs. These communities in Japan also face educational issues such as truancy among *Nikkei* children due to a lack of Japanese language proficiency.

Main JICA Programs and Activities 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, aims to disseminate the history of Japanese emigration to the public in general, especially for the younger generations who are prospective leaders of Japan and their respective countries. It also provides opportunities to become acquainted or re-engaged with the emigrants and *Nikkei*. The museum consists of permanent exhibits and special exhibitions featuring the overseas migration history and the present situation of *Nikkei* communities. The museum also provides information on its website.

2. Support for Emigrants Abroad

1) Medical Care and Hygiene

JICA assists in the management of five *Nikkei* clinics at colonial settlements in Paraguay, Bolivia and Brazil. JICA also supports travelling clinics for the colonial settlements in Brazil. Furthermore, JICA assists programs involving health insurance, nursing care, medical examinations and day care services with a high demand for elderly welfare and medical services in countries

such as the Dominican Republic, Brazil and Bolivia.

2) Education and Culture

To enhance Japanese-language heritage education among *Nikkei* communities, JICA assists joint training sessions for local *Nikkei* Japanese-language teachers, the purchase of teaching materials, third-country training for local Japanese-language teachers and research on Japanese-language heritage education that is conducted by the Brasil Japanese Center in São Paulo, Brazil. Furthermore, 23 teachers participated in the Pan-American Joint Training Program for Japanese-language teachers (third-country training) held in São Paulo in fiscal 2011.

3) Upgrading Facilities and Equipment

In fiscal 2011, JICA provided funds for elderly welfare service facilities and equipment in Argentina and a basic study concerning regional development programs in Paraguay.

3. Educational Initiatives for the Children of Emigrants

1) Educational Programs for Students of Japanese-Language Schools (reorganized as Education Program for Next Generation *Nikkei* in 2012)

JICA organizes the program targeting *Nikkei* children attending Japanese-language classes run by local *Nikkei* organizations and provides a firsthand opportunity to gain a deeper understanding of Japanese culture, society, and their heritage. This program includes an educational experience in a public junior high school in Japan. A total of 49 students from North, Central and South America participated in this program in fiscal 2011.

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

JICA offers a scholarship covering the living expenses and tuition to support *Nikkei* students attending graduate schools in Japan. In fiscal 2011, nine new students participated 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 for *Nikkei* communities, where public school teachers from Japan are assigned to government-accredited schools in Brazil. In fiscal 2011, six teachers participated in a long-term (21 months) volunteer program for the first time. Upon returning to Japan, these ex-volunteer teachers are expected to utilize their experience to assist with the education of *Nikkei* children residing in Japan.

In addition, JICA accepts *Nikkei* training participants from Latin American countries. The training program consists of training proposals from universities, local government and other organizations in Japan. The program aims to promote nation-building in the respective countries. In fiscal 2011, JICA accepted 114 *Nikkei* training participants 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.

Nikkei Support for the Recovery from the Great East Japan Earthquake

Japan received aid from many countries for both disaster relief and reconstruction in the wake of Great East Japan Earthquake. In the immediate response to the disaster, *Nikkei* communities in the Americas have played a particularly important role. Many *Nikkei* communities have collected donations and conducted charitable activities, raising more than ¥1.6 billion (as of September 2011, based on the data from The Association of *Nikkei* & Japanese Abroad). The support to earthquake victims from *Nikkei* communities and *Nikkei* associations demonstrates the maturity of *Nikkei* communities, which is the culmination of JICA's perennial cooperation to ameliorate lives of the emigrants and their descendants over many decades.

Soybeans for One Million Packets of Tofu from Paraguay

To assist the earthquake victims in Japan with Paraguay's resources, the *Nikkei* community has organized a project to send one hundred tons of non-genetically modified soybeans grown by *Nikkei* farmers for making tofu for the disaster survivors. Emigrants from Japan and their descendants account for a large share of soybean production in Paraguay, which is the world's fourth-largest exporter. The soybeans are donations from the *Nikkei* members of the Yguazu Agricultural Cooperative, near Yguazu Falls. The Federation of Japanese Associations in Paraguay collected donations from all over Paraguay for the cost of shipping and producing tofu, with the cooperation of Gialinks Co., Ltd., a Japanese company with years of experience in importing soybeans grown by the *Nikkei* farmers. The soybeans are used to produce tofu, which are distributed to victims of the Great East Japan Earthquake. By February 2012, this project supplied enough soybeans to make one million packets of tofu.

JICA provides assistance for medical clinics, Japanese language schools and other facilities and activities in the Yguazu *Nikkei* community. JICA also dispatches Japanese language *Nikkei* Volunteers to this area as teachers in Japanese schools. Consequently, many people including the younger generation in this region speak fluent Japanese in addition to their official language, Spanish. Six students study medicine, agriculture and other subjects at graduate schools in Japan with scholarships



A ceremony to deliver a letter of gratitude from Prime Minister Yoshihiko Noda to representatives of the *Nikkei* community and *Nikkei* associations took place in February 2012 at the official residence of the Japanese ambassador to Paraguay. (Photo by Minoru Iida)

from Program for Developing Leaders in *Nikkei* Communities. The Federation of Japanese Associations in Paraguay receives assistance from JICA in the fields of welfare and Japanese education programs.

Overseas *Nikkei* Donations of More Than ¥1.6 billion

Overseas *Nikkei* communities have donated more than ¥1.6 billion to earthquake relief and rebuilding programs in Japan. The donations were disbursed through the Japanese Red Cross Society and other organizations.

Brazil	600 million yen
Mexico	56 million yen
Paraguay	32 million yen
Argentina	25 million yen
Peru	20 million yen
Bolivia	6 million yen
United States	760 million yen
Canada	90 million yen
Australia	21 million yen
Total	1,610 million yen

Donation Activities were particularly extensive in Brazil, which has the largest *Nikkei* community in South America with 1.5 million *Nikkei*. Immediately after the earthquake on March 11, 2011, five major Brazilian *Nikkei* associations, the Bunkyo-Sociedade Brasileira de Cultura Japonesa, Federação das Associações de Províncias do Japão no Brasil, Brazilian Chamber of Commerce in Japan, and Aliança Cultural Brasil-Japão, and the Beneficencia Nipo-Brasileira de São Paulo cooperated to collect donations totaling 600 million yen. These associations established the Japan Earthquake Victim Aid Donation Campaign. By March 14, the associations submitted a letter of condolence addressed to the then-Prime Minister Naoto Kan through the Japanese Consulate in São Paulo. A letter of gratitude was sent to these organizations from the Prime Minister through the consulate the following day.

JICA assists these associations with subsidies, *Nikkei* Volunteers and training programs in Japan that focus on elderly welfare and Japanese education.

Letters from Argentina with Messages of Hope for a Recovery

In Argentina, the Centro de Cultura y Idioma Japonés en la Argentina played an instrumental role in managing the TEGAMI Exhibition at the Japanese embassy in Argentina in January 2012. The event was planned primarily by *Nikkei* Volunteers of the Centro de Cultura y Idioma Japonés en la Argentina. The exhibition consisted of "picture letters" drawn by students of the Japanese language school in Argentina to encourage their friends in earthquake-damaged areas. With the support of a Japanese artist living in Germany, the exhibition also included "picture letters" drawn by artists in Japan. More than 350 people visited the exhibition, reaffirming the strong bonds between Japan and Argentina and sending a strong message of hope for recovery.



"Picture letters" drawn by students at the Japanese language school in Argentina (Photo by Asami Nakano)

Professor Emeritus of Earthquake Engineering Holds Seminar to Mark Earthquake's First Anniversary

The Peru-Japan Cooperation Association held an event to mark the first anniversary of the Great East Japan Earthquake at its Peru-Japan Culture Center in Lima on March 11, 2012.

The commemorative event included an exhibition of messages to Japan collected by *Nikkei* Volunteers from all over Peru. A charity market was held to sell Peruvian handicrafts, with all revenues donated to earthquake recovery activities. In addition, a presentation was given by Dr. Julio Kuroiwa, a professor emeritus of the National University of Engineering in Peru.

Just as Japan, Peru is a country with frequent earthquakes. Dr. Kuroiwa is a second-generation *Nikkei* and an authority in the field of earthquake engineering in Peru. He participated in JICA's technical training course on earthquakes held in Japan during 1961-1962.



A Japan Overseas Cooperation Volunteer explains to a visitor at the TEGAMI Exhibition in Argentina the origami that symbolizes faith in earthquake recovery. (Photo by Toshiyasu Murai)

Securing and Training Human Resources

Training the Personnel Needed for Future International Cooperation Programs and Securing the Necessary Human Resources

There is a growing need at international cooperation sites for professionals capable of responding accurately to increasingly complex and diverse aid needs. In order to respond promptly to these needs, JICA has been undertaking a variety of programs for training and securing human resources that are needed.

Overview of Programs in Fiscal 2011

Title	No. of participants (as of March 2012)
Comprehensive Career Information for International Cooperation programs on Website	
PARTNER	
Human Resources Training	
1. Associate Expert Program	67 ongoing participants
2. Long-Term Training Program	Overseas: 6 new trainees
3. Individualized Training for Expert Development	13 new trainees
4. JICA Internship Program (open recruitment-type)	29 new participants
5. Other training programs	
1) Pre-Dispatch Training for JICA Experts	Implemented 12 times, 302 trainees
2) Capacity-Enhancement Training	Totally implemented 13 times, 253 trainees
3) Security Risk Management Training in Collaboration with UNHCR	Implemented 5 courses (5 times), 114 trainees
4) Other	Pre-Dispatch Training for JICA staff, National Staff Training, etc.
Securing Human Resources	
1. JICA Senior Advisors	85 persons on assignment
2. Special Advisors	41 persons on assignment (new)

Cultivating Human Resources for the Future

1. Associate Expert Program – Upgrading practical abilities of young people

JICA provides opportunities to work in JICA projects in Japan and overseas to young people who have experience and expertise involving developing countries and who wish to advance their careers in the field of international cooperation in the future. Offering these opportunities enhances the practical capacities of these young people.



Participants discuss about a project operation at a workshop of the Pre-Dispatch Training for JICA Experts.

2. Long-Term Training Program

– Upgrading abilities in specialized fields

This training program is intended to cultivate specialists who will work in the field sites of international cooperation programs. The program gives people opportunities to acquire a master's degree at graduate schools in Japan and overseas, thereby enhancing their expertise and skills in the specialized fields they select.

3. Individualized Training for Expert Development – Brushing up expertise and skills

This program gives opportunities to personnel with practical experience to participate in customized individual training at aid agencies and/or educational institutions in Japan and overseas. Training under this program allows participants to strengthen their capacities to handle more complex and demanding development issues.

4. Internship Program – Broadening the perspectives of people engaged in international cooperation

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 domestic institution or JICA overseas offices. In fiscal 2011, this program was extended to include young physicians on a trial basis.

Cultivating Mission-Ready Personnel

1. Pre-Dispatch Training for Specialists – Orientation and upgrading skill immediately before departure

JICA provides experts with training programs, prior to their assignment, through which they can obtain a variety of information and know-how on subjects such as JICA cooperation policy, project content, current trends in aid, effective means of technology transfer, and other items.

2. Capacity Enhancement Training – Short-term intensive training for enabling experts to start contributing immediately upon their assignment

JICA recruits as trainees from people 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 them with opportunities to acquire knowledge on current aid trends and practical skills. The training is implemented based on themes that give consideration to recent needs in development assistance, including support for establishment of laws, environmental and social considerations and peacebuilding.

3. Security Risk Management Training – Security risk management training in collaboration with UNHCR

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 individuals who are engaged in the fields of peace-building and reconstruction assistance as well as those responsible for security management

4. Others

In order to strengthen the capacity to deal with problems and needs in developing countries and to carry out cooperation programs in an effective and efficient manner, JICA provides training programs for overseas JICA staff members that improves the necessary skills and know-how.

Securing Human Resources

JICA makes efforts to secure people such as JICA Senior Advisors or Special Advisors, who are equipped with ample practical experience in developing countries and can immediately play an active role in on-site development assistance. JICA Senior Advisors, in particular, fully utilize advanced knowledge in their respective specialized fields, thereby contributing to the improvement of the quality of JICA's programs.

Aiming to improve the quantity, breadth and quality of international cooperation activities The Comprehensive International Cooperation Career Information Website "PARTNER"

What is PARTNER?

PARTNER is a comprehensive career website planned and operated by JICA. The website supplies a variety of useful information with the objective of serving as a link between people who want to work in the field of international cooperation and the agencies and groups that are looking for personnel for international cooperation programs. PARTNER includes information from JICA as well as international agencies, government agencies, local governments, NPO/NGOs, public-service companies, development consulting firms, universities and other academic institutions, companies with CSR activities, and other organizations. Overall, this website provides at no charge a diverse range of information, an e-mail information service and other services for everyone who is interested in a career in the field of international cooperation.



The Steady Growth of PARTNER

In fiscal 2011, this website posted 3,304 job listings and information on 1,075 training sessions and seminars. Top page visitors during the fiscal year totaled 619,560. As of March 31, 2011, 9,530 individuals had registered with PARTNER as International Cooperation Personnel and 668 organizations that conduct international cooperation activities were registered. In addition, there were 65 PARTNER Mail Consultations, an e-mail based career guidance program, and 295 PARTNER Career Consultations, which use face-to-face meetings.

JICA also holds International Cooperation Human Resources Seminars for individuals registered with PARTNER who want to enhance their careers at JICA and other international agencies, NGOs, development consultants and other organizations. In fiscal 2011, seminars were held in Tokyo, Hyogo, Yokohama and Hiroshima with the participation of 685 people. Feedback from participants has been very positive. One participant said "this was a valuable opportunity because seminars like this almost never take place outside the Tokyo area." Another participant said "the speakers were outstanding and gave me information about many types of organizations."

Expanding the Range of International Cooperation Human Resources

PARTNER started a simplified registration

system in June 2011 for people who have started to become interested in international cooperation but have no experience in this field. As of March 31, 2012, 2,800 people had registered under this system and 315 of these people moved up to International Cooperation Personnel registration.

Stronger Ties with External Organizations

JICA is strengthening its relationship with the Institution of Professional Engineers, Japan (IPEJ). Collaboration yields benefits for both JICA and IPEJ. JICA presented outlines of overseas projects conducted by JICA and called for the use of PARTNER at the overseas technical business cooperation seminars held by IPEJ in Nagoya and Tokyo. This is an excellent opportunity because JICA wants to encourage qualified specialists to register with PARTNER and IPEJ has an increasing number of members with engineering qualifications who are interested in working in other countries. IPEJ benefits as well through higher attendance at these seminars because PARTNER publicizes these events and offers incentives to people registered with PARTNER, such as a discounted seminar fee.

Response to the Great East Japan Earthquake

To provide assistance for recovery activities following the Great East Japan Earthquake, PARTNER added the PARTNER Disaster

Information webpage on March 25, 2011. This page provides information that links people who want to participate in reconstruction activities with organizations registered with PARTNER that are conducting these activities. As of March 31, 2012, more than 200 job listings for reconstruction support personnel had been posted, enabling this page to play a part in recruiting people who can perform reconstruction activities in damaged areas.

A New Look for PARTNER

By adopting a renewed commitment to its original objectives, PARTNER is using a number of initiatives to make an even greater contribution to progress regarding the quantity, breadth and quality of international cooperation activities. The first step was the June 2012 debut of a redesigned website.

The new PARTNER website adds the following capabilities to its existing functions.

- A My Page function that can match the requirements of each user
- A Simple Registration Organization section for small and medium-sized enterprises and other organizations thinking about overseas operations; organizations can view information about people interested in international cooperation careers and submit job offers
- Training videos that enable people to study on their own, and other new functions and services

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. JICA's emergency disaster relief consists of the provision of people and supplies. We send Japan Disaster Relief (JDR) teams that include a search and rescue team, medical team, expert team and/or Self-Defense Force units to disaster-affected areas and we also send emergency relief supplies in these areas.

Stockpiling Supplies Around the World for Rapid Responses

To facilitate the rapid and reliable supply of the large-volume of emergency relief items, reserve supplies must be procured and appropriately stockpiled in advance at locations as close as possible to disaster areas. Eight priority goods are stockpiled—tents, sleeping pads, plastic sheets (tarpaulins), blankets, portable water containers (plastic jerry cans), water tanks, water purifiers and electric generators (with extension cords). JICA stores these emergency supplies at warehouses worldwide: Germany (Frankfurt), Singapore and the United States (Miami). In addition, we signed an agreement in 2011 with the World Food Programme (WFP) to use the United Nations Humanitarian Response Depot (UNHRD), which is operated by the WFP. When needed, we use relief supplies stored at the UNHRD by other aid organizations or procure the necessary items in the country where the disaster occurred.

Emergency relief supplies were distributed in Kenya and Ethiopia (August-September) to aid refugees from Somalia where there is a severe drought. With the cooperation of the United Nations High Commissioner for Refugees (UNHCR), we performed a survey to determine the needs of the refugees, collected the necessary items, transported the supplies and distributed them at refugee camps.



Rescue Team members conducting rescue activities

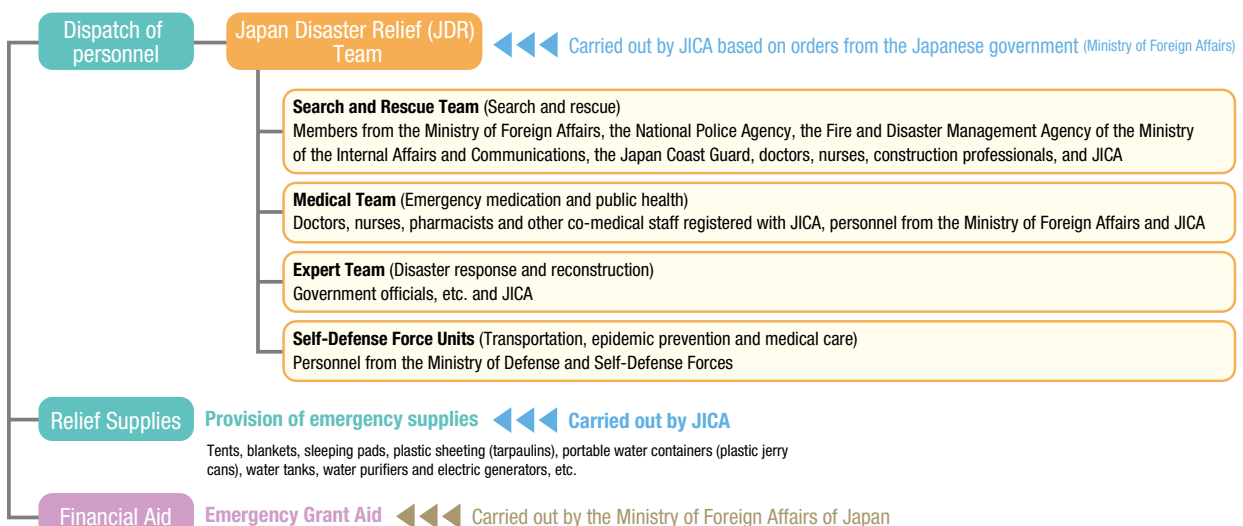


Medical Team member examining a malaria patient



Hand-over of emergency relief supplies

Japan's International Disaster Relief



Provision of Disaster Relief Supplies in Fiscal 2011 (April 2011 – March 2012, 24 cases)

No	Date of aid	Country/Region	Type of disaster	Type of aid	Value of aid or number of persons dispatched	Supplies provided
1	May 2011	The United States	Tornado	Provision of supplies	Approx. ¥10 million	Blankets, plastic sheets
2	May 2011	Namibia	Flooding	Provision of supplies	Approx. ¥12 million	Blankets, water tanks, plastic sheets, water purifiers
3	August 2011	Russia	Fire accident of petroleum refining plant	Expert team	2 experts of burn injury	
4	August 2011	Kenya (assistance for Somali refugees)	Drought	Provision of supplies	Approx. ¥50 million	Tents, sleeping pads, plastic sheets, blankets, portable water containers, water tanks, generators
5	September 2011	Ethiopia (assistance for Somali refugees)	Drought	Provision of supplies	Approx. ¥40 million	Tents, generators
6	September 2011	Pakistan	Flooding	Provision of supplies	Approx. ¥35 million	Tents, purification tablets
7	October 2011	Cambodia	Flooding	Provision of supplies	Approx. ¥25 million	Tents, blankets, plastic sheets, sleeping pads, portable water containers, water purifiers
8	October-December 2011	Thailand	Flooding	Expert team	4 experts of water and sewerage	
9				Expert team	2 experts of subway	
10				Expert team	2 experts of airport	
11				Expert team	51 experts of water discharge or others	
12				Provision of supplies	Approx. ¥30 million	Tents, blankets, plastic sheets, sleeping pads, portable water containers, water purifiers, water tanks, generators
13				Provision of supplies	Approx. ¥25 million	Outboard engines for rescue boats, life jackets, temporary toilets, water tanks
14	October 2011	Tuvalu	Drought	Provision of supplies	Approx. ¥8 million	Spare parts of seawater desalination unit
15	October 2011	El Salvador	Torrential rains	Provision of supplies	Approx. ¥15 million	Sleeping pads, blankets, generators
16	October 2011	Honduras	Torrential rains	Provision of supplies	Approx. ¥13 million	Sleeping pads, blankets, portable water containers, water purifiers
17	October 2011	Turkey	Earthquake	Provision of supplies	Approx. ¥30 million	Tents
18	October 2011	Myanmar	Flooding	Provision of supplies	Approx. ¥10 million	Water purifiers, generators, tents, blankets, sleeping pads
19	October 2011	Nicaragua	Torrential rains	Provision of supplies	Approx. ¥8 million	Water purifiers, portable water containers, generators
20	October 2011	Viet Nam	Flooding	Provision of supplies	Approx. ¥20 million	Water tanks, portable water containers, generators
21	December 2011	Philippines	Typhoon	Provision of supplies	Approx. ¥25 million	Water tanks, generators, plastic sheets, tents, blankets, sleeping pads, portable water containers
22	January 2012	Fiji	Flooding	Provision of supplies	Approx. ¥18 million	Tents, plastic sheets, portable water containers
23	February 2012	Mozambique	Cyclone	Provision of supplies	Approx. ¥19 million	Portable water containers, generators, blankets, tents, plastic sheets
24	March 2012	Republic of the Congo	Explosion accident of ammunition depot	Provision of supplies	Approx. ¥10 million	Blankets, tents

Case Study

Flooding in Thailand

Japan Disaster Relief Team Uses a Pump Truck Team for the First Time

Heavy rain that began in late July 2011 caused a flooding in the Chao Phraya River watershed of Thailand on a scale that is said to occur once in 50 years. The disaster caused about 700 deaths and a total of about 5 million people were affected. The economic impact was enormous as well because approximately 16,000 square kilometers was flooded, including industrial and agricultural areas.

JICA established a budget of about ¥55 million to send emergency relief supplies to Thailand in early October and again in the middle of the month. Flooding in the Bangkok area subsequently became more severe. In response to worries about the impact on the area's infrastructure, the teams of eight experts were formed and dispatched for subways, airports, water systems, and other infrastructure components in late October and early November. Most members were very familiar with the situation in Thailand through their engagement in the JICA's technical and

financial cooperation. In Thailand, these teams assisted organizations in Thailand with regard to the operation and maintenance of key elements of the infrastructure during a flood.

To assist in the quick recovery of the vast area that was flooded, JICA sent a pump truck team (with a total of 51 members) to Thailand. Team members came from the Ministry of Land, Infrastructure, Transport and Tourism (MLIT), private-sector companies and other organizations. Ten pump trucks owned by MLIT that were shipped to Thailand. The trucks were also used to remove water left by the tsunami that followed the Great East Japan Earthquake. With the cooperation of Thailand's Ministry of Industry, the team used the pump trucks to remove water from industrial parks, residential areas, universities, farm land and other areas. The enormous cooperation from members of the Ministry of Industry, other workers in Thailand and residents of flooded areas was instrumental to enabling the pump truck team to remove water

efficiently. Between November 19 and December 20, a period of 32 days, 8.1 million cubic meters of water was pumped, which is enough to fill Tokyo Dome 6.5 times. Furthermore, water was removed from a total area of about 51.51 million square meters, which is about 100 times larger than Tokyo Disneyland.

The team of pump truck experts helped return the lives of residents of the flooded areas to normal by responding to Thailand's needs with flexibility. Furthermore, the team contributed to the quick restoration of operations in industrial areas, where flooding had created fears about a significant impact on the global economy.



Japan's pump truck team made a big contribution to alleviating flood damage in Thailand.

Enhancing Development Partnerships

Scaling Up Development Outcomes in Coordination with International Development Cooperation Organizations

Issues in Recent Years

Since the beginning of the 21st century, Japan and other donor countries along with international agencies (“donors” hereafter) have increased their efforts for tackling poverty reduction and the Millennium Development Goals (MDGs). International consensus was reached at the Monterrey International Conference on Financing for Development in 2002 and the Doha Follow-Up International Conference on Financing for Development in 2008, to secure the necessary funds to achieve the MDGs. A substantial increase in the amount of aid through donors has been agreed to since the Gleneagles Summit in 2005. There are also demands for improving the quality of aid in order to achieve the MDGs. The Paris Declaration on Aid Effectiveness (Paris Declaration) of 2005 increased the debate concerning the effectiveness of assistance. Donors have accelerated the promotion of aid effectiveness initiatives since the Accra Agenda for Action of 2008.

However, donors’ development assistances are changing in many ways. According to the outcome document of the UN MDG Summit of 2010, more needs to be done because of differences in progress toward achieving the MDGs in different countries. Furthermore, the development issues have become much more globalized and diversified. Such issues include the role of economic growth in reducing poverty, support to conflict-affected and fragile states, climate change, food security, job creation – especially following the Arab Spring –, and disaster risk management.

Following the Lehman crisis, the amount of ODA provided by OECD/DAC member countries has been generally flat. Due to the need to use limited funds for a broad array of development issues, there are increasing demands for donors to be accountable and give more focus on results-based delivery. The Busan Partnership Document of December 2011, which serves as a compilation of implementing the Paris Declaration, takes the debate about aid in new directions. Dealing with new aid architecture is one issue. Development issues are becoming more diverse and a broader range of actors, such as emerging countries, private-sector and foundations, etc., are also playing active roles in development agendas. Another new direction is placing more emphasis on development effectiveness rather than on measuring aid effectiveness.

Private-sector companies, foundations, NGOs and emerging countries have been playing a vital role in development cooperation in recent years. The diversification in the primary sources of development cooperation and debate about their role have become a frequent subject at G20 and other international forums. Against this backdrop, it is essential for a development organization to constantly monitor trends in the global development issues, and to strengthen the ability to gather, partner and provide up-to-date development agendas at international forums. Furthermore, more efforts should be made to promote project collaboration with other donors and to make intellectual contributions to the donor community. All of these activities are vital to the efficient and effective implementation of development cooperation.

How JICA Is Responding

With less than four years remaining until the MDG deadline, discussions about beyond 2015 are gradually increasing. JICA is participating in this post-2015 debate by sharing with others its experience, good practices and knowledge of development cooperation. JICA and the Japanese government jointly held the MDGs Follow-up Conference in June 2011 with the participation of other donors and recipient countries.

The main focus is to increase the scale of development outcomes by promoting strategic alliances and cooperation to conduct development cooperation effectively and efficiently. For this reason, JICA has been enjoying partnerships with, for example, the United States, European donor countries and international organizations. JICA participates in annual meetings of and conduct mutual visits with the World Bank, Asian Development Bank (ADB), Inter-American Development Bank (IDB), African Development Bank (AfDB) and European Bank for Reconstruction and Development (EBRD). Strategic approach to global development issues as well as assistance strategies on specific regions and countries are shared through such dialogues. Taking these steps allows effective and efficient approach, such as co-financing and collaboration of specific projects and programs.

For instance, JICA joined with the ADB and French Development Agency (AFD) to hold a seminar on climate change at the ADB Annual Meeting. Sadako Ogata, then-President of JICA, participated in the Program of Seminars “Closing the Loop: Integrated Action for Disaster Resilience” at the 2011 IMF-World Bank Annual Meetings. In addition, JICA provided insights on human security, an issue that JICA supports, as a member of the advisory committee for the preparation of the World Bank’s World Development Report (WDR) 2011 “Conflict, Security, and Development”. JICA also held a joint seminar with the World Bank at the launching event of the WDR 2011 that included the original research program on conflict prevention and state building performed by JICA Research Institute (RI). JICA RI is also contributing to the preparation of the WDR 2012; another way to contribute to setting important development agendas.

JICA has started a new partnership with the International Monetary Fund (IMF). JICA and the IMF held their first joint seminar with the participation of high-ranking members of the finance ministries and central banks from the low-income Asian countries. Fruitful discussions at the event included macroeconomic stability, infrastructure investments and development of financial sector. Such dialogues with the IMF will benefit JICA to strengthen its strategy for development cooperation from the macroeconomic scope.

JICA also works with the United Nations organizations. JICA holds regular consultations with the United Nations Development Programme (UNDP) and jointly organizes the annual director-level meeting on South-South cooperation. The meeting is intended to strengthen sharing of knowledge and good practices on South-South cooperation and triangular

cooperation among donors, emerging countries and developing countries. Another collaboration with UNDP includes the joint first consultation meeting in East Asia for the preparation of its Human Development Report. Development experts and academia from various countries attended this event to discuss potential issues for the new report. JICA has been working with the UN High Commission for Refugees (UNHCR) for many years providing support to returning refugees and host communities. This year, JICA partnered with UNHCR while the former provided emergency supplies for the victims of the severe drought in the Horn of Africa, and the latter transported and distributed them to the refugee camps in Kenya and Ethiopia. JICA also dispatched a joint study team with UNHCR to prepare aid programs in Tunisia and Ivory Coast.

High-level dialogues with the bilateral donors also form JICA's efforts to implement development cooperation programs in many countries. For example, JICA cooperates with the United States in a program to support victims of the Horn of Africa drought, co-finances the Climate Change Program Loan with France in Indonesia and Vietnam, and cooperates with Germany in a water sector program in Africa.

JICA is a member of the International Development Finance Club (IDFC), a global network formed in September 2011 by 19 national and sub-regional development banks to support sustainable improvements in economic, environmental, social and human development. JICA is also a member of the club's steering group. IDFC members made a joint statement at COP17 (2011) and are involved with other international conferences regarding their participation in financing for initiatives to combat climate change and plans for future activities.

In 2011, JICA established new cooperation agreements with the UN Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), Australia Agency for International Development (AusAID), the international NGO BRAC, the Aga Khan Development Network, and other development

organizations. These new horizons will allow JICA to conduct its programs more strategically with various potential approaches.

Partnerships with Emerging Countries

Emerging countries are playing an increasingly important role as providers of development cooperation. For example, South Korea joined the OECD Development Assistance Committee (DAC) in 2010 and hosted the Fourth High-Level Forum on Aid Effectiveness (HLF4) in 2011. China released its first white paper on foreign development activities. Furthermore, the number of countries promoting South-South cooperation is growing, such as Indonesia, Thailand and Brazil. No longer can emerging countries be overlooked when holding discussions about development cooperation. As Japan had been the sole Asian DAC donor for many years, JICA showcases Japan's experience in economic development and the efforts made in providing development support. The aim is to share with these countries the knowledge about a variety of approaches for development activities and how to tackle development issues. Taking stock of the participation in the First Asian Development Cooperation Meeting, which took place in South Korea in 2010, the Government of Japan and JICA jointly held the Second Asia Development Forum in June 2011 in Tokyo. The discussions included the roles of cooperation providers in Asia and development issues to be focused in Asia. Participants included the Governments of China, South Korea, Thailand and other Southeast Asian countries, as well as development organizations, such as European and US donors.

JICA holds regular and joint meetings with development agencies in China, South Korea and Thailand. Mutual visits and discussions deepen partnerships among the agencies and are expected to bring about future discussions into view on global challenges such as green growth and individual cooperative programs.

Working Towards a Paradigm Shift from Aid Effectiveness to Development Effectiveness

South Korea hosts the Fourth High-Level Forum on Aid Effectiveness in Busan (HLF4)

Approximately 3,500 people gathered in Busan, South Korea, in November 2011 for a cabinet-level international conference to discuss effective methods for supplying development cooperation and other subjects. Forum participants included leaders and other representatives of 156 countries, about 40 international agencies and NGOs, and many other organizations. The forum reviewed the outcomes of the Paris Declaration of 2005 and the Accra Agenda for Action of 2008. Discussions then covered new issues for further improving the development effectiveness such as South-South cooperation, triangular cooperation, Public-Private Partnerships and climate change. Participants approved the Busan Partnership Document as the outcome document, which also had the support of emerging countries and NGOs.

South-South cooperation is a means for enabling developing countries to use their own experience in development projects to help other developing countries. Triangular cooperation brings together a developed

country, international agency and developing country in order to provide cooperation to the developing country. The two approaches have attracted much attention in that they contribute to enhance support provided by developed countries to developing countries in a more quantitative and qualitative way. The recent economic growth in emerging countries and other middle-income countries gave themselves a supportive push to promote these approaches if social and cultural background of a developing country were deemed similar to theirs.

JICA proactively participated in this Forum and co-hosted several seminars to share its knowledge about South-South cooperation that Japan experienced since the accession to the Colombo Plan in 1954. Lessons learned from South-South and triangular cooperation along with the importance of utilizing these forms of cooperation were discussed.

Many dignitaries attended the opening ceremony, including South Korean President Lee Myung-bak and UN Secretary-General Ban Ki-moon. U.S. Secretary of State Hillary

Clinton, who gave the keynote address, noted the importance of cooperation among emerging countries like China and Brazil. As a prime illustration of this cooperation, she noted the triangular cooperation project for agricultural development in Mozambique that has started with the initiatives of Japan and Brazil.

HLF4 shed light on a perspective that went beyond cooperation that is provided by developed countries to developing countries and its effectiveness (aid effectiveness). Participants instead turned their attention to the importance of participation in development programs, inclusive of various actors, and the results achieved from those programs (development effectiveness).



The Fourth High-Level Forum on Aid Effectiveness

Public Relations Activities

JICA actively engages in wide-ranging public relations activities in Japan and abroad through its headquarters and domestic offices in Japan and over 90 overseas offices.

Public Relations Strategy and Achievements

To promote further understanding and participation in international cooperation, JICA actively disseminates information, such as global issues, its projects and the outcome, and their impact in Japan, in a way that responds to the interests of a variety of people, including the general public as well as researchers, the media, business persons and others in Japan.

For the general public, JICA distribute information on an issue basis. To be more precise, through the website, stories such as what is the global agenda, how the project addresses global issues, how JICA is going to implement projects to tackle the confronting issues, and what is the project outcome are shared. *JICA's World*, a quarterly magazine in English and monthly in Japanese, contains a special feature about global trends and up-coming international conferences.



JICA's World
(a monthly magazine in Japanese)



JICA's World
(a quarterly magazine Spanish edition)

In fiscal 2011, JICA has made improvements in its website to make it easier to understand for users. Information on the top page has been divided between notices and feature stories and different entrances based on each targeted user have been prepared. In addition, the number of projects in the “ODA mieru-ka site” (website for visualization of ODA), which presents information including photos about ODA projects, was significantly increased. This makes public information about JICA's ODA projects even easier to understand. Moreover, to increase the provision of information to Japan's business community, JICA cooperated with a Japanese business magazine company to set up a website for disseminating a special report about Iraq. This site uses streaming video to provide “live” information about current situations and issues in Iraq, the status of Japanese ODA projects, and opportunities for Japanese companies in that area.



JICA website



“ODA mieru-ka site”
(website for visualization of ODA)

For the media, JICA's headquarters and domestic/overseas offices issue press releases in a timely manner. In addition, JICA organizes media seminars to provide information regarding the current trends of Japanese ODA, based on media interests. Furthermore, JICA provides opportunities for Japanese and overseas media to observe ODA programs implemented in developing countries and training courses conducted in Japan. In fiscal 2011, JICA invited overseas media from nine countries that are highly vulnerable to natural disasters to Japan. These individuals heard a lecture on Japan's disaster prevention and reconstruction activities. They also visited the Tohoku region to gather information for reports about the damage inflicted by the Great East Japan Earthquake and reconstruction activities.

For opinion leaders in the media, academia, business sector and other fields, JICA issued a special edition of *JICA's World* to explain the significance and importance of international cooperation for Japan. This edition contains a story about the contribution of ODA to the Japanese economy, the realization of “opened reconstruction” after the earthquake in the Tohoku area, and common urgent issues both in Japan and overseas.



Overseas media listen to residents of an area affected by the Great East Japan Earthquake.

Twitter, which JICA started in fiscal 2010, is used for the provision of information to as many people as possible about various subjects ranging from specialized topics to events in which anyone can participate.

For the overseas audience, JICA is strengthening its information dissemination through its website and English magazines. In fiscal 2011, the Central and South America feature section of the English *JICA's World* was translated into Spanish and Portuguese and widely distributed.

Public Relations Initiatives of Domestic and Overseas Offices

JICA offices in Japan and overseas conducted a variety of public relations initiatives in fiscal 2011.

Egypt Office: Protection for the cultural heritage of ancient Egypt

JICA is providing assistance for construction of the Grand Egyptian Museum, which will replace the Cairo Antiquities Museum, which had become too old to use. JICA responded to many media inquiries when a JICA team measured the Golden Mask of King Tutankhamun. JICA has also distributed photographs regarding its assistance for preservation activities and installed Japanese-language explanation panels at the Tutankhamun Corner of the Grand Egyptian Museum for the first time. This helps make tourists from all over the world understand the assistance provided by Japan.



JICA experts and the Golden Mask of King Tutankhamun

JICA Okinawa: Public relations activities for the center's 25th anniversary

When JICA Okinawa reached its 25th anniversary, a strategic public relations program was implemented that took full advantage of the network established with the media over the years. The program was based on the concept of "an international relationship center for the people of Okinawa." JICA cooperated extensively with a local TV broadcast and held a meeting for discussions with Okinawa media companies. These activities helped increase the number of people participating in the anniversary event as well as media exposure.

Naoko Takahashi Named JICA Official Supporter

The purpose of JICA Official Supporters is to use well-known people to tell the public about how JICA's cooperation helps solve various issues in developing countries. In September 2011, Naoko Takahashi, the women's marathon gold medalist at the Sydney Olympic Games, became the third Official Supporter, in addition to professional tennis player Kimiko Date-Krumm and Go Kitazawa, a former member of the Japan national soccer team.



Ms. Takahashi at the press conference announcing her installment as a JICA Official Supporter

Her first visit was Myanmar, which is making rapid progress of democratization. While there is high expectation for strong economic growth, the country needs to improve care for disabled and other socially vulnerable people. She inspected JICA's ongoing projects to encourage social participation of hearing-impaired people and to strengthen rehabilitation programs for cerebral palsy patients and other physically challenged people.

In fiscal 2011, Mr. Kitazawa visited Cambodia and Laos. He saw Japan's demining program in Cambodia. In Laos, he learned about the unexploded ordnances problem and visited the field of removal operations. After returning to Japan, he had opportunity to participate in a symposium as a speaker in Okinawa, where the problem of unexploded ordnances remains. Mr. Kitazawa made a speech on the casualties caused by land-mines and unexploded ordnances in Cambodia and Laos. He also sent messages for the audience to raise their awareness of the problem of unexploded ordnances, which is occurring among many countries, even in Japan as well.



Ms. Takahashi talks with people of Myanmar.



Mr. Kitazawa inspects activities to eradicate land-mines in Cambodia.

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

Objectives, overview of operations, relationships with Japanese government programs; overview of organization; standards for officer compensation and retirement allowances; standards for employee salaries and retirement allowances; etc.

Information Related to Operating Activities

Operating reports; project performance reports; mid-term plans, annual plans; etc.

Information Related to Financial Standing

Financial reports, etc.

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

Operating result evaluation documents; audit reports of auditors; audit opinions of auditors; administrative evaluations and supervisory reports; 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 e Information Disclosure

[URL](http://www.jica.go.jp/disc/index.html) <http://www.jica.go.jp/disc/index.html> (Japanese only)

Information Related to the Protection of Personal Information

Japan International Cooperation Agency "Home" page e Privacy Policy

[URL](http://www.jica.go.jp/english/policy/index.html) <http://www.jica.go.jp/english/policy/index.html>

Information Disclosure

Type or request medium	(Reference)					Total
	FY2011	FY2010	FY2009	FY2008	FY2007	
Postal mail	4	20	8	27	26	85
Contact points	Headquarters	13	13	24	46	121
	Domestic offices	0	0	0	0	0
Forwarded from other organizations	0	0	0	0	0	0
Total	17	33	32	73	51	206

Information Disclosure Determination

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

Category	(Reference)					Total	
	FY2011	FY2010	FY2009	FY2008	FY2007		
Completed disclosure determination measures taken	Full disclosure	1	3	5	11	16	36
	Partial disclosure	14	20	24	54	30	142
	Information not disclosed	1	9	2	6 (2)	4	22
	Withdrawn	1	1	1	0	1	4
	Forwarded in full to other organizations	0	0	0	0	0	0
Total	17	33	32	71	51	204	
Total including portion assumed by JBIC				73			

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

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 heavy social responsibilities and is charged with a public mission as an incorporated administrative agency. 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 that are prescribed 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 accident report system and whistleblower report system have been established for the purpose of preventing violations of laws and internal regulations and properly responding as the entire organization to violations, as well as contributing to preventing the reoccurrence of violations. Also, in order to deliberate and consider various issues related to compliance, the Compliance Committee, which is chaired by the Senior Vice-President, is held regularly. 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.

Based on these platforms and compliance programs determined by the Compliance Committee, JICA conducts activities in each fiscal year for the purpose of firmly establishing an organizational framework for compliance at JICA.

In fiscal 2011, significant risks in the entire organization were identified and assessed. In addition, all departments at the head office and branch offices in locations throughout Japan include items for improving compliance in their annual plans and take actions that reflect compliance issues at each location. Furthermore, all overseas offices prepare country-specific compliance manuals that cover laws, regulations, social customers and other items that must be observed. These manuals are used as the basis for compliance training at overseas offices for all staff, including local staff members.

Furthermore, responding any new issues involving compliance, through a variety of activities such as training programs based on the duties and roles of all executives and officers, JICA improves each individual staff member's compliance awareness.

Guidelines for Environmental and Social Considerations

JICA's Guidelines for Environmental and Social Considerations

A project aiming for social and economic development nevertheless may involve a risk of causing negative impacts on the environment such as adverse impacts on air, water, soil, or ecosystem as well as negative impacts on society such as involuntary resettlement or infringement of the rights of indigenous peoples. In order to achieve sustainable development, the project's impacts on the environment and society must be assessed and means and cost to avoid, minimize or compensate for those impacts must be integrated into the project itself. This internalization of environmental and social cost into the development cost is the gist of Environmental and Social Considerations (ESC). JICA's Guidelines for Environmental and Social Considerations (ESC Guidelines) is a guide that sets forth JICA's responsibilities and required procedures, together with obligations of partner countries and project proponents, in order to put ESC into practice.

The current ESC Guidelines (2010) integrates JICA's former ESC Guidelines (2004) and Japan Bank for International Cooperation Guidelines for Confirmation of Environmental and Social Considerations (2002), and covers Technical Cooperation, Loan Aid and Grant Aid. The ESC Guidelines (2010) applies to projects that were proposed on and after July 2010*.

The ESC Guidelines, in languages including English, Chinese, French, and Spanish, as well as related documents such as Frequently Asked Questions are available on JICA's website at: http://www.jica.go.jp/english/operations/social_environmental/guideline/index.html

Application of the ESC Guidelines

JICA's partners, including host countries, borrowers and project proponents (herein referred to as "project proponents etc."), bear the primary responsibility for ESC. JICA's role is to examine the ESC undertaken by the project proponents etc. in their development projects and to provide necessary support to ensure that the appropriate ESC are put into practice and that adverse impacts are avoided or minimized to an acceptable level. Procedures taken by JICA include the following:

1. Confirmation of ESC

JICA examines and confirms that the ESC is put into practice by the project proponents etc. at various stages of the project including formulation, review, implementation, and post evaluation. JICA's procedure consists of three processes: Screening in which projects are classified into different categories based on the magnitude of their potential impacts; Environmental Review in which JICA examines and evaluates the ESC during the review

of a project proposal; and Monitoring in which JICA follows up on ESC activities for a certain period of time including the post-completion stage.

Screening is a process in which JICA classifies the project into one of four Environmental Categories based on the magnitude of its impacts inferred from information supplied by the project proponents etc. The categories are: A (likely to have significant adverse impacts), B (potential impacts are less adverse than A), C (minimal or little impact), and FI (JICA provides fund to a financial intermediary of which sub-projects could not be identified prior to JICA's approval). JICA then follows the ESC procedures set by the ESC Guidelines in accordance with the category of the project.

Environmental Reviews is a process in which JICA reviews the ESC of the project proposals for Technical Cooperation, Loan Aid, or Grant Aid. In Environmental Review, JICA confirms the possible environmental or social impacts together with countermeasures taken by the project proponents etc., through examination of documents including an environmental impact assessment (EIA) report and Environmental Checklist that indicates the state of ESC, which are provided by the project proponents etc. For category A projects, JICA holds a discussion with the project proponents etc. to confirm the positive and negative impacts of the project based on EIA report and other documents related to ESC. Then JICA evaluates the proposed measures for avoidance, minimization, mitigation, or compensation for the adverse impacts, as well as measures to enhance the positive impacts on the environment and society. JICA secures the transparency of the Environmental Review by disclosing relevant documents including the EIA report on its website prior to the process.

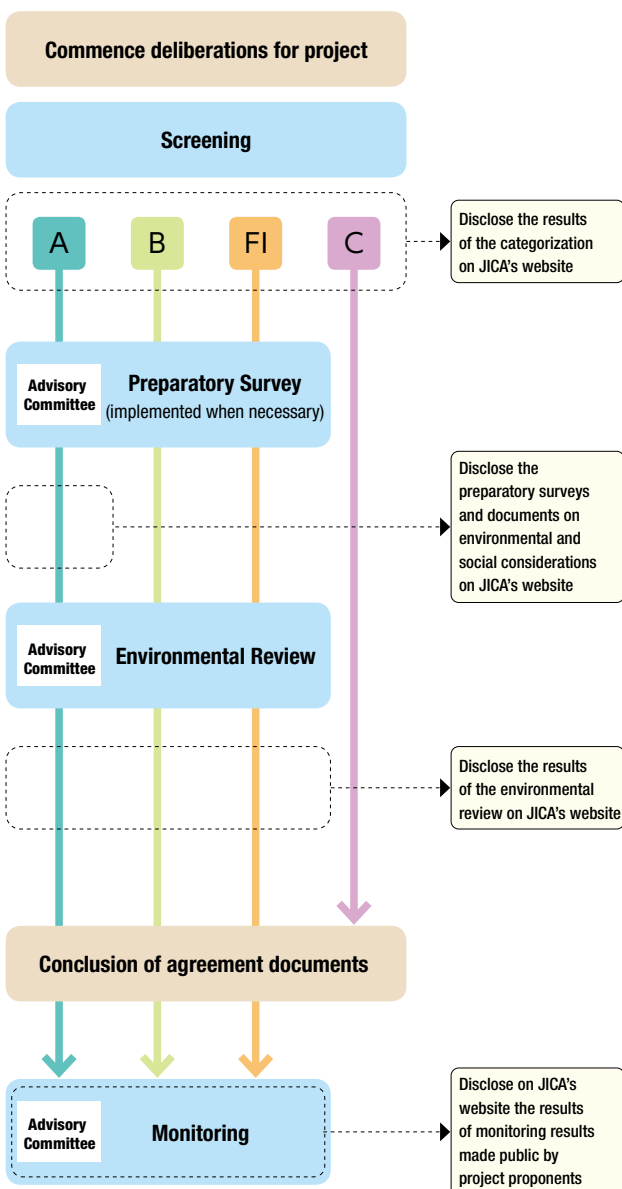
Monitoring for ESC measures is carried out by the project proponents etc. JICA confirms the result of monitoring for a certain period of time that covers the implementation stage and post-completion stage, and discloses the results on JICA's website. If any issue is identified or anticipated, JICA urges the project proponents etc. to devise appropriate countermeasures and provides necessary support.

*For projects requested before July 2010, either JICA's former ESC Guidelines (April 2004) or JBIC's 'Guidelines for Confirmation of Environmental and Social Considerations' (April 2002) applies, depending on the scheme.

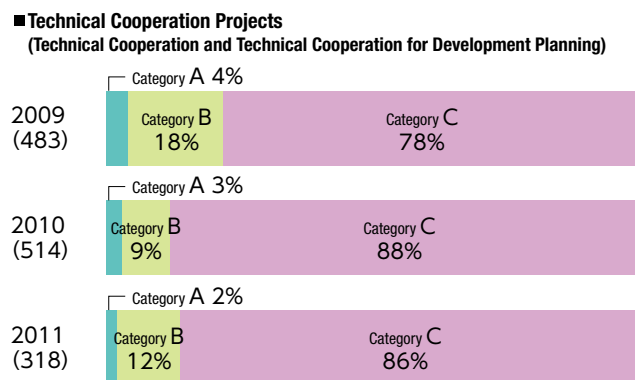
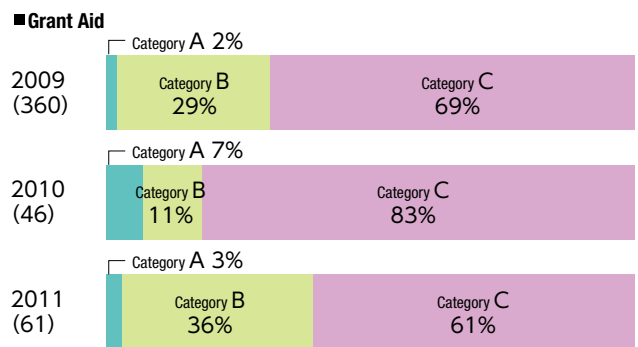
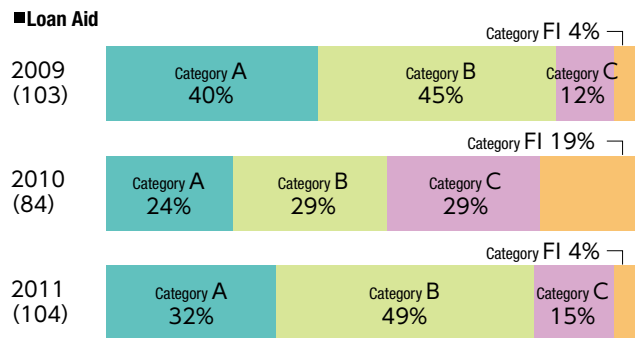
Environmental Categories

Category	Description
A	Project that is likely to have significant adverse impacts on environment and society. For example, a large-scale project in a sector that requires special attention such as energy development and infrastructure development, or a project in a sensitive area such as a nature reserve or a living sphere of indigenous people.
B	Project whose impacts on the environment and society are less adverse than that of category A.
C	Project that has a minimal or virtually no impact on the environment and society.
FI	Project in which JICA funds the financial intermediary or executing agency that selects its sub-projects after JICA's approval of the funding, and therefore JICA cannot assess the ESC of each sub-project prior to its approval. Such projects are classified as FI if the sub-projects are likely to have a considerable impact on the environment and society.

Flowchart for Environmental and Social Consideration Procedures



Category Composition Trends



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

2. Reinforcement of ESC

JICA provides various assistance to the partner countries to ensure that appropriate ESC is put into practice. For example, in the planning stage of the project JICA may assist the survey and other procedures related to ESC within its Technical Cooperation for Development Planning, Preparatory Survey, or Detail Design. JICA also enhances the capacity of the partners in ESC through a Training and Dialogue Programme including the Workshop on Administration of Environmental and Social Considerations Process for Implementation of a JICA ODA Loan Project and Technical Cooperation Projects such as Capacity Enhancement of Environmental and Social Consideration for Resettlement implemented with Cambodia's Ministry of Economy and Finance and Inter-ministerial Resettlement Committee.

JICA reinforces Japan's capacity on ESC in international development by conducting training courses for government officials and consultants, such as New ESC for Public Officers and Consultants. To strengthen its organizational capacity on ESC, JICA is compiling and updating a series of country profiles focused on environmental and social issues, which are designed to optimize the ESC procedures of JICA and its partner countries. In addition, JICA actively engages in dialogues and shares information regarding ESC with developing partners including the World Bank and Asian Development Bank.

3. Advisory Committee for Environmental and Social Considerations

The Advisory Committee for Environmental and Social Considerations has been established by JICA as an independent council that advises JICA on its examination and support of ESC. The committee consists of 24 external experts in the relevant field, who were impartially selected following a public advertisement. Provisional members are appointed according to the needs.

During fiscal 2011, 12 plenary meetings were held as well as 42 meetings of a Working Group, which is a group of committee members assigned by the plenary meeting to investigate a particular project.

The list of the committee members and the minutes of plenary meetings (in Japanese) is available on JICA's website at following

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

4. Objection Procedures

In addition to measures mentioned above, JICA has established the Objection Procedure as a fail-safe mechanism to ensure its compliance with the ESC Guidelines. By following this procedure, a resident of the partner country who is affected, or is likely to be affected by the project due to JICA's non-compliance with the ESC Guidelines can file an objection to JICA. Contents of the objection will be reviewed by the Objection Examiners who are independent of the Operational Department of JICA. Objection Examiners inspect the facts relating to compliance or non-compliance with the ESC Guidelines and report the findings to JICA's president. If a problem or a dispute arises as a result of JICA's non-compliance with the ESC Guidelines, Objection Examiners will encourage a dialogue

between the Requester (person who raised the objection) and the project proponents etc. As of March 2012, the Objection Examiners appointed by JICA are as follows:

Mr. Junji Annen
Professor, Chuo Law School/Attorney-at-law

Mr. Yukihiko Harashina
Director, Professor of Department of Environmental Science and Technology, Interdisciplinary Graduate School of Science and Engineering, Tokyo Institute of Technology

Documents providing an outline of Objection Procedures and the annual reports of Objection Examiners are available on the Objection Procedures page of JICA's website at:

http://www.jica.go.jp/english/operations/social_environmental/objection/index.html

No objection was received in fiscal 2011.



A stakeholder meeting for Improvement of the National Road No. 1 Project in Cambodia

5. Information Disclosure

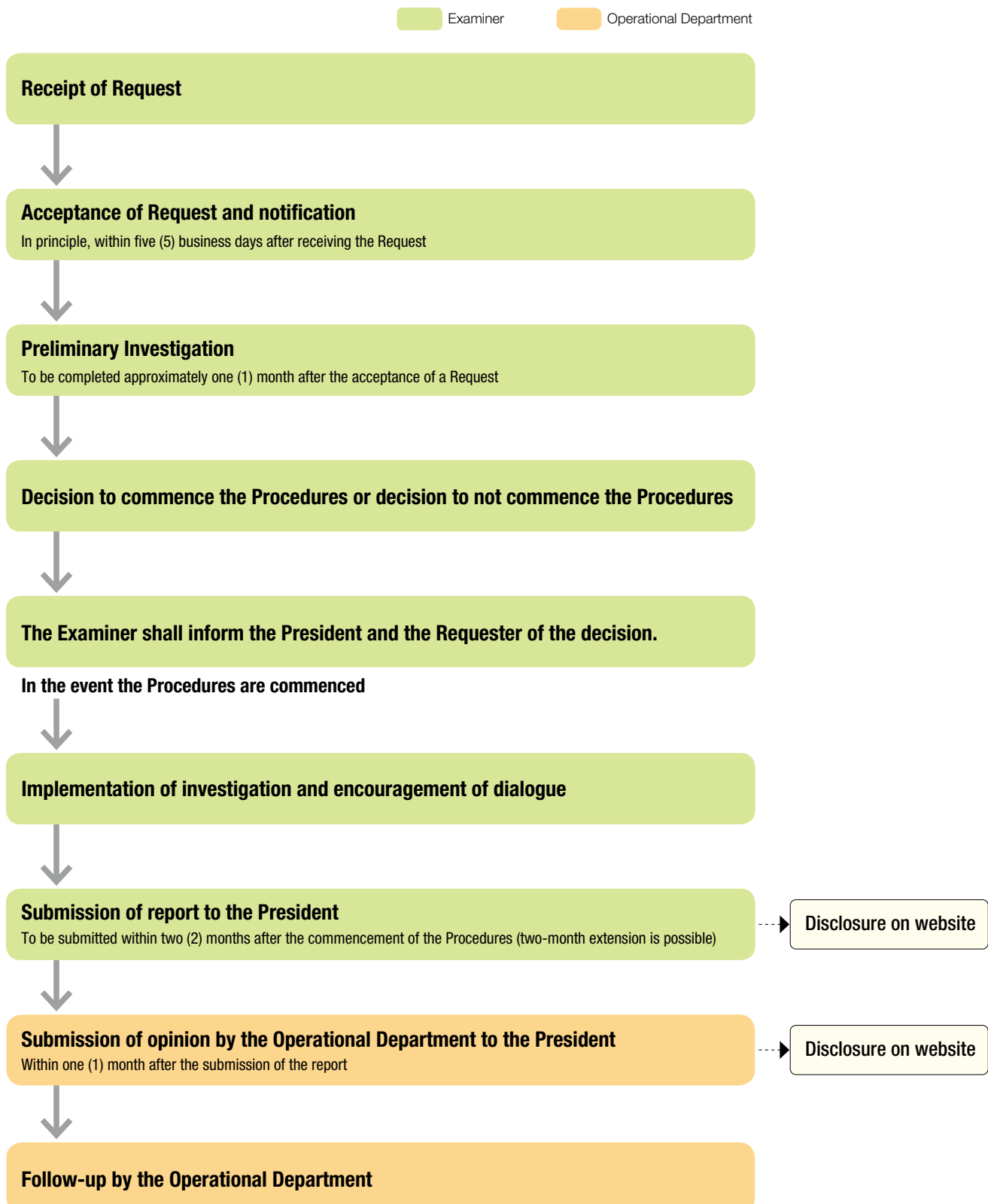
In order to maintain its accountability and transparency, JICA actively discloses information on ESC. Project proponents etc. is primarily responsible for the disclosure of information regarding the project's ESC, but JICA also supports this process by disclosing key information with appropriate timing and the proper format as described in ESC Guidelines. For example, under the new ESC Guidelines (2010), JICA has disclosed the EIA reports of all category A projects on its website. JICA also disclosed Resettlement Action Plans of the projects that involved large scale involuntary resettlements. This information, as well as information on the Objection Procedure mentioned above, is available on the Environmental and Social Considerations page in JICA's website. (http://www.jica.go.jp/english/operations/social_environmental/index.html)

6. Harmonization with Other Development Partners

ESC Guidelines state that JICA's projects must not deviate significantly from the World Bank's Safeguard Policies, and that JICA should refer to the internationally recognized standards and good practices, including that of the international financial organizations, when appropriate. To this end, JICA actively seeks harmonization of its ESC procedures with procedures of developing

partners including the World Bank and Asian Development Bank by maintaining close coordination and engaging in a joint mission on ESC in projects that are co-financed by other development partners. JICA also participates in international conferences and other events concerning ESC to keep up to date with the global trend and to share its experiences, thus contributing to the improvement of the overall ESC.

Objection Procedures Flowchart



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, financial 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) Self-Assessment of Asset Portfolio

JICA performs self-assessments of its loan portfolio to properly reflect the characteristics of its assets based on the Financial Inspection Manual prepared by Japan's Financial Services Agency. The purposes are to manage credit risk and to implement write-offs and loan loss provisions in a proper and timely manner. 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 self-assessments 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.

Liquidity Risk

Liquidity risk refers to risk of having difficulty securing sufficient funds due to a deterioration of JICA's credit or to an unexpectedly large increase in expenditures or an unexpectedly large decrease in revenues.

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 region-by-region 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, the reinforcement of doors and window frames, the replacement of locks and the installation of auxiliary locks 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, Darfur region of Sudan, 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.

Performance Evaluation System

JICA, as 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 mid-term objective-oriented management and third-party performance evaluation. Under the three- to five-year mid-term objectives set by the Minister for Foreign Affairs of Japan, JICA establishes mid-term and annual plans. Every fiscal year, according to the set mid-term objectives, plan and annual plans, JICA compiles a report on its operations and management along with its self-evaluation and submits it to the Ministry of Foreign Affairs' Evaluation Committee for Incorporated Administrative Agencies (MOFA-ECIAA). After receiving the report, MOFA-ECIAA evaluates the performance of JICA's operations and management. Evaluation results are made public on MOFA's website. The Ministry of Internal Affairs and Communications' Commission on Policy Evaluation and Evaluation of Incorporated Administrative Agencies (MIC-CPIAA) undertakes cross-cutting secondary evaluations and assesses the evaluation results concluded by individual ECIAA of various government ministries, including MOFA. At the end of the mid-term objectives period, MIC-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 MOFA).

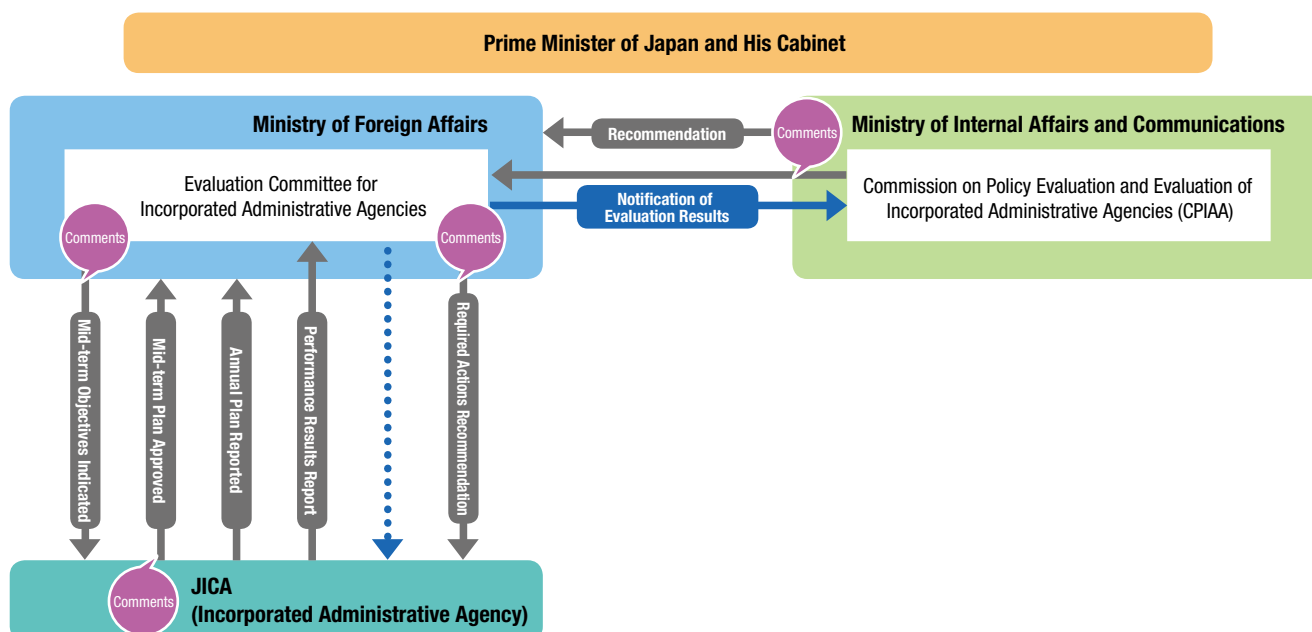
JICA implements its operations and monitors the progress every six months in order to achieve its mid-term and annual plans. Additionally, in an Advisory Committee on Performance Evaluation, external experts examine and discuss JICA's performance and

seek ways to improve the quality and efficiency of operations. The findings of these monitoring activities are reflected in JICA's operations along with the evaluation results and recommendations from MOFA-ECIAA and MIC-CPIAA. Through these processes, JICA takes consistent measures to improve its operations and management.

The Second Mid-term Plan (fiscal 2007 to fiscal 2011) focused on raising the efficiency of operation management while aiming to exercise the benefits of the merger between JICA and the Overseas Economic Cooperation Operations (Japanese ODA Loan, etc.) of the former JBIC to improve the quality and effectiveness of projects.

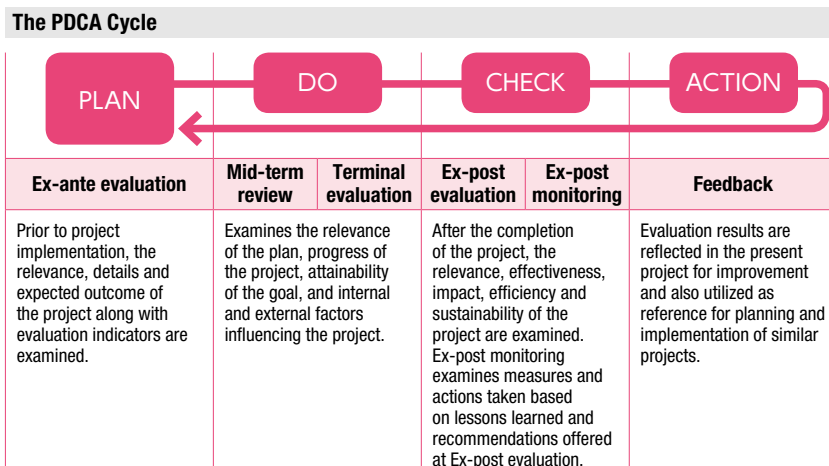
The Third Mid-term Plan (fiscal 2012 to fiscal 2016), highlights JICA's operational efforts, such as 1) addressing issues like poverty reduction, sustainable economic growth, global issues and peace building, aligning with the Japanese government's priority fields for development cooperation, 2) promoting the program approach method that implements Technical Cooperation, Loan Assistance and Grant Aid in a comprehensive manner, 3) enhancing its project designing ability and its information transmission capacity, 4) building more partnerships with organizations within and out of Japan. Along with these operational efforts, JICA will continue to take steps to enhance the efficiency of the organization, operations and operating expenses [See page 163 for an overview of the Third Mid-term Plan and Annual Plan].

Framework for Performance Evaluation and Operational Management Review



Operations Evaluation

JICA uses the plan-do-check-action (PDCA) cycle to conduct an evaluation of all projects and programs, including Technical Cooperation, ODA Loans 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 Evaluations

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

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. For example, JICA conducts evaluations based on the PDCA cycle, 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. Also, JICA publishes evaluation results based on a rating system.

3. Cross-sectoral and Comprehensive Evaluation through a Thematic Evaluation

JICA conducts thematic evaluations for the purpose of evaluating and analyzing many projects in a comprehensive and cross-sectoral manner. Those projects are selected based on a particular theme. Then thematic evaluations are performed by using a perspective that differs from ordinary project evaluations. The goal of this evaluation is to identify recommendations, and lessons learned that apply to all of the projects.

In the future, evaluations for JICA's cooperation programs (a strategic framework designed to support the achievement of developing countries' mid- to long-term development goals) will also be conducted in line with the progress being made in this endeavor.

4. Ensuring Objectivity and Transparency

JICA conducts external evaluations, in the ex-post evaluations, which require objective verification of project implementation results. An external third-party makes evaluation judgments for

projects over a certain size. In addition, results of ex-post evaluations are posted on the JICA website to ensure the transparency of these evaluations. Furthermore, as a framework to reflect the perspectives of outside parties in evaluations, advice on the evaluation framework, evaluation structure, and methods is provided by the Advisory Committee on Evaluation comprising third-party experts.

5. Emphasizing Use of Evaluation Results

For JICA's project evaluations, the results of evaluations at each stage of the project perform the role of feedback that can be used to improve the quality of the "Action" phase of the PDCA cycle. This feedback includes recommendations for improvement of the project and lessons learned that can be used at other ongoing projects or future projects. Furthermore, JICA will strengthen feedback into JICA's fundamental strategies for cooperation and the JICA Thematic Guideline. Also, we will provide feedback of evaluation findings to recipient governments and use other measures so that the findings can be incorporated in the projects, programs and upper level policies, such as development policies, of these governments.

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 activities with the aim of improving its administrative services. In addition to the continued monitoring implemented since 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

To strengthen the management capacity, JICA studied the involvement of implementation plans, such as refining operations and developing new cooperation structures, as well as how to create the organization needed to achieve the plans. Based on the results of these studies, we have started taking a number of actions.

As a result of such reviews, in fiscal 2011, the Office for Reconstruction Assistance for the Great East Japan Earthquake Disaster was established to collect knowledge, technical data and other information about earthquakes, to analyze and store this information, and to make this information available to others. To further strengthen our ties with international aid organizations, we also established the Office for Global Issues and Development Partnership within our Operations Strategy Department.

Currently, the initial new JICA structure of 35 departments has been realigned into a 31-department structure. JICA is also taking actions 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 is continuing to work on further cutting and rationalizing costs as well as on making procurement activities more competitive.

One example of JICA's cost-cutting efforts is to fly economy class in principle when all staff or experts go on business trips. In addition, JICA uses competitive bids to purchase airplane tickets.

Measures to make procurement activities more competitive include comprehensive third-party inspections of noncompetitive negotiated contracts, the introduction of open bids (Quality and Cost Based Selection) for outsourcing contracts for periodic administrative tasks, easier requirements for submitting bids (applying government registration systems instead of JICA's own system, lightening the burden imposed on making proposals), and the pre-announcement concerning 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 of December 7, 2010).

Strengthening Overseas Functions

In order to strengthen its overseas functions, JICA is reexamining its network of overseas offices in accordance with measures to strengthen the capacity of the staff and IT system of each office based on the political, economic and security condition of developing countries. In addition, JICA is reinforcing supporting systems provided by the Headquarters to overseas offices and assigning staff to the front lines of aid activities.

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 entire organization in Japan, including the head office, received ISO 14001 certification in fiscal 2005. Certification was renewed in fiscal 2010 and has been renewed afterward following annual inspections.

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 as follows;

Basic Principles

As stated in the "Law on General Rules of Japan International Cooperation Agency," JICA's mission is 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," particularly to global environmental protection in compliance with environmental laws and regulations. Furthermore, in order to prevent and reduce negative environmental impacts that result from JICA's activities, JICA will utilize an environmental management system and shall work continuously to improve it. The system will be based on the following policies:

(1) Promotion of environmental measures through international cooperation activities

Based on the Japanese government's Official Development Assistance (ODA) policies, JICA will promote cooperation activities for the protection and improvement of the environment. JICA will continue to:

- ▶ Promote international cooperation and projects that contribute to environmental protection in developing countries; and
- ▶ Efforts related to climate change [➡ See page 96 (Global Environment and Climate Change)]
- ▶ Mitigate any adverse environmental impacts of development

programs and projects in accordance with the guidelines for environmental and social considerations [➡ See page 146].

(2) Promotion of activities for general environmental awareness

With the aim of raising public awareness, JICA collects information about environmental issues. JICA will continue to:

- ▶ Carry out promotional and educational activities by introducing JICA's programs on environmental issues;
- ▶ Conduct surveys and research on environmental issues, and develop relevant proposals; and
- ▶ Implement continuous training through seminars and guidance programs for JICA all employees and personnel engaged in JICA's activities.

(3) Promotion of environmentally friendly activities within JICA offices and other JICA facilities

JICA promotes environmental programs to reduce any negative impacts caused by its activities at offices and other facilities. JICA will continue to:

- ▶ Promote waste reduction, resource and energy conservation, recycling; and
- ▶ Procure environmentally friendly products based on the "Law on Promoting Green Purchasing" and other relevant laws and regulations.

(4) Compliance with environmental laws and regulations

JICA will consistently adhere to relevant environmental laws and regulations.

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 Disaster

Drawing on JICA's Knowledge, Experience and Network

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

For the recovery and reconstruction stage of its activities, JICA established the Office for Great East Japan Earthquake Disaster. This office coordinates activities covering many departments inside of JICA and organizations outside of JICA, gathers, organizes and stores information to facilitate efficient and effective activities backed by the entire organization. The office also prepared information about lessons that can be learned from reconstruction programs following other major disasters in Japan. In addition, this office distributed in Japan and overseas information about case studies concerning disaster recovery in developing countries where JICA provided support and about knowledge gained from these activities. The aim is to utilize this knowledge to assist developing countries.

Emergency response stage

On the day of the earthquake, JICA established the Emergency Response Headquarters chaired by JICA's President. The Headquarters acted immediately to assist people in the Tokyo area who could not return to their homes, provide emergency supplies, serve kidney dialysis patients at JICA Tokyo International Training Center, find shelter for foreign exchange students, and provide other forms of assistance. In addition, JICA Nihonmatsu Volunteers Training Center, 50km from Fukushima Daiichi Nuclear Power Plant, became an evacuation shelter for Fukushima Prefecture, serving as a place where people could stay and receive assistance.

JICA Tokyo International Training Center was used as the base for the United Nations Disaster Assessment and Coordination (UNDAC) team that was accepted by the Japanese government. We also provided staff members to help with the activities of this team. JICA staff members accompanied a medical team from Israel to coordinate their activities and provide support. Overall, JICA played a part in cooperation for support from other countries by using its knowledge and networks gained from international emergency assistance activities.

Recovery and reconstruction stage

JICA sent staff members with experience in support for recovery activities to NPOs and helped coordinate activities with government agencies, companies, universities and other organizations. In addition, JICA Tohoku Branch Office provided office space to NGOs. Activities like these allowed JICA to assist in recovery programs by extending support to NGOs and NPOs.

JICA analyzed disaster prevention and response information in areas damaged by the Great East Japan Earthquake Disaster. University studies and research were then performed in order to distribute information about lessons learned to other countries. JICA is holding international conferences that are attended by well-known people and experts from Japan and overseas. The purpose is to show that lessons learned from the Great East Japan Earthquake Disaster are serious issues on a global scale as well as in Japan.

JICA has accumulated experience over approximately the past decade in supporting disaster recovery activities in developing countries, including aid following earthquakes in Turkey and Indonesia. JICA wants to use knowledge gained from activities to recover from the Great East Japan Earthquake Disaster to improve assistance provided in the future when a disaster occurs.



JICA personnel were sent to assist with recovery activities in areas damaged by the earthquake and tsunami.



Data and Information

Bhutan: Children practice volleyball during a physical education class. [Photo by Kensaku Seki]

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History of JICA

1954

The former Japan International Cooperation Agency

January 1954	The Federation of Japan Overseas Associations is established.
April 1954	The Japan Asian Association is established.
September 1955	The Japan Emigration Promotion, Co., Ltd. is established.
June 1962	The Overseas Technical Cooperation Agency (OTCA) is established.
July 1963	The Japan Emigration Service (JEMIS) is established.
April 1965	Japan Overseas Cooperation Volunteers (JOCV) Office is established by OTCA.
May 1974	Act of Japan International Cooperation Agency is promulgated.
August 1974	The Japan International Cooperation Agency (JICA) is established.
December 1974	The Statement of Operation Procedures is implemented.
April 1978	Act of JICA is revised (promotion of Grant Aid operations is added).
October 1983	The Institute for International Cooperation is established.
April 1986	Japan Disaster Relief (JDR) Team is formed.

July 1990	25th anniversary of the JOCV. The cumulative number of participants surpasses 10,000 people.
January 1991	Evaluation Guidelines are published.
September 1992	Environmental Guidelines for Infrastructure Projects are published.
December 1992	The Handbook for Women in Development (WID) Consideration is published.
May 1994	The cumulative number of participants in JICA training programs surpasses 100,000 people.
August 1995	Annual Evaluation Report is published.
June 2000	The cumulative number of JOCV participants surpasses 20,000 people.
December 2001	The reorganization and rationalization plan for special public institutions is announced by the Japanese government. Included in this reform plan is a measure transforming JICA into an incorporated administrative agency.
June 2002	The Advisory Committee on Evaluation is established.

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

December 1960	The Overseas Economic Cooperation Fund Law is promulgated.
March 1961	The Overseas Economic Cooperation Fund (OECF) is established to take over management of the Southeast Asia Development Cooperation Fund from the Export-Import Bank of Japan (JEXIM). Capital of approximately ¥5,444 million is received from the government, establishing OECF.
March 1961	The Statement of Operation Procedures is approved allowing operations to commence.
March 1966	First OECF ODA Loan (to the Republic of Korea) is provided.
May 1968	The OECF Law is revised (commodity loan facility is added).
March 1980	First government-guaranteed OECF bond is issued.
April 1987	Special Assistance for Project Sustainability (SAPS) is commenced.
April 1988	Special Assistance for Project Formulation (SAPROF) is commenced.
November 1989	OECF Guidelines for Environmental Considerations is published.
May 1991	OECF Policy for Consideration of Women in Development (WID) is published.
April 1992	Special Assistance for Project Implementation (SAPI) is commenced.
March 1995	The Cabinet decides to merge JEXIM and OECF.

April 1996	Special Assistance for Development Policy and Projects (SADEP) is commenced.
April 1999	The Japan Bank for International Cooperation Law is promulgated.
September 1999	Cabinet Order related to the execution of the Japan Bank for International Cooperation Law is promulgated. Ministerial Ordinance related to the execution of the Japan Bank for International Cooperation Law is published on the official register.
October 1999	The Japan Bank for International Cooperation (JBIC) is established.
December 1999	The Medium-Term Strategy for Overseas Economic Cooperation Operations (October 1, 1999–March 31, 2002) is published.
April 2001	Ex-Ante Project Evaluation for ODA Loan operations is introduced.
September 2001	Japanese GAAP-Based Financial Statements and Statement of Administrative Cost Calculation are made public.
October 2001	First Fiscal Investment and Loan Program (FILP) agency bonds are issued.
December 2001	The Cabinet decides to proceed with the reorganization and rationalization plan for special public institutions.

October 2002	Act on Access to Information Held by Incorporated Administrative Agencies is implemented.
November 2002	JICA receives ISO 14001 certification.
December 2002	The Law concerning the Incorporated Administrative Agency Japan International Cooperation Agency is promulgated.
September 2003	The Special Public Institution – JICA is dissolved.
October 2003	The Incorporated Administrative Agency – JICA is established. The first Mid-term Objectives (October 1, 2003–March 31, 2007) are published.
April 2004	JICA Guidelines for Environmental and Social Considerations are published.
April 2006	The Global Plaza Tokyo is opened.
April 2007	The Second Mid-term Objectives (April 1, 2007–March 31, 2012) are published.
April 2007	The JICA Donation Fund for the People of the World, a public donation program, is launched.
June 2007	The cumulative number of JOCV participants surpasses 30,000 people.

April 2002	JBIC Guidelines for Confirmation of Environmental and Social Considerations are published. The Performance Measurement for Strategic Management is introduced. The Medium-Term Strategy for Overseas Economic Cooperation Operations (April 1, 2002–March 31, 2005) is published.
October 2002	Act on Access to Information Held by Incorporated Administrative Agencies is implemented.
March 2005	The Medium-Term Operations Strategy based on the Performance Measurement for Strategic Management (applicable from April 1, 2005 onward) is published.
April 2005	The Medium-Term Strategy for Overseas Economic Cooperation Operations (April 1, 2005–March 31, 2008) is published.
May 2005	The cumulative number of countries to have received ODA Loans reaches 100.
June 2006	Act on Promotion of Administrative Reform for Realization of Small and Efficient Government is promulgated.
March 2008	The period for implementation of policy on the Medium-Term Strategy for Overseas Economic Cooperation Operations (April 1, 2005–March 31, 2008) is extended by six months.

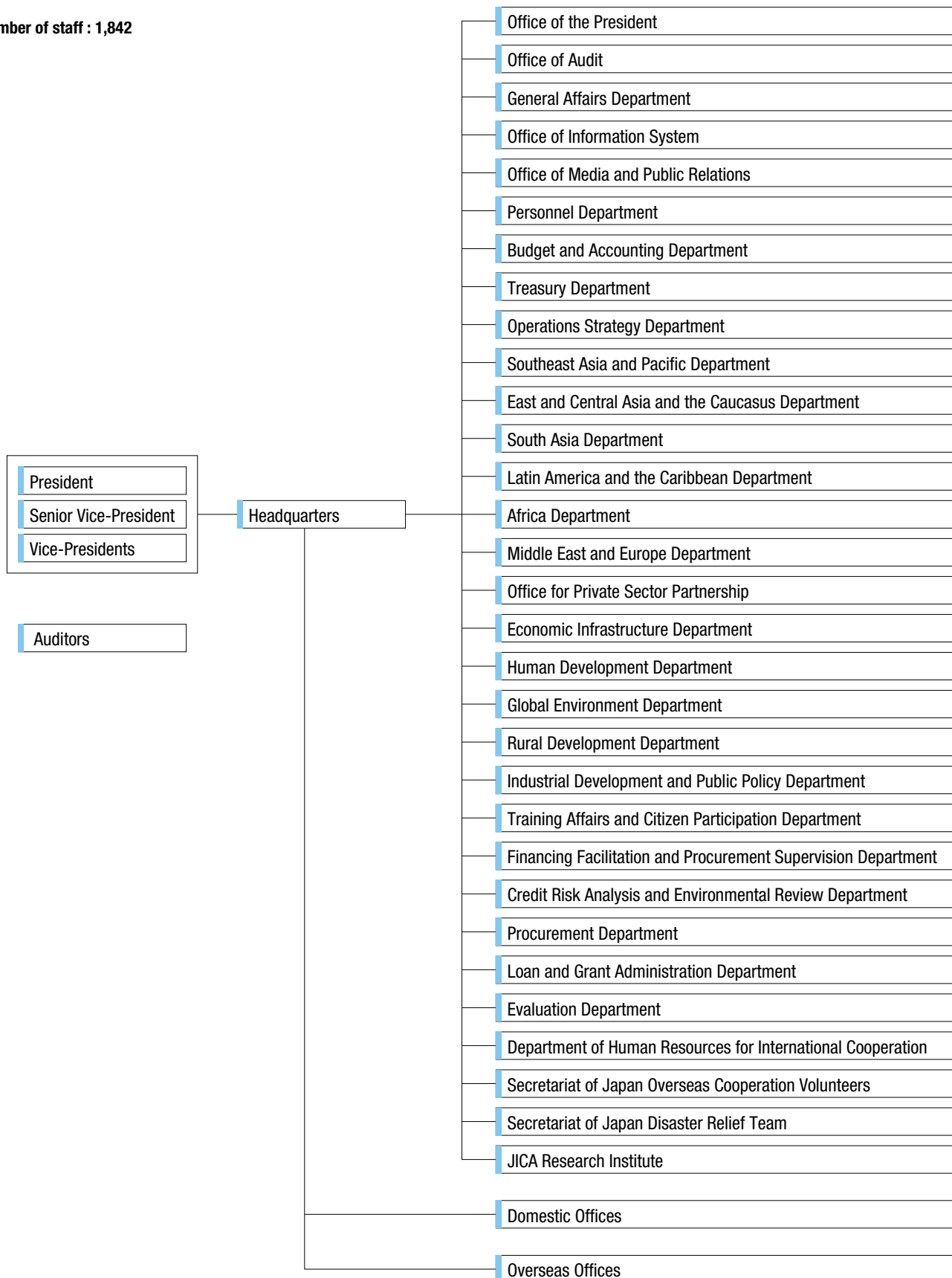
New JICA

November 2006	A partial revision of the Law concerning the Incorporated Administrative Agency Japan International Cooperation Agency is promulgated.
October 2008	Operations of ODA Loans previously managed by the former JBIC (Overseas Economic Cooperation Operations) and a portion of the Grant Aid provided by Japan's Ministry of Foreign Affairs (MOFA) are succeeded by JICA. However, MOFA remains responsible for directly providing Grant Aid in conjunction with the execution of diplomatic policies.
October 2008	The Second Mid-term Objectives are modified.
April 2010	The new JICA Guidelines for Environmental and Social Considerations are published.
April 2012	The Third Mid-term Objectives (April 1, 2012–March 31, 2017) are published.

Organization Chart

Organization Chart (As of September 1, 2012)

Number of staff : 1,842



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

Please refer to page 232 for a list of JICA's Domestic and Overseas Offices.

Executive Officers and Auditors

1. Number of executive officers and auditors: Pursuant to Article 7 of Act of the Incorporated Administrative Agency - Japan International Cooperation Agency, there shall be one President and three Auditors, and there may be one Senior Vice-President and up to eight Vice-Presidents.
2. Terms of office of executive officers and auditors: Pursuant to Article 9 of Act of the Incorporated Administrative Agency-Japan International Cooperation Agency, the term of office of the President and Senior Vice-President shall be four years and the term of office of Vice-Presidents and Auditors shall be two years.
3. The names, current positions and previous positions of executive officers and auditors as of October 1, 2012 are as follows.

Title	Name	Date of Appointment	Previous Position
President	Akihiko Tanaka	April 1, 2012	Vice President, The University of Tokyo
Senior Vice-President	Hideaki Domichi	April 25, 2012	Ambassador in charge of Economic Diplomacy, Ministry of Foreign Affairs
Vice-President	Kiyoshi Kodera	April 1, 2010 (Reappointment)	Executive Secretary of the Development Committee, The World Bank & IMF Deputy Corporate Secretary, The World Bank
Vice-President	Masakazu Ichikawa	August 1, 2011 (Reappointment)	Deputy Director General, Manufacturing Industries Bureau, Ministry of Economy, Trade and Industry
Vice-President	Tsuneo Kurokawa	September 1, 2011 (Reappointment)	Chief Secretary, Office of the President, JICA
Vice-President	Masato Watanabe	September 1, 2011 (Reappointment)	Director General, General Affairs Department, JICA
Vice-President	Hiroto Arakawa	April 20, 2012 (Reappointment)	Senior Special Advisor, JICA
Vice-President	Toshiyuki Kuroyanagi	July 1, 2012	Senior Advisor, JICA
Auditor	Takafumi Ito	October 1, 2011	Director General, Secretariat of Japan Overseas Cooperation Volunteers, JICA
Auditor	Hajime Kurokawa	October 1, 2011	Manager, Public Sector, Deloitte Touche Tohmatsu LLC

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

Budget

1 General Account Revenue and Expenditure Budget (FY2011 and FY2012)

(¥ million)

Item	FY2011	FY2012
Revenue: Fiscal year budget plan	147,039	147,296
Revenue from management grants (Initial budget)	145,681	145,379
Revenue from management grants (Supplementary budget)	(2,380)	—
Revenue from contracted programs	1,512	1,553
Project income	564	358
Donation revenue	9	5
Receipt from facility maintenance fund	1,596	—
Revenue from reversal of reserve carried over from previous mid-term period	57	—
Funds allocated pursuant to Article 35 of the Law concerning the Incorporated Administrative Agency Japan International Cooperation Agency (Fund for grant aid projects) ^{Note 1}	0	0
Expenditure: Fiscal year budget plan	147,039	147,296
General administrative expenses	10,296	10,106
Excluding special items	10,238	10,106
Operating expenses	133,626	135,632
Expenses for technical cooperation projects	69,427	70,084
Expenses for the expedition of grant aid projects	290	206
Expenses for public participation-based cooperation	16,852	15,383
Expenses for emigration program	337	333
Expenses for aid personnel recruitment and training	550	368
Expenses for assistance promotion	8,039	11,134
Expenses for security, information, internal auditing, etc.	6,883	6,661
Expenses for operation support	30,367	30,583
Expenses for disaster relief activities	880	880
Facility maintenance expenses	1,596	—
Contracted program expenses	1,512	1,553
Expenses for donation projects	9	5
Expenses for the expedition of grant aid projects ^{*1}	0	0

*1 Since the plan for Grant Aid projects is determined by the Cabinet, the allocation is shown as zero.

2 Financial Plan for the Finance and Investment Account (FY2011 and FY2012)

(¥100 million)

	FY2011	FY2012
Investment and loan		
ODA loans	9,498	8,797
Private-sector investment finance	2	3
Total	9,500	8,800
Source of funds		
Capital investment from the Government of Japan (GOJ)'s General Account	419	569
Borrowings from the Fiscal Investment and Loan Program (FILP)	4,380	4,270
Own funds, etc.	4,701	3,961
- FILP agency bond issuance	800	800
Total	9,500	8,800

Note: For FY2011, the figures subsequent to the supplementary budget are shown.

JICA's Mid-term Plan/Annual Plan

1 JICA's Mid-term Plan

In accordance with Article 30, Paragraph 1 of the Act on General Rules for Incorporated Administrative Agencies, the Japan International Cooperation Agency (JICA) has established the following Mid-term Plan for achieving its Mid-term Objectives during a period commencing with fiscal 2012.

Taking into consideration the circumstances surrounding development assistance set out in its Mid-term Objectives, JICA follows its vision of “Inclusive and Dynamic Development” in effectively conducting projects in accordance with the initiatives and policies of the Japanese government regarding Official Development Assistance (ODA). Guided by the vision, JICA shall promptly supply comprehensive assistance for people living in developing regions from the standpoint of ensuring human security. Its activities shall target issues involving coping with globalization, achieving equitable growth, reducing poverty, and improving governance. In following this plan, JICA's staff members shall remain particularly conscious of the enormous assistance offered by many countries after the Great East Japan Earthquake in Japan, as well as the necessity of pulling together with the rest of the nation in the reconstruction drive following this catastrophe. With these points in mind, JICA shall move ahead with cooperation efforts that meet the expectations of other countries. In addition, taking full advantage of its position as one of the few public sector organizations that operates projects in developing regions at large while also having offices across Japan, JICA shall correlate the domestic challenges and experiences with those of other countries to contribute to the mutual resolution of issues.

Since its launch as a renewed organization in October 2008, JICA has become the sole implementing agency for all major Japanese ODA schemes—Technical Cooperation, Loan Assistance and Grant Aid. This structure enables JICA to implement optimum aid in developing regions facing various development issues by effectively combining the three forms of assistance in a harmonious and efficient manner that takes into account their special characteristics. Going forward, JICA shall further build on its efforts to spread the synergetic effects of its merger, promoting a program based approach in line with the Japanese government policy as a means to increase internationally competitiveness and become more strategic in operations. In solving development issues, JICA shall bring together the knowledge and experience of an “all-Japan” team of organizations through networking with NGOs, Japanese companies including small and medium-sized enterprises (SMEs), academic institutions and municipalities.

JICA shall further raise its level of expertise with regard to analysis and problem solving skills by incorporating international trends of development assistance in addition to the knowledge JICA has accumulated in the field. Additionally, it shall strengthen its external communications skills and deepen its cooperation with partners in the international community, for Japan to make intellectual contributions and play a leading role in global development assistance. Through these measures, JICA shall meet the expectations of the international community. It shall also enhance the transparency of its activities and organization, gaining understanding, support and empathy for international cooperation in Japan among citizens and at other levels of society.

In addition, JICA shall carefully study the rigorous suggestions made for incorporated administrative agencies including JICA. To fulfill its mandate from the people of Japan, JICA shall seek to operate in a more strategic, effective and efficient manner by constantly pursuing self-improvement throughout its organization and activities.

In executing the Mid-term Plan, JICA shall make every effort possible while continuing to collaborate with associated government institutions. Taking into account the individual characteristics of aid programs, it shall establish annual fiscal targets that are as quantitative and concrete as possible.

1 Measures to achieve the objectives related to improvement of services provided to the Japanese public and other operations.

(1) Measures for conducting effective operations

JICA shall conduct operations in accordance with Japanese government policies such as the ODA Charter, Japan's Medium-term ODA Policy, the Country Assistance Program and the Priority Policy Issues for International Cooperation as well as the development strategies and demand for assistance from recipient countries. It shall place emphasis on the quality of projects as well as the quantity and incorporate the PDCA (Plan, Do, Check, and Action) cycle in every process. JICA shall reinforce its program based approach to provide strategic, effective and efficient assistance in accordance with the priorities set by the Japanese government—poverty reduction, sustainable economic growth, addressing global issues, and peacebuilding. JICA's program based approach involves utilizing its expertise as an aid agency to understand development needs and current circumstances through country and/or regional analyses and dialogues with recipient countries and then combining the three schemes of Technical Cooperation, Loan Assistance and Grant Aid, flexibly and organically to serve those needs. Moreover, JICA shall leverage its expertise as an aid agency to strengthen its project planning ability, establishing a powerful implementation system to upgrade its project planning and execution capabilities. These efforts shall not be limited to existing assistance schemes, JICA shall also strive to improve its approach, methods and processes. In implementing projects, it shall endeavor to correlate its challenges and experiences in Japan such as the Great East Japan Earthquake, disaster prevention, declining birth rate and aging population, environment and energy, with those abroad in order to contribute to mutual solutions. At the same time, JICA shall initiate measures to enhance public understandings and support for ODA.

Taking into account ODA policy and other policies of the Japanese government, JICA pursues its vision of “Inclusive and Dynamic Development.” Guided by the vision, JICA shall formulate and implement projects of the highest standard ensuring human security in such priority areas such as poverty reduction, sustainable growth and global issues as well as peacebuilding.

Specific activities are as follows.

(a) Poverty reduction (contribution towards the MDGs)

- JICA shall assist the developing areas to achieve equitable growth, and thereby continued reduction in poverty, through assisting the poor in developing their various latent capabilities and by providing an environment in which those capabilities can be demonstrated.

(b) Sustainable economic growth

- JICA shall support sustainable growth in developing countries while contributing to the growth in Japan at the same time. It shall share Japan's experiences in reconstruction and growth as well as its knowledge, technologies and systems with the world. In doing so, JICA shall implement projects with consideration for disparity-reduction to ensure the benefits of economic growth are shared widely among the population including the poor.

(c) Global issues

- JICA shall collaborate with the international society to seek solutions to global issues such as global warming, infectious diseases, food and energy supplies, and disaster risk management.

(d) Peacebuilding

- JICA shall provide seamless aid throughout the peacebuilding process, from emergency humanitarian assistance to reconstruction

and development, to prevent conflicts and their reoccurrence and to consolidate peace.

(e) Strengthening operational strategy and management

- Based on its country and/or regional analysis and sector and/or thematic strategies, JICA shall promote a program based approach that combines a harmonious and efficient mix of Technical Cooperation, Loan Assistance and Grant Aid.
- To carry out projects more strategically, effectively and efficiently, JICA shall fully respect the PDCA cycle including ex-post project monitoring and follow-up activities, while compiling and transmitting the project achievements in Japan and overseas.
- JICA shall provide comprehensive support towards developing countries in their process of enhancing problem solving abilities, focusing on holistic capacity development at all levels—individuals, organizations and institutions and society.
- Recognizing the significance and effectiveness of South-South Cooperation in assisting developing regions, JICA shall strategically implement triangular cooperation and endeavor to accumulate knowledge and share it in the process.

(2) Reinforcing project formulation and external communication skills

(a) Reinforcing project formulation skills

- (i) To meet diverse and complex development needs, JICA shall promote developing country and/or regional analysis papers and thematic and/or sector implementation guidelines.
- (ii) JICA shall constantly accumulate knowledge and know-how about development agendas and project implementation, encouraging the sharing and effective use of these resources among stakeholders.
- (iii) JICA shall share information and knowledge about volunteers, experts and promote dialogues with Japanese companies and NGOs in order to contribute to the information gathering and analyzing operations of country-based ODA Task Forces.

Specific activities are as follows.

- JICA shall develop country and/or regional analytical papers (around 50 countries by the end of the Mid-term Objectives period) and formulate thematic and/or sector directions as a solution providing-approach to find solutions by correctly determining the background and current situation surrounding development issues.
- To implement strategic projects, JICA shall strengthen its expertise as an aid agency by accumulating knowledge through dialogues with governments as well as implementing projects.
- JICA shall utilize information received from various stakeholders, including relevant knowledge and know-how and share it in country-based ODA Task Forces.

(b) Research

JICA shall carry out research to enhance strategic, effective and efficient operation, with insights about changing situations in international society, including developing regions and Japan. With a medium-long term perspective, JICA shall set research themes and carry out research projects in order to generate outcome which can be feed back to JICA's projects and to influence the international trends of development assistance through collaboration with universities and institutes conducting research on development assistance in Japan and overseas. JICA shall examine these contributions periodically and expand the outreach of research outputs.

Specific activities are as follows.

- To carry out high-quality research efficiently and set research themes that can be reflected in operations and can influence global trends in development assistance, JICA shall reinforce measures to ensure the quality of research. It shall do so through joint research, commission and other collaboration with partners in Japan and overseas, enhancement of internal capacity, peer reviews and evaluation by a third-party committee, while applying the knowledge cultivated by its operations. Furthermore, to provide feed back internally and strengthen its information transmission capabilities, JICA shall ensure opportunities to communicate research outputs strategically and exercise ingenuity in

improving transmitting media.

(3) Measures concerning implementing projects

(a) Technical Cooperation, Loan Assistance and Grant Aid

(i) Technical Cooperation

Technical Cooperation is a human-to-human cooperation that seeks to assist developing areas in improving their overall capacity to address their development issues on their own. JICA shall carry out this cooperation strategically, effectively and efficiently to contribute to economic-social development and improvement of welfare in developing areas. It does so by providing assistance for human resources development, technical standard improvement and development plan formulation, pursuant to treaties and other international agreements.

Specific activities are as follows.

- JICA shall appropriately and promptly formulate and implement Technical Cooperation to support developing countries and regions to solve their problems focusing on human resources development, development plan formulation, policy formulation, and institutional development.
- JICA shall improve operational systems for formulating and implementing cooperation with tangible development benefits. Based on the priorities of Japanese Government's policy, the needs of developing countries and regions and considerations involving project implementation.

(ii) Loan Assistance

The Japanese Loan Assistance program lends funds to governments, government agencies, or local governments, etc., of the developing areas pursuant to international agreement such as treaty, or to legal entities in Japan or the developing areas. The funds are lent under concessional terms and conditions regarding the interest rate, repayment period, etc. for the purpose of assisting developing areas to undertake independent efforts to achieve economic growth and become economically self-sufficient. JICA shall conduct these projects strategically, effectively and efficiently by assisting recipient countries to enhance their capabilities to manage project processes in a smoother way and with better systems. Private Sector Investment Finance is used to fund organizations such as legal entities in Japan or the developing areas. This loan is provided for high-impact development projects that cannot be financed by existing financial institutions. Such scheme shall be carried out with suitable supervision and in line with the policy of the New Growth Strategy approved by the Japanese Cabinet in June 2010. JICA shall ensure that a failsafe organization is in place with risk assessment, management, and other systems that reflects lessons learned from the pilot approach taken for the resumption of the private sector investment finance program.

Specific activities are as follows.

- JICA shall take appropriate actions to provide solutions for the agendas of developing areas, such as achieving economic growth independently and becoming economically self-sufficient. To accomplish this, JICA shall appropriately and promptly formulate and implement projects adequately and promptly while taking into account the needs of the recipient areas and public-private sector collaboration.
- Keeping in mind the political priorities of Japan and the needs of developing areas and issues involving project implementation, JICA shall work with the Japanese government to improve the financing system. Its aim is to further speed up the process and reduce foreign exchange risk for countries that receive loans and, in turn, formulate and implement projects that have significant development benefits.
- Private Sector Investment Finance is used for high-impact development projects that cannot be financed by existing financial institutions. Accordingly, JICA shall identify the project needs of private sector companies and other entities to promote projects in developing areas by the private sector. In addition, JICA shall endeavor to formulate projects of the highest standard with risk assessment, management, and other systems that reflect lessons learned from the pilot approach.

(iii) Grant Aid

Grant Aid is a financial assistance extended to developing areas with

no obligation for repayment. Targeted mainly at developing countries with low-income levels, this type of aid covers a wide range of cooperation, including the improvement of Basic Human Needs, the development of social and economic infrastructure, protecting the environment, and human resource development, to build the foundation for future development in those countries.

JICA is responsible for performing necessary operations strategically, effectively and efficiently for the implementation of the cooperation through Grant Aid pursuant to treaties and other international agreements. In addition, JICA shall perform necessary operations such as to investigate, mediate, and communicate concerning the execution of any contract pertaining to cooperation through Grant Aid that is designated by the Japanese Minister for Foreign Affairs as being in need of JICA's participation.

JICA shall take steps to maximize the development outcomes of ODA projects. It shall work to minimize overall costs while optimizing the scale of each project. JICA also shall enhance competitiveness in the procurement process by encouraging company participation through efforts to reinforce the framework for hedging unforeseen risks.

Specific activities are as follows.

- JICA shall appropriately and promptly formulate and implement Grant Aid projects to assist developing countries and regions to solve their problems. Such projects shall focus on economic and social development associated mainly with Basic Human Needs, the development of social and economic infrastructure, protecting the environment, and human resources development.
- JICA shall improve its operational systems for formulating and implementing Grant Aid projects with tangible development benefits, which reflects the priorities of the Japanese government's policy and, the needs of developing areas.

(b) Disaster relief and other cooperation

Cooperating with the international community, JICA shall take prompt, efficient and effective action to provide emergency relief for the victims in developing areas and etc., through deploying a Japan Disaster Relief Team (JDR) and providing disaster relief supplies.

Specific activities are as follows.

- When a major disaster occurs, JICA shall accurately analyze the needs of the affected country and cooperate with aid agencies in other countries to quickly and effectively provide the proper scale and type of disaster relief. It shall also continue to monitor the situation after these measures have been taken.
- To maintain the readiness of the JDR, JICA shall constantly upgrade exercise and training based on international standards and preserve and improve the skills of team members on standby. In addition, JICA shall prepare the necessary materials and equipment required for the team's activities. JICA also shall optimize its system for stockpiling disaster relief supplies.
- JICA shall maintain cooperative relationships with agencies and organizations in Japan and overseas, such as the United Nations, that supply emergency humanitarian aid. Through this cooperation, JICA shall seek to ensure that assistance is provided smoothly and effectively when an emergency occurs.

(c) Program for support for Japanese emigrants and their descendants (*Nikkei*)

JICA shall conduct this program based on the results of the government's assessment on the objectives of the individual programs, the state of their accomplishments, and the decisions regarding the necessity of such programs. It shall also give special considerations for the development of residing areas and communities of emigrants and emigrants' settlement and stabilization. JICA shall continue to prioritize welfare aid for elderly and human resources development when supporting emigrant organizations in recipient countries. Recognizing the importance of this program in foreign policy, JICA shall enhance the knowledge about emigration and overseas Japanese communities among Japanese citizens through educational and public relations activities, academic research and other means of communicating information. As

for the Loan Program for Emigrants, JICA shall continue to review its financial condition and to execute debt collection and restructuring in an appropriate manner, while adopting re-profiling of repayment and other arrangements, if necessary. JICA shall also prepare a plan to achieve an early completion of loan management operations. JICA shall downsize the Individual Technical Training Program for Japanese Descendants. JICA shall effectively and efficiently conduct the training programs aiming to nourish *Nikkei* identity and Japanese heritage, collaborating with the Japan Foundation by sharing the program information.

(4) Fostering of human resources for international cooperation programs (Training and securing human resources)

Training and securing personnel with superior skills and expertise who engage in international cooperation programs constitute not only the basis for overall activities of JICA but also the key element for the qualitative improvements in Japan's international cooperation. JICA, therefore, shall properly undertake necessary programs for training and securing of human resources including consultants based on specific development needs.

Specific activities are as follows.

- JICA shall enhance the external communication capability of the Human Resources Center for International Cooperation through effectively supplying information on participation opportunities in international cooperation along with training programs for developing human resources.
- JICA shall develop and enhance the skills of personnel engaged in international cooperation, particularly in sectors and themes where there is a great need but is a shortage of human resources, by providing training programs and other related activities for necessary capacity development.

(5) Promote the understanding and participation of the Japanese citizens

Understanding and support from the people of Japan are vital to international cooperation. To communicate the significance and current status of this cooperation to the people of Japan, JICA shall provide information to the public effectively and efficiently and encourage public participation in its activities.

(a) Volunteer programs

JICA shall effectively and efficiently conduct volunteer programs. With the aim of contributing economic and social advancement and revitalization in developing areas and assisting building friendly ties between Japan and developing areas and in promoting mutual understanding as well as providing an opportunity for volunteers to foster global perspectives and pass them on to the society. To adapt to changes in the environment for volunteer programs, the Ministry of Foreign Affairs and JICA conducted an extensive reexamination of the role of overseas volunteer programs in July 2011 and a review of how to implement these programs in the following months (Grassroots Diplomats: Japan's Overseas Volunteer Program – For Co-existence and Relationships). Based on the results of these reviews, JICA shall enhance the quality of the program and implement measures to improve operation systems and methods, deepen partnerships with other ODA programs, companies with useful expertise, local governments, NGOs and other organizations. It shall also reinforce its activities to enable Japanese citizens to participate in the program with greater confidence and support returned volunteers to pass on their experience to society. JICA shall also assess projects appropriately according to their nature and work to attain “visualization” of the activities of and results achieved by overseas volunteers and their career path after returning to Japan.

Specific activities are as follows.

- JICA shall enhance the quality of the program through implementing programs that contribute to solve development issues, and collaborate with other programs and organizations.
- JICA shall implement measures to achieve “visibility” of the current state of volunteer activities.
- JICA shall strengthen its support towards activities by volunteers who are on assignment in locations receiving aid.

- To encourage participation from a variety of fields, JICA shall strengthen its partnership with public sector agencies, private sector companies, universities and other organizations in its volunteer programs.
- JICA shall improve its recruitment, selection, training and studies, to effectively and efficiently secure and train adequate human resources that match development needs.
- JICA shall determine and implement specific measures to utilize returned volunteers in Japanese society. In addition, it shall reinforce its indirect support for returned volunteers in passing on their experience to the society and to furthering their careers.

(b) Citizen participatory cooperation

Citizen participatory cooperation is a cooperation where knowledgeable and well experienced Japanese organizations such as NGOs, municipalities and academic institutions, play a key role. The participation of Japanese citizens contributes to their better understanding of ODA. The cooperation also facilitates appropriate and efficient technology transfer that meets the diverse needs of developing countries. In pursuing JICA Partnership Programs, JICA shall effectively implement grass root cooperation centering on improving quality of life and livelihood of the people in developing areas through promoting partnership with NGOs and other organizations. Additionally, to encourage broad participation of the Japanese public, JICA shall exercise care in respecting the initiatives of the partnering organizations' and endeavor to expedite procedures.

Specific Activities are as follows

- With the JICA Partnership Program, JICA shall endeavor to provide comprehensible information and project cases on targeted areas. It shall also improve operational management and strive to simplify and expedite administrative procedures. These efforts are intended to ensure applications that match the objectives of the program are made from broad spectrum of Japanese citizens.
- JICA shall use domestic offices to support community based cooperation activities. To improve the quality of development education, it shall strengthen collaborations with NGOs, academic institutions, local governments and other organizations.
- For NGOs and other organizations that aim to conduct international cooperation activities, JICA shall promote such programs aiming human resources development, organization reinforcement, and project management advancement.

(c) Public relations

(i) Communicating information on ODA activities

To fulfill its accountability and promote the Japanese public's trust, understanding empathy and participation in international cooperation, JICA shall strengthen collaboration with the media, NGOs and other partners and utilizes its domestic and overseas offices. Another objective for public relations is to deepen the understanding of Japanese ODA among the people in developing areas. JICA shall function as an information hub of ODA projects for the Japanese public by communicating information on the formulation and implementation of ODA projects with better access.

(ii) Increasing the visibility of ODA (enhancing transparency)

JICA shall enhance information disclosure through clear communication of ODA's effects by shifting focus on outcomes and through the set-up of a website to systematically provide information on the ODA projects. JICA shall release information regardless of the success or the failure of the projects. This aims at enhancing the confidence of the public in ODA through increasing its transparency and visibility.

(6) Reinforce JICA's role as a "node" for a variety of associated entities

(a) Collaboration with NGOs, private sector companies and other variety of associated entities

JICA shall conduct effective operations by using an "all-Japan" framework that brings together the personnel, knowledge, capital and technologies of the public and private sectors. With the intent of contributing to fostering human resources with a global perspective, JICA shall strengthen its collaboration with a variety of associated entities in Japan. Examples include NGOs, SMEs and other private sector companies,

academic institutions and local governments.

Specific activities are as follows.

- JICA shall enhance its partnerships with a variety of associated entities such as NGOs, private sector companies, academic institutions, local governments and others. Promoting their participation in JICA projects, it shall incorporate their knowledge and technologies in these projects.
- In sectors where it can assist with solutions to development issues in developing areas, JICA shall strengthen its partnerships with SMEs and other Japanese companies while continuing to work with other agencies on these issues. JICA shall conduct operations based on effective and efficient collaborations with the private sector and also contribute to training and recruiting the personnel needed for the global utilization of the outstanding products and services of these companies.

(b) Contribution to Japan's leadership in the international community

In order to realize the mutual benefit of the international community and Japan, JICA shall actively play a part in tackling and raising awareness of global issues and contribute to Japan's leadership in these discussions. JICA shall strengthen partnerships with international organizations and emerging donors, by way of highlighting Japan's presence by outreaching Japan's assistance policy and approaches while remaining aligned with the international community.

Specific activities are as follows.

- To provide even more effective assistance, JICA shall share its expertise on valid approaches and other activities based on its extensive experience with the international community. JICA shall participate in forming international agendas and regional and country strategy, as a key member, as well as strengthening regional and country specific aid coordination. In doing so, JICA shall contribute to solving global issues.
- JICA shall enhance strategic partnerships with emerging donors, promote triangular cooperation and serve as an interface for aid coordination frameworks.
- JICA shall promote collaboration with international agencies and other institutions on individual programs and projects.

(7) Cross-cutting issues in JICA's operations

(a) Environmental and social considerations

When implementing its cooperation projects, JICA shall raise awareness on avoiding or minimizing environmental impacts and social impacts, such as involuntary resettlement, among JICA's staff members and others concerned and operate in accordance with its 'Guidelines for Environmental and Social Considerations' (effective 1 July 2010) with support from external experts.

(b) Gender equality

With the distinct understanding of the importance of gender equality in securing fairness in development and in improving its operational impact, JICA shall, in its operations, make further efforts to raise the status of women through sufficient consideration to ensuring active participation of women in development as well as equitable sharing of benefits of development. Therefore, JICA shall encourage its staff members and other related personnel to deepen their understanding of the importance of promoting gender mainstreaming in development assistance, and strive to manage its operations from gender perspectives at each step of operation.

(c) Operations evaluation

JICA shall implement efficient and systematic operations evaluations in an appropriate manner, in accordance with the PDCA cycle. The framework of JICA's operations evaluation is consistently established at each stage of the project; from the ex-ante evaluation which includes objective operation and effect indicators for outcomes, to the ex-post evaluation which includes its achievement compared with the prior expected outcomes and the lessons learned.

JICA shall also publish the results of evaluations to the public in a way that is easy for people to understand so as to enhance visibility of ODA. The results of evaluations shall be promptly and properly fed back to new projects.

Specific activities are as follows.

- JICA shall enhance the quality of its operations evaluation through steady implementation of ex-post evaluation and appropriate sharing of evaluation results including lessons learned that serve to strengthen the feed back function.
- JICA shall improve the means of disclosure and promptly disclose the results of JICA's operations evaluation to the public.
- JICA shall address implementation of new evaluation methodologies, such as evaluation of cooperation programs and impact evaluation.

(d) Reinforced safety measures

JICA shall collect safety information and implement suitable measures to ensure safety for all parties associated with JICA projects.

Specific activities are as follows.

- Since overseas operations take place in developing areas, JICA must incorporate safety measures that take into account the security situation, transportation infrastructure and other risk factors in each country. From this point of view, JICA shall implement suitable safety measures for the experts, volunteers, staff members and other individuals involved in overseas operations.
- For projects that include construction of facilities, JICA shall make sure that the governments and executing bodies of the developing country, consultants, and contractors rigorously implement safety measures. JICA shall strengthen the mechanism to support these organizations when their measures are inadequate.

(e) Unless there is a justifiable reason not to do so, JICA shall immediately take measures requested by the Minister for Foreign Affairs based on Article 40 of the Act of the Incorporated Administrative Agency-Japan International Cooperation Agency.

2 Measures to be taken toward achievement of the objectives related to increased efficiency in operations management.

(1) Improving flexibility in organizational management

JICA shall establish a system which enables strategic, effective and efficient provision of assistance in a flexible manner, responding to environmental changes in both Japan and overseas, such as diversifying needs of developing areas and shifts in Japanese ODA policies, through making steady progress with initiatives based on the Basic Policy of the Review of the Clerical Work and the Operations of Incorporated Administrative Agencies (Cabinet Decision on December 7, 2010). From this standpoint, JICA shall take advantage of the flexibility intended by the incorporated administrative agency system and continue to reinforce necessary functions. JICA shall achieve an appropriate streamlining of its headquarters by realigning its philosophy for organizational changes as well as its expected functions and roles.

For overseas offices, JICA shall perform necessary reviews to achieve the appropriate allocation considering changes in the international circumstances, and others factors. To implement effective and efficient operations, JICA shall comprehensively reinforce its capability to accurately grasp diversifying needs of developing areas through enhancing country analysis, developing JICA Rolling Plan, participating in the ODA Task Force; to hold dialogues with aid recipient countries and other donors; to formulate projects, at the field level by shifting personnel from Japan to overseas offices and other measures. Furthermore, with other institutions that have overseas offices, JICA shall identify issues including the preservation of the legal status of overseas offices and personnel and the application of governance for financial operations involved with Loan Assistance, and individually consider the functional integration of overseas offices, and reach a conclusion by the summer of 2012.

For domestic offices, JICA shall examine the necessity and other factors of individual bases and reexamine the allocation. In addition, JICA shall verify domestic offices in terms of their objectives of establishment, functions, and the state of use and take them into consideration in reviewing of appropriate allocation. JICA shall utilize experience and networks in each area and contribute to development issues in developing areas. Furthermore, by using the verification results of third party experts, JICA shall strengthen its role as a node for international cooperation in local areas in Japan and take steps to increase the understanding,

empathy, support and participation of the people regarding international cooperation.

Specific actions are as follows.

- JICA shall take advantage of the flexibility intended by the independent administrative agency system to review its organizational structure at headquarters. The review shall aim to enable it to respond promptly and properly to the assistance needs of each area and country and to operate strategically and effectively. Continuing to strengthen necessary functions, JICA shall streamline its organizational systems at headquarters by realigning divisions and departments.
- For overseas offices, JICA shall conduct the necessary review to achieve the most appropriate allocation and the size of these offices. The review reflects international circumstances, such as economic growth in developing areas, the length of projects and other factors.
- Depending on conditions in each country, JICA shall expand and improve its training programs and revise its operating systems to make even greater utilization of national staff of the overseas offices. It shall also proceed with the steady shift of personnel from headquarters and domestic offices to overseas offices in order to strengthen the functions at the field level through such measures as upgrading the ability of headquarters to support overseas operations.
- Looking at the review of domestic offices, JICA shall relocate the functions of JICA Global Plaza at Hiroo to other facility and integrate Osaka International Center and Hyogo International Center. Within this process, it shall reexamine operations to prevent any degradation concerning the roles or performance of these offices. In the cases of Sapporo International Center and Obihiro International Center, JICA shall implement integration in accordance with discussions with local governments and other parties. For Tokyo International Center and Yokohama International Center, it shall consider integration of these locations based on the role of the long-term training program, the handling of the Japanese Overseas Migration Museum, the rate of utilization of facilities, and other factors to reach a conclusion.
- For domestic offices, JICA shall conduct effective and efficient activities that take advantage of the characteristics of each location through the use of technical cooperation, the cooperation program for citizen participation, programs for supporting development education, public relations activities and other measures. From the point of view of increasing the understanding, empathy, support and participation of the Japanese public regarding international cooperation, JICA shall establish collaborations with a variety of partners, such as private sector companies, NGOs, local governments and universities.

(2) Proper and fair organization and operations

In accordance with the nature of its activities, JICA shall use the following measures to ensure that operations are performed properly and fairly while also paying attention to preserving the quality of activities.

(a) Increasing competitiveness and transparency in contracts

For contractual transactions, JICA gives consideration to ensuring competitiveness while taking care to continue to train the development consultants needed to formulate high-grade projects. In this process, it shall follow the Examination and Review on the State of Implementation of Contracts in Incorporated Administrative Agencies (Cabinet Decision on November 17, 2009), the Fundamental Policy for Reforming Public-service Activities and other government policies. JICA shall establish conditions that facilitate the application for positions by development consultants and others and shall inspect and review contracts to include measures for improvements regarding the competitiveness of single-party bids and applications. In conjunction with those efforts, JICA shall prevent fraud and other improper behavior by taking measures in accordance with laws, regulations and guidelines to ensure proper operations.

Specific activities are as follows.

- From the standpoint of forming proper contractual agreements, including making them more competitive, JICA shall continue to make improvements concerning the reduction of single-party bids and applications and contractual procedures.
- In view of further enhancing the transparency of contracts, JICA shall

make its selection process, selection standards, selection results, contract performance and other aspects of contractual transactions available to the public. In addition, it shall continue to have third parties check the selection process.

- To prevent fraud and other improper behavior, JICA shall use strict measures in accordance with laws, regulations and guidelines to operate properly.
- For contracts with associated public-service corporations, JICA shall continue to take actions to ensure competitiveness and transparency, such as by using competitive bidding open, in principle, to the public.

(b) Improving governance and transparency

To achieve its objectives as an organization, JICA shall improve management and oversight of performance. It shall seek to expand and strengthen its governance system through the use of suitable frameworks and systems and operations (including monitoring). The governance system takes into account the special characteristics of Loan Assistance, which requires a governance system for finance operations.

- (i) JICA shall conduct internal audits and appropriately follow-up based on the audit results, which shall also include the results of external audits.
- (ii) JICA shall ensure that operations are conducted properly within the organization and constantly improved. To that end, it shall reinforce its internal control functions, including improving the functioning of the whistle-blowing system.
- (iii) JICA shall take the necessary actions to execute suitable information security measures in line with the Information Security Strategy to Protect the Public and other government policies.
- (iv) JICA shall perform annual evaluations of performance with the participation of external specialists. The results of evaluations are reflected in JICA's operations through the organizational target management process.
- (v) JICA shall create opportunities for incorporating proposals for improvements by stakeholders in all aspects of its operations. This shall include the opinions of experts, volunteers, NGOs, consultants, private sector companies and other associated entities that stand at the forefront of international cooperation.

(c) Streamlined and appropriate administrative operations

Keeping in mind the special features of each administrative task, JICA shall maintain an environment conducive to the efficient implementation of operations. In addition, JICA shall endeavor to improve administrative processes to enable streamlined and appropriate operations.

Specific activities are as follows.

- JICA shall review administration of contracts to streamline and simplify operations. It shall simplify all procedures for selections and payments for contract counterparties; procuring materials more efficiently; managing contract information more efficiently; establishing a suitable framework for procurement activities at overseas offices; and taking other actions.
- JICA shall further improve the efficiency of procedures for dispatching experts and others to aid sites, accepting training participants, performing activities involving volunteers, and for other activities.

(3) More efficient utilization of costs, appropriate salary levels, etc., suitable review of assets

(a) More efficient utilization of costs

During the Mid-term Objectives period, while preserving the quality of operations, JICA shall aim to improve the efficiency of management grants operations by at least 1.4% in each fiscal year with regard to total general administrative and operating expenses (except special operating expenses and one-time items). Measures to reach this target shall include a proper and stringent review of payments and other benefits for experts, project formulation advisors, overseas health management personnel and others; controlling payments to volunteers; and cutting fixed and other costs. These efficiency measures shall not apply to personnel expenses, which are provided for in the next section.

(b) Appropriate salary levels, etc.

Salary levels at JICA are higher than those of the national government employees (Laspeyres Index with regional & academic adjustment was 109.3 (JFY 2010)) due to the special nature of JICA's operations. During the current Mid-term Objectives period, JICA shall continue to review salary levels constantly in the context of those of government employees. After thoroughly examining the appropriate levels of salaries for board members and staff members, including allowances, JICA shall establish targets for salary levels and a deadline for achieving the targets. JICA shall then take actions in accordance with a plan and make a public announcement of the results of its salary examination and its initiatives.

In addition, JICA shall review total personnel expenses, taking into account the measures by the Japanese government to reduce its total personnel expenses. During this process a proper review is done as quickly as practical on overseas work allowances provided to personnel sent overseas with reference to such allowances provided to employees of the Japanese government, private sector companies and other organizations.

(c) Suitable review of assets

JICA shall continue to disclose detailed information about its assets. Furthermore, it shall constantly perform reviews of the necessity of holding these assets. These reviews shall consider the actual utilization of assets and other possible uses to determine their necessity to the organization. Necessity shall be reviewed from the standpoint of the degree of possible other effective uses of assets that would not disrupt JICA's operations, the effective disposal of assets, and economic rationality. JICA shall also undertake a rigorous examination to determine which assets should be retained, taking into account the current status of its assets. Based on this assessment, assets shall be sold, returned to the Japanese government and disposed of in other ways to the extent that operations are not negatively affected. For employee housing, JICA shall take appropriate actions that are consistent with the government's policy for the review of employee housing at incorporated administrative agencies.

For its portion of the Takebashi Godo Building, JICA shall undertake a study of effective ways to utilize this space. Should a decision be reached that the property is not needed and sale is the logical course of action, JICA shall dispose of the property.

3 Budget (including estimation of personnel costs), income and revenue planning, capital planning (except accounts for finance and investment)

(1) JICA shall prepare a Mid-term Plan budget, revenue and expenditure plan and funding plan for programs that operate on management grants, while reflecting items prescribed in "2. Measures to be taken toward achievement of the objectives related to increased efficiency in operations management." JICA shall then conduct operations based on the budget and other items, taking measures to further optimize budget execution management while preserving the quality of operations. Moreover, JICA shall calculate the annual subsidy for operations very carefully taking into account the amount of unexecuted management grants. To provide even greater transparency about its finances, JICA shall expand segment and other information supplied with the financial statements. Furthermore, operational reports and other reports shall provide more specific information about the causes of unexecuted management grants and measures for dealing with the issue in future.

(2) JICA shall continue to work on securing its own revenues and properly managing and using those revenues.

4 Short-term loan ceilings

General Account: ¥62.0 billion

Finance and Investment Account: ¥220.0 billion

Reasons: The General Account requires loans to avoid late payments of personnel expenses to staff members and operational expenses in the event of an approximately 3 month delay in the receipt of management grants from the Japanese government.

The Finance and Investment Account requires loans to deal quickly and efficiently with events such as short-term funding gaps involving short-term loan repayments and the collection of loans receivable, temporary funding when FILP agency bonds are issued, rapid changes in the amount of loans extended, and other events.

5 Plan for disposing of assets that are unnecessary or expected to become unnecessary

JICA shall sell some condominiums used for employee housing. Plans call for disposing of 34 units in fiscal 2012, 33 units in fiscal 2013 and 33 units in fiscal 2014. JICA shall reimburse the Japanese government for these assets by paying an amount calculated using the standard prescribed by the supervising Cabinet minister but limited to the actual proceeds of these sales. However, should assets prove difficult to sell, it may instead transfer unnecessary assets directly to the Japanese government.

JICA shall transfer the property of Osaka International Center to the Japanese government by the end of fiscal 2012. In the case of JICA Global Plaza at Hiroo, the property will be transferred to the Japanese government or sold by the end of fiscal 2013. If the property is sold, a payment that is calculated using the standard prescribed by the supervising Cabinet minister, but is not more than the proceeds of these sales, shall be made to the Japanese government.

6 Plan for transferring or mortgaging of important assets other than the assets prescribed in Item 5

Not applicable

7 Use of surplus funds (except the account for Japanese ODA Loans)

If there is a surplus, these funds are used for operations, facilities and equipment that can improve JICA's programs while taking into account the progress of Mid-term Plan.

8 Other items related to operations management stipulated by ordinances of the competent ministry

(1) Facilities and equipment

JICA shall maintain facilities and equipment from a long-term perspective for the purpose of achieving objectives concerning making operations more efficient and improving the quality of operations. JICA shall endeavor to use these facilities and equipment effectively and efficiently.

Specifically, JICA shall repair and upgrade facilities and equipment from the standpoint of operational necessity related to the aging of existing facilities and other reasons.

Plan for Facilities and Equipment from Fiscal 2012 to Fiscal 2016

(Million yen)

Facilities and equipment	Source of funds	Budget
Purchase and renovation of facilities at head office, offices in Japan, etc.	Subsidy for facility maintenance expenses, etc.	2,577
		Total 2,577

Note: The amounts for the facility maintenance subsidy and other items are determined during the budget preparation process for each fiscal year.

(2) Personnel planning

To conduct its operations effectively and efficiently, JICA shall assign people to appropriate locations and accords the staff member's treatment in keeping with their roles and contributions. In addition, JICA shall utilize career development, training and other programs to upgrade the skills of staff members in response to the increasing sophistication and specialization required by its operations. For career development that

further increases staff members' specialty skills and utilizes those skills, it shall encourage staff members to be aware of their career goals, including a field of specialty, early in their careers. Furthermore, JICA shall use various methods to increase opportunities for personnel to use their skills efficiently at the field level.

JICA shall establish a plan to develop personnel suited to effective and efficient operations.

Specific activities are as follows.

- JICA shall boost the motivation of staff members by accurately evaluating their performance and rewarding all staff members with remuneration and other benefits that reflect their respective roles and contributions. To improve the quality and efficiency of its operations, it shall also allocate its human resources properly according to skill and project needs.
- JICA shall encourage each staff member to pay more attention to his or her career path and shall provide each staff member with training and opportunities to develop themselves. This shall include increasing their knowledge of country, area and development issues; improving skills for formulating aid cooperation programs and project management; and upgrading communication skills, including the study of foreign languages. Learning opportunities include management experience at project sites, temporary assignments to international agencies and other activities. The objective is to strengthen the capabilities of the workforce to meet the increasingly sophisticated and specialized nature of JICA's operations.
- JICA shall extend greater support for overseas assignments to enable personnel to smoothly perform their duties. Steps shall be taken to efficiently utilize human resources, including those to facilitate overseas assignments for personnel who previously could not leave Japan because of family or other issues.

(3) Matters related to the disposal of reserve funds and the handling of assets obtained from the collection of loan payments (Article 31, Paragraph 1 of the Act for the Incorporated Administrative Agency-Japan International Cooperation Agency and Article 4, Paragraph 1 of the Supplementary Provisions of the Law)

When reserve funds remain after the procedure prescribed in Article 44 of the Act on General Rules for Independent Administrative Agency, the portion of this amount approved by the supervising Cabinet minister can be used as follows: for contracts (except Loan Assistance operations) where liabilities exceed the Mid-term Objectives period due to unavoidable circumstances in the immediately preceding Mid-term Plan; for accounting treatment concerning the amount that affects profits and losses in the account for transitional functions, etc. that were recorded during the previous Mid-term Objectives period; and in other cases.

For claims recovered and other funds received during the previous Mid-term Objectives period, amounts received are submitted to the Japanese government in an appropriate manner based on the Act for the Incorporated Administrative Agency-Japan International Cooperation Agency.

(4) Liabilities that go beyond the Mid-term Objectives period

For liabilities that go beyond the Mid-term Objectives period, JICA shall enter into contracts that cover the next Mid-term Objectives period in cases where it believes that the liabilities are necessary.

Table 1: Budget

		(¥ million)
Item		
Revenue	Revenue from management grants	709,640
	Subsidy for facility maintenance expenses, etc.	2,577
	Interest income and other revenues	1,711
	Revenue from contracted programs	7,496
	Donation revenue	120
	Revenue from reversal of reserve carried over from previous mid-term period	1,043
	Total	722,587
Expenditure	General administrative expenses	49,988
	Excluding special items	49,988
	Operating expenses	662,405
	Excluding special operating expenses and special items	658,005
	Contracted programs expenses	7,496
	Expenses for donation projects	120
	Facility maintenance expenses	2,577
	Total	722,587

Notes 1. In some cases numbers do not correspond to the sum total figures because of rounding.
 2. The items "Subsidy for facility maintenance expenses, etc." in Revenue and "Facility maintenance expenses" in Expenditure have been included based on the Facilities and Equipment Plan for Fiscal 2012. Actual figures were determined during the process, etc., of creating the budgets for individual fiscal years.
 3. Because Grant Aid planning is determined by Japanese Cabinet meetings, the budget, income and expenditure plan, and capital plan stipulated under Article 13, Paragraph 1, Item 3 (j) of the Act of the Incorporated Administrative Agency—Japan International Cooperation Agency (Act No. 136 of 2012), are not included.

[Estimate of personnel expenses]

The estimate of personnel expenses for the period of the plan is ¥64,539 million. However, the figures included in the table above are those equivalent to the scope of expenses for basic salaries, work-related expenses and overtime allowances, and administrative leave pay.

[Management Grant Calculation Method]

Adoption of the rule-based Management Grant Calculation Method

[Rule-based Management Grant Calculation Method]

Management grants are calculated using the following formula.

$$A(y) = B(y) + C(y) + D(y) + E(y) - F(y)$$

A(y): Management grants
 B(y): Property expenses
 C(y): personnel expenses
 D(y): Special operating expenses
 E(y): Special items
 F(y): Interest income and other revenues

• Property expenses B (y)

The property expenses B (y) for each fiscal year is calculated by the following method.

B(y) is the property expenses for the previous fiscal year B (y-1) x "efficiency coefficient α " x "adjustment factor σ "

• Efficiency coefficient α

Specific coefficient determined in the process of creating the budget for each fiscal year.

• Adjustment factor σ

Specific factor determined in the process of creating the budget for each fiscal year taking into account changes in operations in accordance with revisions of laws and increases or decreases in the size of operations depending on political considerations.

• Personnel expenses C (y)

Personnel expenses are determined in the process of creating the budget for each fiscal year.

• Special operating expenses D (y)

These are operating expenses necessary for dealing with national policy issues for which JICA would have difficulty deciding on or executing on its own. Specific figures are determined in the process of creating the budget for each fiscal year.

• Special items E (y)

Occasional increases or decreases in expenses due to events that cannot be foreseen at the current point in time. Specific figures are determined in the process of creating the budget for each fiscal year.

• Interest income and other revenues F (y)

The project income F (y) for each fiscal year is calculated by the following method.

F (y) = "interest income for the fiscal year" + "miscellaneous income for the previous fiscal year G (y-1)" x "the income factor δ ."

• Income factor δ

Specific factor determined in the process of creating the budget for each fiscal year.

The specific coefficients and factors for the above calculations used in determining the mid-term plan budget are as follows.

α : Efficiency coefficient (assumed to be 0.986)

σ : Adjustment factor (assumed to be 1.00)

δ : Income factor (assumed to be 1.03)

Table 2: Income and Expenditures Plan

		(¥ million)
Item		
Expenses		720,656
Ordinary expenses		720,656
General administrative expenses		49,422
Excluding special items		49,422
Operating expenses		662,405
Excluding special operating expenses and special items		658,005
Contracted programs expenses		7,496
Expenses for donation projects		120
Depreciation expenses		1,213
Financial expenses		0
Extraordinary loss		0
Revenues		719,614
Ordinary revenues		719,375
Revenue from management grants		709,073
Interest income and other revenues		1,472
Revenue from contracted programs		7,496
Donation revenue		120
Transfer from liabilities for property management grants		1,162
Transfer from liabilities for property grants		52
Financial revenues		238
Interest income		238
Extraordinary profits		0
Net income (loss)		(1,043)
Reversal of surplus deposits from the previous mid-term period		1,043
Reversal from special purpose reserve		0
Total income (loss) for the current year		0

Note: In some cases numbers do not correspond to the sum total figures because of rounding.

Table 3: Capital Plan

		(¥ million)
Item		
Outflows		739,639
Payment of operating expenses		719,443
General administrative expenses		49,422
Excluding special items		49,422
Operating expenses		662,405
Excluding special operating expenses and special items		658,005
Contracted programs expenses		7,496
Expenses for donation projects		120
Payment for investing activities		3,144
Payments for purchase of fixed assets		3,144
Payment for financing activities		4,087
Expenses for returning unnecessary assets to Japanese government		4,087
Expenditures for lending programs		10,797
Surplus deposits carried forward to the next mid-term period		2,168
Inflows		739,639
Proceeds from operating activities		718,967
Proceeds from management grants		709,640
Project income		1,711
Proceeds from contracted programs		7,496
Donation revenue		120
Proceeds from investing activities		4,343
Proceeds from subsidy for facility maintenance expenses		901
Proceeds from sales of fixed assets		647
Proceeds from loans receivable		2,795
Proceeds from financing activities		0
Surplus deposits from the previous mid-term period		16,239

Note: In some cases numbers do not correspond to the sum total figures because of rounding.

In accordance with Article 31, Paragraph 1 of the Act on General Rules for Incorporated Administrative Agencies, the Japan International Cooperation Agency (JICA) has established the following Annual Plan for the year ending March 31, 2013 based on its Mid-term Plan for a period commencing with fiscal 2012.

1 Measures to achieve the objectives related to improvement of services provided to the Japanese public and other operations.

(1) Measures for conducting effective operations

(a) Poverty reduction (contribute to achieving the MDGs)

JICA will formulate and implement exemplary projects in such sectors as health, education, and water that contribute to achieving the MDGs. The goal of these projects shall be to assist the developing areas to achieve equitable growth, and thereby continued reduction in poverty, through assisting the poor in developing their various latent capabilities and by providing an environment in which those capabilities can be demonstrated.

(b) Sustainable economic growth

JICA will formulate and implement exemplary projects that support sustainable growth, in such fields as infrastructure and investment climate development (including legal and regulatory frameworks). Within this process, JICA will implement projects with consideration for disparity-reduction to ensure the benefits of economic growth are shared widely among the population including the poor.

(c) Global issues

JICA will formulate and implement exemplary projects that address global issues such as global warming, infectious diseases, food and energy supplies, and disaster risk management.

(d) Peacebuilding

JICA will provide seamless aid throughout the peacebuilding process, from emergency humanitarian assistance to reconstruction and development. It will also externally communicate its contributions made towards the peacebuilding process with the use of actual cases.

(e) Strengthening operational strategy and management

- JICA will revise its Guidelines on Strengthening the Competitiveness of Cooperation Programs to provide a basis for further progress with its program based approach to development assistance. At the same time, JICA will endeavor to compile a program plan based on the guidelines and create an exemplary program agenda.
- After completion of each program and project, JICA will thoroughly implement a PDCA cycle including ex-post monitoring and follow-up activities. It will also strive to enhance the visibility of the progress and results of each project through disclosure.
- JICA will promote the use of ex-post evaluation result assessments as feedback for implementation of operations.
- JICA will strive to improve the quality of its capacity development projects by raising the awareness of related personnel through accumulating and sharing examples of exemplary projects.
- JICA will formulate a Fiscal 2012 Triangular Cooperation Measures Policy (temporary title). Moreover, in accordance with the policy, it will seek to formulate and implement higher quality triangular cooperation projects. JICA will accumulate and organize shareable information on exemplary projects and establish a consultative framework during the planning of the project at which the information shall be shared.

(2) Reinforcing project formulation and external communication skills

(a) Reinforcing project formulation skills

- To properly understand the background and conditions surrounding development issues in developing countries, JICA will produce country analysis papers on a total of 34 countries.
- Based on the program agenda for each fiscal year, JICA will formulate regional program policies.

- To formulate strategic projects, JICA will conduct measures to strengthen its expertise as an aid agency by accumulating knowledge through dialogues with governments as well as implementing projects and by formulating and updating issues and guidelines for individual fields on a rolling basis.
- JICA will actively participate in the operations of country-based ODA Task Forces, sharing knowledge gained from discussions with JICA experts, volunteers, Japanese companies, NGOs and other organizations or knowledge, experience and information that shall contribute to solving issues.

(b) Research

Continuing to leverage its accumulated knowledge, JICA's basic research stance shall be joint research to cooperate with its research networks in Japan and overseas. As such, JICA will promote research that meets international standards and contribute feedback to its assistance programs as well as to the formation of international trends of development assistance. In conjunction with these efforts, JICA will disseminate its research outputs through working papers and books and other documents in English and Japanese. It will also strengthen its research information transmission by hosting international symposiums and seminars and by expanding related content on its website.

(3) Measures concerning implementing projects

(a) Technical Cooperation, Loan Assistance and Grant Aid

(i) Technical Cooperation

- JICA will appropriately and promptly formulate and implement Technical Cooperation to support developing countries and regions to solve their issues focusing on human resources development, development plan formulation, policy formulation, and institutional development. JICA will formulate and implement Training and Dialogue Programs based on the cooperation program recorded in the Rolling Plan. Moreover, the lessons learned from systematic reviews after the completion of training programs shall be reflected in operations.
- JICA will consider revision if necessary, on Technical Cooperation Manual (revised in fiscal 2011), and conduct internal survey while working to achieve consistency between the workflow and the office reference materials.
- JICA will utilize project case study results and conduct training to improve project management skills for staff members, experts and other project-related personnel.

(ii) Loan Assistance

- JICA will appropriately and promptly formulate and implement Loan Assistance projects to support developing countries and regions to solve their issues centering on economic growth and assisting them to become economically self-sufficient.
- JICA will initiate macroeconomics debt sustainability, and other surveys, and utilize the knowledge gained through these surveys in formulation, appraisal and supervision of Japanese ODA Loans. In addition, JICA will provide training programs on financial and economic analysis and others to improve our staff members' appraisal and supervision capabilities.
- JICA will improve its operational systems with the Japanese government to enable even faster ODA, in order to formulate and implement projects that provide high impact development outcomes.
- JICA will confer with the Japanese government on a new ODA loan system that features high priority in Japanese policy and meets the needs of developing countries. Discussion shall include such policies as reducing the exchange rate risk for borrowing countries. In parallel with those efforts, JICA will also revise as necessary the operating flow, procedures, and other parts of the current system, and reflect those changes in its operations execution reference materials and manuals.
- For private sector investment finance, JICA will establish project implementation, risk assessment and supervision systems, reflecting lessons learned from its pilot approach and strive to formulate and implement new projects that have significant development benefits.

(iii) Grant Aid

- JICA will appropriately and promptly formulate and implement Grant Aid projects to assist developing countries and regions to solve their issues. In addition, it will accumulate and analyze the results of project formulation and execution and reflect them in the next annual plan.
- JICA will carry out staff member training, perform surveys and produce manuals with the aim of improving the implementation of Grant Aid and related development outcomes.
- JICA will closely examine the specifications for buildings and equipment and materials and the construction period of Grant Aid projects to provide feedback from the lessons learned from past projects. It will appropriately reflect these lessons in the formulation of new projects and supervision of ongoing projects.
- JICA will analyze the results of trial introductions of improvements in bidding and contract systems and preliminary expenses (if measures have been introduced on a full-scale basis, JICA will review and upgrade measures). These actions are being taken to promote the participation of companies and to enhance competitiveness in the Grant Aid process.
- While responding to Japan's political agenda flexibly and accurately, JICA will improve its oversight of operations and procedures to ensure that measures to promote its program based approach and the feedback of lessons learned from past projects are properly reflected in the Grant Aid system.

(b) Disaster relief and other cooperation

- When a major disaster occurs, JICA will accurately analyze the needs of the affected country using various information sources and cooperate with aid agencies in other countries to quickly and effectively provide the proper scale and type of disaster relief combining all possible methods. It will also review its efforts after implementation and reflect the lessons learned to its next disaster relief mission.
- JICA will train personnel and prepare equipment and supplies for dispatching surgery capable medical teams. Moreover, JICA will consider acquiring such skills as providing hospital ward. The Japan Disaster Relief Team will upgrade its training quality to maintain an internationally recognized standard for disaster relief. As for provision of equipment and supplies, JICA will determine the adequateness of supply provision situation and stockpiling, including use of the United Nations Humanitarian Response Depot (UNHRD) operated by the World Food Programme (WFP), seeking to optimize speed and cost-effectiveness of emergency supply aid. Furthermore, JICA will take measures to make sure that people receiving emergency supplies in disaster-stricken countries recognize that the emergency supplies are from Japan.
- In ordinary situations, JICA will proactively participate in and contribute to international disaster relief framework such as the United Nation's International Search and Rescue Advisory Group (INSARAG). JICA will maintain its network with related organizations and effectively share information and coordinate relief at disaster sites in an emergency situation.

(c) Program for support for Japanese emigrants and their descendants (*Nikkei*)

- Based on Japanese government policy, JICA will provide effective and efficient assistance to emigrant organizations. In providing this development assistance, JICA will monitor how well emigrants have settled in their new location and prioritize welfare aid for older people and human resources development.
- Loans made to emigrants shall be properly collected according to repayment schedules.
- JICA will investigate obligation details of each country and appropriately categorize them in order to examine the measures to complete loan management operations.
- JICA will efficiently implement training programs for Japanese emigrants and their descendants (*Nikkei*) while downsizing these programs.
- JICA will share information with the Japan Foundation on the status and needs of heritage language training for *Nikkei*.
- The Japanese Overseas Migration Museum shall continue to take measures to enhance awareness among Japanese citizens about overseas migration history and present situation of *Nikkei* communities.

These measures shall include development of information materials on overseas migrations and *Nikkei* communities, implementation of research, expansion and improvement of museum displays, usage of educational materials, and collaboration with regional organizations. The goals of the museum for the fiscal year are to welcome over 30,000 visitors, have over 1,894 people participate in its educational program, and achieve over 113,182 accesses of the Japanese Overseas Migration Museum website.

(4) Fostering of human resources for international cooperation operations (Training and securing human resources)

- JICA will proceed with measures to expand services for people seeking careers in international cooperation, to discover new categories of participants by expanding its collaboration efforts other than international cooperation organizations and attract registrations by new organizations. JICA will endeavor to attain the registration of 1,500 new individuals and 65 new organizations and increase the number of cases of information inquiry responses by 200 compared with the previous fiscal year on the International Cooperation Career website (PARTNER) of the Human Resources Information Center for International Cooperation. Moreover, JICA will simplify the registration and application procedures for people seeking careers in international cooperation. For organizations, it will work to upgrade the human resource browsing function and to improve the convenience of its services.
- JICA will carry out training programs while adjusting them as necessary in order to meet diverse development needs. It will hold a capacity enhancement training course for immediately deployable personnel with the potential to act as experts with a goal of 270 course participants.
- Aiming to expand the scope of people involved with international cooperation, JICA will steadily implement its current internship program for students majoring in fields related to international cooperation and development assistance. Its goal shall be to accept approximately 30 interns.

(5) Promote the understanding and participation of the Japanese citizens

(a) Volunteer programs

- For the purpose of implementing programs that contribute to solving development issues, JICA will be introducing full-scale volunteer group dispatching in its planning of volunteers dispatch for fiscal 2012. In addition, by formulating projects along the lines of development issues, JICA will increase the ratio of matching the development needs of volunteers, particularly Senior Volunteers.
- JICA will participate in international conferences on volunteer activities, hold discussions with international and other organizations and cooperate with others in the field to enhance the quality of the program through collaboration with other programs and organizations.
- JICA will upgrade the content of its website on volunteer activities and hold symposiums and other events to promote the "visibility" of its volunteer activities.
- To support towards activities by volunteers who are on assignment in the field, JICA will strengthen its assistance with the formulation of their activity plans and its monitoring of the progress of their activities.
- Moreover, to encourage the participation from a variety of fields, JICA will introduce and implement on a full-scale basis volunteer activities in collaboration with the private sector. It will also promote volunteer activities in collaborations with Japanese local governments and universities.
- JICA will take steps to further improve selection, training and studies. It will upgrade the Senior Volunteer registration system and begin holding some of its second round selections in regional areas. Furthermore, JICA will decide on the new training and study programs for Japan Overseas Cooperation Volunteers (JOCV) and Senior Volunteers scheduled for introduction in fiscal 2013.
- JICA will reinforce its indirect support for returned volunteers in passing on their experience to society and to furthering their careers. It will increase the number of information meetings held for companies and local governments to four annually. It will also strengthen assistance with returned volunteers' career paths by establishing and operating a career assistance information website and by taking other measures.

Furthermore, JICA will collect and disseminate positive examples of returned volunteers who continued activities that benefit society and will formulate a proposal for training after returning to Japan and other assistance measures.

(b) Citizen participatory cooperation

- JICA will renew necessary information on its website on countries eligible for development projects to support the activities of NGOs and other citizen participatory cooperation organizations.
- JICA will hold information meetings for involved organizations at the commencement of JICA Partnership Programs in order to ensure the smooth start and implementation of the project. In addition, it will hold an implementation planning meeting that shall continue to review the plan post-onset and also strive to make a conclusive assessment of the project at completion.
- JICA will hold meetings of the JICA Partnership Programs, which conduct discussions on areas of cooperation between NGOs and JICA, and strive to implement the necessary measures gleaned from those discussions.
- At JICA Global Plaza, JICA will provide assistance services for various independent attempts at international cooperation in its authorized regions. In addition, JICA will assemble and disseminate information on NGOs, companies, citizens and others, creating opportunities for those interested in international cooperation to network. JICA's goals for these activities shall be to increase the number of cases of providing information by 10% year on year and to improve the degree of satisfaction of those using its information services. JICA will implement a user satisfaction survey and aim to achieve ratings of 4 or better on a 1-to-5 escalating scale of satisfaction in 70% or greater of the responses.
- JICA will aim for effective implementation of its development education programs through collaboration with NGOs, academic institutions, local governments and other organizations. It will enhance the capacity of personnel conducting development education as well as improve the content of each program and other measures. Based on these efforts, JICA will target pushing the number of accesses of its development education website to above 100,000 by improving and expanding content and have more than 3,500 people complete training courses for development education.
- JICA will pursue different types of programs and improve their content with the goal of reinforcing the organizations of NGOs and other organizations that aim to conduct international cooperation activities and to boost their operational capacity.

(c) Public relations

(i) Communicating information on ODA activities

Based on its public relations strategy, JICA will conduct effectively as one of its core activities, general public relations and specialized public relations targeting influential individuals, the media, and other opinion leaders that communicate the significance of international cooperation and the background issues in an easy to understand manner to a broad range of Japanese citizens. The goal of these activities shall be to promote the Japanese public's trust, understanding and empathy and participation in international cooperation as well as understanding of Japan's ODA programs in developing areas. When carrying out public relations activities, JICA will strengthen its comprehensive external communications, including the use of new media and other measures, keeping especially in mind the promotion of citizen participation and the improvement of the visibility of its operations.

(ii) Increasing the visibility of ODA (enhancing transparency)

JICA will enhance its disclosure of information, thoroughly pursuing visibility of its activities through a website that systematically provide information on ODA projects.

(6) Reinforce JICA's role as a "node" for a variety of associated entities

- (a) Collaboration with NGOs, private sector companies and other variety of associated entities
- In order to strengthen its cooperation with NGOs and other associated entities, JICA will continue to hold collaboration meetings with NGOs.

Moreover, it will reinforce its cooperation with the private sector by implementing follow up sessions for trainees, partnership seminars, and other measures for operations that contribute to overseas development assistance for small and medium-sized enterprises (SME).

- For the purpose of reinforcing its role as a "node" for a variety of associated entities, JICA will expand its program of holding various conferences with educational institutions and local governments to pursue collaboration.
- JICA will establish systems to promote collaboration with the private sector and steadily implement related activities. It also will strengthen its external communications about its collaboration with the private sector and determine needs in the market.
- JICA will promote the formation of projects that leverage the knowledge, technology capabilities, and capital cooperation of the private sector. It will also promote the formation of projects where JICA assistance leads to the start up of private sector businesses.

(b) Contribution to Japan's leadership in the international community

- Mutually sharing operational strategy for countries, regions and sectors and measures of solving development issues with international organizations and bilateral donors, JICA will disseminate information and promote aid collaboration in the formation of international trends for development assistance and development assistance policies for countries, regions and sectors.
- Utilizing bilateral meetings and international conferences as forums, JICA will encourage discussions with emerging donors and seek to share operational strategies and development assistance experiences and approaches with others and to pursue triangular cooperation.
- JICA will mutually share operational strategy for countries, regions and sectors and measures of solving development issues through meetings with international organizations and bilateral donors. It also will promote collaboration with international agencies and other institutions on individual programs and projects.

(7) Cross-cutting issues in JICA's operations

(a) Environmental and social considerations

- Operating in accordance with its Guidelines for Environmental and Social Considerations, JICA will conduct surveys on environmental and social considerations and confirm monitoring results with support from external experts.
- JICA will carry out training of staff members of headquarters and overseas offices, experts, consultants, staff members of counterparty governments and others regarding its Guidelines for Environmental and Social Considerations.

(b) Gender equality

- JICA will continue to share information regarding good examples of gender mainstreaming measures with the goal of promoting gender equality in the operations of all sections. Moreover, to ensure that the implementation of projects appropriately put together from a gender mainstreaming point of view is managed and that activities are carried out, JICA will continue to hold gender equality lectures for staff members, experts, external personnel and others.
- By monitoring priority projects, JICA will determine good examples of gender mainstreaming, extract lessons and provide feedback for its operations.

(c) Operations evaluation

- JICA will redouble its efforts to promote steady ex-post evaluations of operations and garner suitable recommendations and lessons. Furthermore, it will designate special evaluation themes for projects that seem likely to provide valuable lessons and broadly distribute the lessons learned from more detailed analysis within JICA.
- In addition to producing and making public its annual operations evaluation report in an easy-to-understand format, JICA will promptly also make it available on its website. Moreover, it will improve the capability of searching for this information by increasing the number of postings of evaluation reports and evaluation result tables for individual operations on the website.

- On a program-basis, JICA will promote setting outcome indicators and utilizing lessons learned at the ex-ante stage when carrying out operations. JICA will widely share within its own organization information on the implementation and results of impact evaluations used to measure in great detail the impact of the project's outcome.

(d) Reinforced safety measures

- JICA will ensure a steady implementation of safety measure orientations for related personnel before deployment and continue to carry out safety measures during their deployment.
- For projects that include construction of facilities, JICA will take measures to make sure that the governments and executing bodies of the developing country, consultants, and contractors rigorously implement safety measures and to strengthen the mechanism to support these organizations when their measures are inadequate. Those measures shall include producing execution reference manuals, compiling external-use explanation materials and organizing systematic improvement measures for each stage of a project of the different assistance methods (Technical Cooperation, ODA Loans and Grant Aid). In addition, JICA will conduct safety measure seminars, dispatch experts and other personnel, and provide advice and take other safety related action.

(e) Unless there is a justifiable reason not to do so, JICA will immediately take measures requested by the Minister for Foreign Affairs based on Article 40 of the Act of the Incorporated Administrative Agency-Japan International Cooperation Agency.

2 Measures to be taken toward achievement of the objectives related to increased efficiency in operations management.

(1) Improving flexibility in organizational management

- JICA will review its organizational structure at headquarters, including streamlining its headquarters. The review shall aim to enable it to promptly and properly respond to the assistance needs of each region and country and to operate strategically and effectively.
- JICA will perform necessary reviews to achieve the appropriate allocation of the overseas offices. In doing so, it will keep in mind changes in international circumstances, such as the political, economic and security conditions in developing regions, the duration of the project and the security conditions required by long stayers. Moreover, JICA will identify issues including the preservation of the legal status of overseas offices and personnel and the application of governance for financial operations involved with Loan Assistance, and individually consider the functional integration of overseas offices, and reach a conclusion by the summer of 2012.
- JICA will take steps to strengthen overseas on-site functions through such measures as reinforcing training for national staff members and revising its operational implementation system.
- In revising its domestic offices, JICA will relocate the functions of JICA Global Plaza at Hiroo to other facility. In addition, JICA will organizationally and physically integrate Osaka International Center and Hyogo International Center, restarting operations under a new system as the Kansai International Center. Moreover, JICA will organizationally integrate the Sapporo International Center and Obihiro International Center, commencing operations under a new system as the Hokkaido International Center.
- JICA will promote the greater use of its facilities by strengthening its collaborations with a variety of partners, such as private sector companies, NGOs, local governments and universities (including the conclusion of collaboration agreements). Through these measures, JICA will aim to achieve a goal of approximately 470,000 users of its domestic bases.

(2) Proper and fair organization and operations

(a) Increasing competitiveness and transparency in contracts

- From the standpoint of forming proper contractual agreements, including making them more competitive, JICA will implement measures to reduce single-party bids and applications. It will conduct monitoring and analysis of the performance of contracts on a regular basis

and implement continuous inspections by the Contract Surveillance Committee. JICA will also make efforts to improve the methods of providing information for new participants, such as JICA's website and other channels. As measures to further improve the contract procedure for consultants and others, JICA will review, make public and disseminate its oversight and inspection guidelines; hold dialogues with companies through information meetings on its procurement system and other venues; review the performance evaluations of consultants and others; and monitor experiments with comprehensive evaluation bidding methods.

- In terms of forming proper contractual agreements, including making them more competitive, for a non-competitive single tender contract, JICA will monitor performance status and reflect results in its guidelines as well as conducting continuous inspections.
- With a view to further enhancing the transparency of contracts, JICA will continue to implement the measures employed to establish them. It will make its selection process, selection standards, selection results, contracts with companies that have certain relationships with JICA and other aspects of contractual transactions available to the public. In addition, it will continue to establish the practice of having independent parties check the contacts of consultants and others.
- In order to properly implement operations, JICA will continue such measures as random inspections of subcontracting agreements regarding the contracts of consultants and others. It will appropriately investigate all information regarding fraud and other improper behavior and deal strictly with any cases of fraud or improper behavior discovered.
- Contracts with associated public-service corporations will be awarded, in principle, based on competitive open bidding. Non-competitive single tender contracts shall be limited to unavoidable cases. In addition, JICA will proceed with measures to reduce single-party bids and applications. Moreover, it will aim at creating greater transparency by publicly announcing contracts with companies that have certain relationships with JICA.

(b) Improving governance and transparency

- JICA will appropriately conduct internal audits and take steps to reinforce its internal control system.
- JICA will formulate concrete measures to deal with issues pointed out by the auditors and audits and follow up by monitoring conditions.
- JICA will work to maintain and improve its internal control environment based on risk monitoring conducted utilizing the annual operation plan of each section. In addition, to control the overall risk exposure of the organization, JICA will regularly hold a variety of committees related risk management and feedback the results of those meetings and related risk measures to be taken to all sections. Through these and other actions, JICA will reinforce its internal control system, including control of the inherent risks of financing operations.
- JICA will continue to take steps to make its whistle-blowing system known throughout the organization, and deal appropriately with notices received.
- To improve the security of information management, JICA will execute suitable information security measures in line with the Information Security Strategy to Protect the Public and other government policies.
- JICA will perform evaluations of performance executed under the annual plan with the participation of external specialists. The results of evaluations shall be distributed throughout JICA's organization and reflected in future operations.
- JICA will consider establishing a system for incorporating proposals for improving operations from experts, volunteers, commissioned organizations, and others.

(c) Streamlined and appropriate administrative operations

- JICA will streamline and simplify administrative operations. This process shall include such measures as the standardization of the various forms of general contracts, simplification of a portion of the selection procedures for contracts with consultants and others and introduction of an electronic bidding system.
- To procure materials more efficiently, JICA will introduce a new

procurement system and encourage its firm establishment. In addition, it will review the contract information that it collects and compiles and consider its collecting system for contract information in order to manage contract information more efficiently.

- JICA will set up a suitable framework for procurement activities at overseas offices. It will produce a guide for service provision contract (with local consultants), construction contracts, and other contracts and disseminate these procedures and systematically dispatch short-term assistant for overseas procurement.
- JICA will determine issues that must be addressed to further improve the efficiency of the process of dispatching experts and others. In addition, it will adjust the relationship between the travel and dispatch allowance systems. JICA will also investigate the travel and dispatch allowance systems with regard to their contribution to further improvement of the dispatching procedure.
- Based on the Kansuin System Administrative and System Optimization Plan announced in fiscal 2010, JICA will improve the efficiency of the process of accepting trainees by introducing and using a new Kansuin System.
- JICA will carry out a review to achieve further rationalization of the efficiency of procedures for dispatching volunteers, and produce a manual and take other actions based on that review.

(3) More efficient utilization of costs, appropriate salary levels, etc., suitable review of assets

(a) More efficient utilization of costs

While preserving the quality of operations, JICA will aim to improve the efficiency of management grants operations by at least 1.4% in each fiscal year with regard to total general administrative and operating expenses (except special operating expenses and one-time items). Measures to reach this target shall include a proper and stringent review of payments and other benefits for experts, project formulation advisors, overseas health management personnel and others; controlling payments to volunteers; and cutting fixed and other costs. These efficiency measures shall not apply to personnel expenses, which are provided for in the next section.

(b) Appropriate salary levels, etc.

JICA will take actions to determine appropriate salary levels in accordance with a plan and make a public announcement of the results of its salary examination and its initiatives. In addition, JICA will implement appropriate measures regarding total personnel expenses, taking into account the policy of the Japanese government. JICA will proceed with reviewing work allowances provided to personnel sent overseas with reference to such allowances given to employees of the Japanese government, private sector companies and other organizations.

(c) Suitable review of assets

JICA will continue to disclose detailed information about its assets. In conjunction with those efforts, JICA will review its assets and consider the necessity of holding them. For employee housing, it will take appropriate actions that are consistent with the government's policy for the review of employee housing at incorporated administrative agencies. JICA also will continue to consider effective ways to utilize its portion of the Takebashi Godo Building.

3 Budget (including estimation of personnel costs), income and revenue planning, capital planning (except accounts for finance and investment)

- From the perspective of achieving further transparency in its financial affairs, JICA will consider and prepare to introduce improvements to the disclosure method for segment information on financial statements for its fiscal 2012.
- JICA will continue to work on securing its own revenues and properly managing and using those revenues.

4 Short-term loan ceilings

General Account: ¥62.0 billion

Finance and Investment Account: ¥220.0 billion

Reasons: The General Account requires loans to avoid late payments of personnel expenses to staff members and operational expenses in the event of an approximately 3 month delay in the receipt of management grants from the Japanese government.

The Finance and Investment Account requires loans to deal quickly and efficiently with events such as short-term funding gaps involving short-term loan repayments and the collection of loans receivable, temporary funding when FILP agency bonds are issued, rapid changes in the amount of loans extended, and other events.

5 Plan for disposing of assets that are unnecessary or expected to become unnecessary

JICA will sell 34 units of some condominiums used for employee housing. It will reimburse the Japanese government for these assets by paying an amount calculated using the standard prescribed by the supervising Cabinet minister but limited to the actual proceeds of these sales. Among other assets, JICA will either sell or transfer the property of Osaka International Center to the Japanese government by the end of fiscal 2012 and proceed with plans to dispose of JICA Global Plaza at Hiroo.

6 Use of surplus funds (except the account for Japanese ODA Loans)

If there is a surplus, these funds are used for operations, facilities and equipment that can improve JICA's programs while taking into account the progress of Mid-term Plan.

7 Other items related to operations management stipulated by ordinances of the competent ministry

(1) Facilities and equipment

JICA will conduct engineering and seismic diagnoses of the facilities of domestic offices and others.

(2) Personnel planning

- Working to continue and improve training programs for personnel evaluators, JICA will appropriately implement annual evaluations of staff members' work performance and appropriately reflect the previous fiscal year's evaluation results in their benefits and compensation.
- JICA will allocate its human resources properly according to skill and project needs in order to improve the effectiveness and efficiency of its operations and to further strengthen its overseas organization.
- JICA will establish a consultation system related to the development of the careers of staff members. It will also continue and improve its measures to provide career level based training and differently categories of specialist training, including the placement of staff members in international and other organizations.
- JICA will continue its measures to support staff members on overseas assignments and their families. It will also make these measures more specific.

(3) Matters related to the disposal of reserve funds and the handling of assets obtained from the collection of loan payments

- When reserve funds remain after the procedure prescribed in Article 44 of the Act on General Rules for Incorporated Administrative Agency, the portion of this amount approved by the supervising Cabinet minister can be used as follows: for contracts (except Loan Assistance operations) where liabilities exceed the Mid-term Objectives period due to unavoidable circumstances in the immediately preceding Mid-term Plan; for accounting treatment concerning the amount that affects profits and losses in the account for transitional functions, etc. that were recorded during the previous Mid-term Objectives period; and for other cases.
- Recovered claims or other funds received during the previous Mid-term Objectives period shall be submitted to the Japanese government in an appropriate manner based on the Act for the Incorporated Administrative Agency-Japan International Cooperation Agency.

Statistics on Program Results

Interpreting the Statistics

The following shows statistics relating to JICA's operations in FY2011.

The methods of calculation and the range of figures are as follows.

- When categorized according to region, figures for bilateral cooperation are based on classification into six regions.
 - Asia (including Central Asia and the Caucasus, excluding the Middle East);
 - Pacific;
 - North America and Latin America;
 - Middle East (west of Iran and north of Sahara except Sudan);
 - Africa (excluding the Middle East);
 - Europe (including Turkey)
- The programs are classified into the following five types in regard to the program results by number of participants.
 - Acceptance of technical training participants;
 - Dispatch of experts;
 - Dispatch of study teams;
 - Dispatch of Japan Overseas Cooperation Volunteers (JOCV); and
 - Dispatch of other volunteers
- Sectoral classification in regard to the Technical Cooperation employs the following 10 categories.
 - Planning/administration;
 - Public works/utilities;
 - Agriculture/forestry/fisheries;
 - Mining/industry;
 - Energy;
 - Business/tourism;
 - Human resources;
 - Health/medical care;
 - Social welfare; and
 - Others
- All other data in connection with JICA's operations and performance together with revisions and updates of achievements and results not appearing in this report shall be posted on JICA's website in a timely and appropriate manner.

Breakdown of Countries and Regions

Asia	Southeast Asia	Brunei Darussalam, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, Timor-Leste, Viet Nam
	East Asia	China, Hong Kong, Macao, Mongolia, Republic of Korea
	South Asia	Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, Sri Lanka
	Central Asia and the Caucasus	Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyz Republic, Tajikistan, Turkmenistan, Uzbekistan
Pacific	Pacific	Australia, Cook Islands, Fiji, Guam, Kiribati, Marshall Islands, Micronesia, Nauru, New Caledonia, New Zealand, Niue, North Mariana Islands, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu
North America and Latin America	Central America and the Caribbean	Antigua and Barbuda, Bahamas, Barbados, Belize, Costa Rica, Cuba, Dominica, Dominican Republic, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Montserrat, Netherlands Antilles Curacao, Nicaragua, Panama, Puerto Rico, Saint Christopher and Nevis, Saint Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago
	South America	Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Paraguay, Peru, Uruguay, Venezuela
	North America	Canada, United States of America
Middle East	Middle East	Algeria, Bahrain, Egypt, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Palestinian Authority, Qatar, Saudi Arabia, Syria, Tunisia, United Arab Emirates, Yemen
Africa	Africa	Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comoros, Congo, Cote d'Ivoire, Democratic Republic of the Congo, Djibouti, Equatorial Guinea, Eritrea, Ethiopia, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Sao Tome and Principe, Senegal, Seychelles, Sierra Leone, Somalia, South Africa, South Sudan, Sudan, Swaziland, Tanzania, Togo, Uganda, Zambia, Zimbabwe
Europe	Europe	Albania, Austria, Belarus, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Kosovo, Latvia, Lithuania, Luxembourg, Malta, Moldova, Monaco, Montenegro, Netherlands, Norway, Poland, Portugal, Romania, Russia, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, The Former Yugoslav Republic of Macedonia, Turkey, Ukraine, United Kingdom
Others	International Organizations, etc.	
	Worldwide	Multiregional Cooperation

Note: On a geographic regional classification basis and with regard to ODA Loan data prior to FY2007, Algeria, Egypt, Libya, Morocco and Tunisia have been included in figures for Africa (North of Sahara), while Turkey has been included in figures for the Middle East.

With respect to Technical Assistance and Grant Aid data prior to FY2007, Afghanistan, Sudan and Turkey have been classified under the Middle East.

Country names appearing by region appear in alphabetical order.

1 Outline of JICA Operations

Content of Cooperation	FY2011	FY2010 (reference)
1. Developing Countries/Regions Targeted for Assistance	152 countries/regions	150 countries/regions
2. Japan's total ODA (Calendar year, including aid for Eastern Europe and graduate nations, etc.)	¥1,582.8 billion	¥1,666.3 billion
3. JICA's Technical Cooperation Expenses (excluding administrative costs)	¥188.9 billion	¥168.8 billion
4. JICA's Grant Aid Projects (G/A basis; Ongoing JICA Projects)	¥107.6 billion	¥102.4 billion
5. JICA's Loan Aid Projects (New L/A Commitments; ODA Loan)	¥949.0 billion	¥538.9 billion
6. Training Participants (New)	27,847 (persons)	23,978 (persons)
7. Experts Dispatched (New)	9,082 (persons)	8,296 (persons)
8. Members of Study Teams Dispatched (New)	8,527 (persons)	7046 (persons)
9. JOCVs Dispatched (New)	1,046 (persons)	1,459 (persons)
10. Other JICA Volunteers Dispatched (New)	297 (persons)	433 (persons)
11. Grassroots Technical Cooperation Projects (New/Ongoing)	219 (48 countries)	211 (48 countries)
12. Technical Cooperation Projects (Ongoing)	664 (93 countries/regions)	732 (91 countries/regions)
13. Grant Aid Projects (G/A basis; Ongoing JICA Projects)	163 (63 countries)	163 (70 countries)
14. Loan Aid Projects (New)	64 (22 countries/1 organization)	36 (17 countries)
15. Dispatch of Japan Disaster Relief (JDR), Provision of Disaster Relief Supplies	24 (19 countries)	26 (16 countries)
DAC Rate: US\$1=	¥79.7	¥87.7

2 Geographical Distribution of JICA Operations

Note: The figures within Japan's ODA (2011) are provisional figures for the calendar year prepared from materials from the Ministry of Foreign Affairs of Japan. Cumulative total persons are cumulative new personnel (includes data for FY2011).

* Including Technical Assistance expenses managed under Finance and Investment Account

* Grant ceilings of projects for which a Grant Agreement (G/A) was signed. For multi-fiscal-year projects, the fiscal year the G/A was signed denotes the first year of the project, and grant ceilings by fiscal year for the subsequent fiscal years are listed.

Country	Japan's ODA (2011)			JICA's Technical Cooperation (FY2011)										JICA's ODA Loan Disbursements (FY2011) (¥1 billion)	JICA's Grant Aid (FY2011) (¥1 billion)*
	Grant Aid (US\$1 million)	Technical Cooperation (US\$1 million)	Loans (US\$1 million)	Technical Cooperation Expenses (¥1 billion)*	Type (¥1 thousand)										
					Training Participants*		Experts*		Study Team Members*		Provision of Equipment*	Other Expenses*	JOCV		Other Volunteers
				New	Ongoing	New	Ongoing	New	Ongoing	New			Ongoing	New	Ongoing

2-1 Asia

Brunei Darussalam	0.09	2011	0.00	Persons													
		Cumulative Total	3.944	Expense	1,743,977	1,011,566	675,988	416,318	96,460								
Cambodia	61.54 49.95 18.56	2011	4.267	Persons	417	43	440	60	241	11			9	44	5	25	2.460 3.845
		Cumulative Total	63.659	Expense	506,543	2,354,075	882,956	210,996	15,935	183,427	112,973			352	157	234	
Indonesia	15.54 117.62 -767.83	2011	9.247	Persons	1,366	62	980	130	1,074	30			15	35	11	14	65.525 0.836
		Cumulative Total	321.338	Expense	930,366	4,584,351	2,985,320	207,846	316,146	128,362	94,725			636	234		
Laos	6.57 37.62 3.28	2011	3.428	Persons	420	39	284	58	122	2			37	45	11	18	0.292 2.278
		Cumulative Total	57.465	Expense	439,912	1,993,808	466,829	211,980	26,049	195,981	93,555			662	139		
Malaysia	4.94 23.94 -49.92	2011	1.292	Persons	448	9	164	15	57				8	23	5	20	13.928
		Cumulative Total	111.907	Expense	389,494	549,434	169,714	25,400	8,508	75,606	74,118			1,273	177		
Myanmar	19.05 23.41	2011	1.745	Persons	426	27	108	18	67	8							0.888
		Cumulative Total	43.224	Expense	503,327	670,604	409,122	141,352	20,606								
Philippines	32.76 61.16 -663.51	2011	5.834	Persons	1,053	16	337	47	477	31			16	75			23.771 2.070
		Cumulative Total	203.771	Expense	392,587	2,701,685	1,741,146	192,849	518,008	287,962				1,496			
Singapore	1.74	2011	0.032	Persons	3	1			3								
		Cumulative Total	21.761	Expense	22	27,085	4,428										
Thailand	16.11 47.24 -237.15	2011	3.529	Persons	464	21	406	26	247	5			11	23	2	23	18.482
		Cumulative Total	216.250	Expense	527,947	1,290,503	1,350,508	186,419	18,542	72,836	82,514			603	289		
Timor-Leste	18.07 8.61	2011	0.724	Persons	116	1	71	14	18	3			4	1			
		Cumulative Total	7.447	Expense	94,247	428,794	101,420	77,586	5,201	17,014				8			
Viet Nam	24.05 126.43 861.24	2011	10.486	Persons	1,195	92	967	102	1,209	50			18	44	14	27	107.780 3.545
		Cumulative Total	107.344	Expense	1,153,907	4,850,077	3,355,706	534,756	272,306	153,468	165,420			336	121		
China	11.60 288.76 -781.70	2011	3.296	Persons	3,746	89	514	64	23				15	50	1	9	34.817 0.442
		Cumulative Total	177.212	Expense	961,663	1,788,746	101,542	251,736	23,168	139,450	29,627			774	30		
				Expense	36,491,014	43,627,884	53,177,682	28,555,448	6,661,433	8,408,514	289,942						

Country	Japan's ODA (2011)			JICA's Technical Cooperation (FY2011)											JICA's ODA Loan Disbursements (FY2011) (¥1 billion)	JICA's Grant Aid (FY2011) (¥1 billion)*						
	Grant Aid (US\$1 million)	Technical Cooperation (US\$1 million)	Loans (US\$1 million)	Technical Cooperation Expenses (¥1 billion)*	Type (¥1 thousand)																	
					Training Participants*		Experts*		Study Team Members*		Provision of Equipment*	Other Expenses*	JOCV				Other Volunteers					
New		Ongoing		New		Ongoing		New		Ongoing			New		Ongoing							
2-1 Asia (Continued)																						
Hong Kong		0.20		2011	Persons																	
					Expense																	
					Cumulative Total	1,906																
Macao				2011	Persons																	
					Expense																	
					Cumulative Total	0.001																
Mongolia	58.39	23.45	-6.25	2011	Persons	254	8	242	15	123				21	55	6	25					
					Expense	287,376		879,861		222,621	93,630	4,615	176,849	100,731								
					Cumulative Total	34,879		3,365		1,575		2,828		9,314,503	392		127					
Republic of Korea				2011	Persons																	
					Expense																	
					Cumulative Total	24,448																
Afghanistan	683.03	64.50		2011	Persons	378	17	221	37	206	5											
					Expense	565,100		3,808,041		909,832	48,835	566,278										
					Cumulative Total	33,498		2,581		1,337		1,671		1,788,218	9,314,503							
Bangladesh	21.19	34.72	11.76	2011	Persons	1,349	10	274	22	226	6		27	77	1	3						
					Expense	294,092		1,457,287		741,128	68,944	67,491	261,947	12,919								
					Cumulative Total	61,449		7,442		2,152		3,961		10,646,302	1,109		13					
Bhutan	17.11	8.82	5.95	2011	Persons	111	1	42	11	23			14	31	5	19						
					Expense	83,559		305,245		121,477	42,712	1,228	112,187	52,633								
					Cumulative Total	14,896		1,494		263		749		365		109						
India	5.23	28.32	762.46	2011	Persons	269	3	232	22	378	11		7	14								
					Expense	188,784		1,063,539		1,163,071	166,477	64,440	46,782									
					Cumulative Total	33,725		6,255		1,361		2,934		750,511	173							
Maldives		2.31	2.24	2011	Persons	26		1					10	24	1	2						
					Expense	35,790		12,467					111,249	3,356								
					Cumulative Total	6,441		844		78		356		287		10						
Nepal	51.29	23.42	-11.24	2011	Persons	155	10	140	22	95	6		20	68	7	28						
					Expense	252,399		952,971		433,630	22,277	15,146	244,257	119,665								
					Cumulative Total	61,779		5,003		2,031		3,436		10,125,742	1,527,839	140						
Pakistan	265.48	27.69	169.26	2011	Persons	175	6	82	17	272	7											
					Expense	245,401		617,411		855,692	109,035	100,174										
					Cumulative Total	46,449		5,417		1,478		3,897		167		54						
Sri Lanka	24.81	32.77	110.23	2011	Persons	422	11	173	19	133	3		20	46	3	4						
					Expense	256,468		747,559		633,385	29,228	32,903	130,934	13,764								
					Cumulative Total	69,455		11,757		2,067		4,504		827		60						
Armenia	0.46	3.24	3.71	2011	Persons	38		6		24	5											
					Expense	61,195		19,401		128,506		2,354										
					Cumulative Total	2,792		459		61		362										
Azerbaijan	4.94	1.11	99.54	2011	Persons	27		2		0	4											
					Expense	37,975		1,075		55,628		3,786										
					Cumulative Total	2,974		441		9		321										
Georgia	0.75	0.55	3.42	2011	Persons	10		12		0												
					Expense	13,706		16,628		29,629		3,250										
					Cumulative Total	1,844		359		23		178										
Kazakhstan	1.37	3.75	-26.64	2011	Persons	86		11		3	4											
					Expense	76,860		111,630		18,444	7,450	6,673										
					Cumulative Total	12,529		1,198		299		1,142		591,815	544,235							
Kyrgyz Republic	20.36	9.81	-0.37	2011	Persons	89	1	30	14	48	6		8	35	2	9						
					Expense	121,858		317,665		287,997	21,748	71,388	108,463	34,420								
					Cumulative Total	12,053		1,407		314		780		124		30						
Tajikistan	18.09	4.35		2011	Persons	383		11		6												
					Expense	143,137		138,076		37,892	12,294	4,753										
					Cumulative Total	4,416		1,684		51		291				2,986						
Turkmenistan	0.4	0.59	-2.74	2011	Persons	23		0		0												
					Expense	25,218				435												
					Cumulative Total	0,812		412		38		90,788		113,288								
Uzbekistan	9.37	11.61	-24.60	2011	Persons	154	3	48	7	2			11	24	3	11						
					Expense	180,280		342,862		46,303	46,297	11,890	82,251	49,659								
					Cumulative Total	13,720		1,775		819		1,018		142		51						
					Expense	2,423,019		2,819,515		4,312,102		928,907		1,414,070		1,290,511		531,586				
					2-2 Pacific																	
					Australia				2011	Persons												
Expense																						
Cumulative Total	0.208																					
Cook Islands		0.07		2011	Persons	5		0		0												
					Expense	7,439																
					Cumulative Total	0,795		171		22		43										
					Expense	279,367		80,190		398,671		29,861		6,417								

Country	Japan's ODA (2011)			JICA's Technical Cooperation (FY2011)										JICA's ODA Loan	JICA's Grant Aid		
	Grant Aid (US\$1 million)	Technical Cooperation (US\$1 million)	Loans (US\$1 million)	Technical Cooperation Expenses (¥1 billion)*	Type (¥1 thousand)										Disbursements (FY2011) (¥1 billion)	(FY2011) (¥1 billion)*	
					Training Participants*		Experts*		Study Team Members*		Provision of Equipment*	Other Expenses*	JOCV				Other Volunteers
New		Ongoing		New		Ongoing		New		Ongoing			New		Ongoing		
2-3 North America and Latin America (Continued)																	
Argentina	1.51	8.64	-1.43	2011	0.362	Persons	71	3	13	0						10	30
				Expense	144,908	36,390	2,728	13,538	4,074	7,698	153,051						
				Cumulative Total	45.995	Expense	3,500	1,200	1,686			21	2,819	238			
Bolivia	23.15	15.90	-0.22	2011	1.438	Persons	113	1	54	18	21			13	51	3	17
				Expense	163,662	764,115	129,071	81,191	38,902	184,614	76,058						
				Cumulative Total	67.099	Expense	5,596	1,219	2,544			850	1,962	142			
Brazil	1.58	30.71	119.90	2011	2.319	Persons	221	11	84	6	66	7			31	68	
				Expense	500,990	599,185	511,971	129,293	230,329	7,587	339,389						
				Cumulative Total	104.447	Expense	9,931	2,634	3,759			49	53,842	466			
Chile	0.39	4.48	-1.27	2011	0.360	Persons	71		11	1	27			1	10	7	6
				Expense	115,106	65,385	76,959	16,259	42,938	43,701							
				Cumulative Total	41.577	Expense	3,111	1,199	1,844			187	24	71			
Colombia	3.26	7.95	-9.02	2011	0.759	Persons	462	2	9	10	4			12	7	6	22
				Expense	296,869	177,705	73,483	9,763	18,168	71,364	111,711						
				Cumulative Total	29.339	Expense	4,273	473	1,576			230	59	67			
Ecuador	9.52	5.72	-25.56	2011	0.454	Persons	84		7	10	8			18	18	4	12
				Expense	91,825	165,657	25,670	4,237	13,597	105,606	47,800						
				Cumulative Total	21.853	Expense	1,665	343	1,214			469	52				
Paraguay	3.72	14.87	-42.52	2011	1.214	Persons	149	5	94	12	27	5		21	61	9	38
				Expense	127,182	397,003	220,024	79,375	30,527	195,336	164,911						
				Cumulative Total	81.728	Expense	3,588	1,714	2,543			1,072	7,236	300			
Peru	40.19	22.52	12.33	2011	1.271	Persons	124	7	59	10	80	1		4	10	4	4
				Expense	187,234	508,762	396,350	26,740	83,114	43,089	25,810						
				Cumulative Total	50.321	Expense	6,559	1,103	2,519			235	16	20			
Uruguay	0.43	2.45	-2.43	2011	0.173	Persons	41	3	1	1						3	17
				Expense	64,335	12,348	6,723	1,449			87,804						
				Cumulative Total	14.668	Expense	1,352	448	585			3	46	116			
Venezuela	1.40	2.00		2011	0.172	Persons	54	1	0	1	1			3	19		
				Expense	89,321	16,087	2,589			63,848							
				Cumulative Total	10.281	Expense	1,442	262	578			87	49				
Canada				2011	0.003	Persons	4		0	0							
				Expense	1,391		964	1,032									
				Cumulative Total	0.503	Expense	114	13	25			5,177					
United States of America				2011	0.154	Persons			2	3							
				Expense			35,231	80,960	37,622								
				Cumulative Total	1.051	Expense	11	63	166			388					

2-4 Middle East																	
Algeria		1.43		2011	0.181	Persons	13	1	24	1	3						
				Expense	30,503	137,778	12,278	287									
				Cumulative Total	6.820	Expense	675	345	396								
Bahrain		0.07		2011		Persons											
				Expense													
				Cumulative Total	1.364	Expense	241	30	5			52,558	6,817				
Egypt	0.12	33.06	-126.30	2011	3.542	Persons	185	19	229	24	199	4		18	30	3	2
				Expense	296,454	1,205,498	964,226	889,027	65,425	113,423	8,357						
				Cumulative Total	65.761	Expense	10,080	2,312	4,471			211	34				
Iran	7.03	8.73	-31.12	2011	0.748	Persons	58	3	17	9	44						
				Expense	61,313	456,655	207,696	18,393	3,515								
				Cumulative Total	23.776	Expense	2,992	881	1,680								
Iraq	5.78	10.29	353.91	2011	1.186	Persons	652	36	8	3	80						
				Expense	475,236	134,184	406,280	170,768									
				Cumulative Total	11.116	Expense	5,952	113	412								
Israel		0.24		2011		Persons											
				Expense													
				Cumulative Total	0.045	Expense	27	2	33								
Jordan	2.21	13.86	-129.16	2011	0.923	Persons	101	3	9	14	41	4		23	42	10	12
				Expense	113,353	256,091	278,291	24,000	18,591	162,813	69,750						
				Cumulative Total	30.583	Expense	1,963	708	1,542			463	188				
Kuwait		0.09		2011		Persons											
				Expense													
				Cumulative Total	0.935	Expense	205	35	1			43,565	7,997				
Lebanon	3.65	1.843	1.20	2011	0.158	Persons	6		0	0	2						
				Expense	9,231	131,183	17,946										
				Cumulative Total	1.335	Expense	200	16	155								
Libya	8.13	0.05		2011	0.003	Persons											
				Expense													
				Cumulative Total	0.133	Expense	70	10	20								

Country	Japan's ODA (2011)			JICA's Technical Cooperation (FY2011)											JICA's ODA Loan Disbursements (FY2011) (¥1 billion)	JICA's Grant Aid (FY2011) (¥1 billion)*		
	Grant Aid (US\$1 million)	Technical Cooperation (US\$1 million)	Loans (US\$1 million)	Technical Cooperation Expenses (¥1 billion)*	Type (¥1 thousand)													
					Training Participants*		Experts*		Study Team Members*		Provision of Equipment*	Other Expenses*	JOCV				Other Volunteers	
		New	Ongoing	New	Ongoing	New	Ongoing	New	Ongoing	New			Ongoing	New	Ongoing	New	Ongoing	New
2-5 Africa (Continued)																		
Democratic Republic of the Congo	1,161.49	9.66	-1,029.04	2011	0.803	Persons	2,435	17	11	4	3							
				Expense	479,497	268,645	34,141	20,764										
Djibouti	11.94	4.63		2011	0.486	Persons	28	6	1	28				20	14			
				Expense	37,568	29,326	297,649	4,313					117,036					
Equatorial Guinea		0.32		2011	0.007	Persons	4	0	0									
				Expense	6,823													
Eritrea	6.25	2.19		2011	0.179	Persons	20	6	0	3	3							
				Expense	65,705	72,437	17,438	23,625										
Ethiopia	81.16	34.54		2011	3.625	Persons	165	15	158	41	153	10			21	45	3	6
				Expense	255,587	1,866,265	1,040,427	151,450	90,107	194,144	27,370							
Gabon	8.48	4.83	-2.36	2011	0.408	Persons	31	5	17	6	7			29	26			
				Expense	59,130	163,815	19,909	2,078	5	162,611								
Gambia	11.17	0.18		2011	0.014	Persons	11	0	0									
				Expense	14,408													
Ghana	22.04	23.68		2011	2.483	Persons	244	12	101	21	107	10			39	65	2	2
				Expense	363,136	1,228,968	470,261	63,302	31,479	293,799	31,752							
Guinea	1.00	0.98		2011	0.140	Persons	12	0	0	20								
				Expense	4,803					135,125								
Guinea-Bissau	8.71	1.07		2011	0.132	Persons	12	1	0	8	3							
				Expense	5,383	7,914	118,519											
Kenya	98.57	36.39	-57.17	2011	4.866	Persons	1,149	15	143	48	147	7			38	85	2	3
				Expense	434,785	2,048,924	1,137,163	868,423	43,201	321,868	11,695							
Lesotho	19.48	0.74		2011	0.055	Persons	51	2	0	0	3							
				Expense	50,594				3,701									
Liberia	230.64	2.17	-198.24	2011	0.267	Persons	36	1	4	2	20	1						
				Expense	71,468	60,765	131,848			2,734								
Madagascar		10.62		2011	0.986	Persons	5	41	15	34								
				Expense	30,989	622,093	215,339	27,177	18,547	72,225								
Malawi	11.37	17.16		2011	1.961	Persons	178	14	56	16	45	1			46	74		7
				Expense	311,027	633,743	471,353	114,573	59,350	320,524	50,799							
Mali	36.17	7.36		2011	0.653	Persons	59	7	4	34					2	9		
				Expense	65,891	128,571	403,137	847	85	54,347								
Mauritania	9.03	0.96		2011	0.112	Persons	42	2	1	7								
				Expense	39,270	39,655	32,793	767										
Mauritius	0.12	1.25	-3.85	2011	0.139	Persons	27	1	1	11								
				Expense	44,281	32,808	61,914											
Mozambique	14.18	17.09	17.21	2011	2.581	Persons	131	7	100	14	85	17			13	47		3
				Expense	145,901	1,034,700	1,065,444	113,726	23,472	185,622	12,003							
Namibia	0.15	3.35	21.69	2011	0.394	Persons	67	2	6	3	11	3			8	17		
				Expense	85,115	133,704	85,925	9,952		79,120								
Niger	11.08	4.27		2011	0.365	Persons	18	11	12	3								
				Expense	14,287	262,723	49,592	1,928	5,604	30,532								
Nigeria	24.92	13.25		2011	1.084	Persons	327	5	52	6	71							
				Expense	189,362	450,773	408,511	21,774	13,401									

Country	Japan's ODA (2011)			JICA's Technical Cooperation (FY2011)											JICA's ODA Loan	JICA's Grant Aid			
	Grant Aid (US\$1 million)	Technical Cooperation (US\$1 million)	Loans (US\$1 million)	Technical Cooperation Expenses (¥1 billion)*	Type (¥1 thousand)											Disbursements (FY2011) (¥1 billion)	(FY2011) (¥1 billion)*		
					Training Participants*		Experts*		Study Team Members*		Provision of Equipment*	Other Expenses*	JOCV		Other Volunteers				
New		Ongoing		New		Ongoing		New		Ongoing			New	Ongoing	New	Ongoing			
Croatia	0.80	2.75		2011	Persons	11		44	1	1									
				Expense	16,775		183,573		8,825	11,819									
Cyprus		0.05		Cumulative Total	Persons	138		79											
				Expense	319,169		215,840		405,877	13,496	23,898								
Czechoslovakia				2011	Persons														
				Expense															
Czech Republic		0.31		Cumulative Total	Persons	139		3		33									
				Expense	438,033		8,169		149,334	684									
Denmark				2011	Persons	185		11		1									
				Expense	354,012		149,349		4,392	65,691	5,283								
Estonia		0.16		2011	Persons														
				Expense															
Finland				Cumulative Total	Persons	75													
				Expense	128,557														
France				2011	Persons			0	1										
				Expense				7,661	35,384	19,343									
Germany				Cumulative Total	Persons	1				30	263								
				Expense				155,869	340,561	6,146	277,868	106,442							
Greece				2011	Persons														
				Expense															
Hungary		1.34		Cumulative Total	Persons	27		8		41									
				Expense	138,081		7,559		170,548	26,005	4,040								
Iceland				2011	Persons														
				Expense															
Ireland				Cumulative Total	Persons														
				Expense															
Italy				2011	Persons														
				Expense															
Kosovo	0.39	1.49		Cumulative Total	Persons	1				8									
				Expense															
Latvia		0.16		2011	Persons	28		14	1	3									
				Expense	49,203		65,517		23,614	3,950									
Lithuania		0.19		Cumulative Total	Persons	87		15		11									
				Expense	171,538		87,356		30,079	51,307									
Luxembourg				2011	Persons														
				Expense															
Malta		0.01		Cumulative Total	Persons														
				Expense															
Moldova	5.47	2.64		2011	Persons	77		18		16									
				Expense	252,433		94,536		44,178	5,082	2,614								
Montenegro	4.60	0.07		Cumulative Total	Persons	18		2	0	14									
				Expense	34,036		13,785		209,556	18,749									
Monaco				2011	Persons	279		10		148									
				Expense	500,142		113,793		752,197	236,058	62,912								
Moldova				Cumulative Total	Persons														
				Expense															
Montenegro				2011	Persons	4		0	0										
				Expense	14,523														
Montenegro				Cumulative Total	Persons	43		3		33									
				Expense	86,654		11,148		523,208	30,175	52,054								

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Program Goals and Overview

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Data and Information

Country	Japan's ODA (2011)			JICA's Technical Cooperation (FY2011)										JICA's ODA Loan Disbursements (FY2011) (¥1 billion)	JICA's Grant Aid (FY2011) (¥1 billion)*											
	Grant Aid (US\$1 million)	Technical Cooperation (US\$1 million)	Loans (US\$1 million)	Technical Cooperation Expenses (¥1 billion)*	Type (¥1 thousand)																					
					Training Participants*		Experts*		Study Team Members*		Provision of Equipment*	Other Expenses*	JOCV			Other Volunteers										
		New	Ongoing	New	Ongoing	New	Ongoing			New			Ongoing	New	Ongoing											
Netherlands				2011	0.001	Persons																				
				Cumulative Total	0.011	Expense					1,467															
Norway				2011		Persons																				
				Cumulative Total	0.008	Expense																				
Poland		0.75	-14.51	2011		Persons																				
				Cumulative Total	8.972	Expense	830	287	593												106					
Portugal				2011	0.005	Persons																				
				Cumulative Total	0.205	Expense					4,576															
Romania	0.12	1.05	50.30	2011	0.006	Persons																				
				Cumulative Total	10.046	Expense	1,998	3,814													30					
Russia				2011	0.002	Persons																				
				Cumulative Total	0.127	Expense	988	178	617													118				
Serbia	4.39	4.73	-0.28	2011	0.337	Persons	47	2	53	4	5															3
				Cumulative Total	3.258	Expense	73,621	209,889	14,992	19,741	4,503															
Slovakia		0.14	-7.43	2011		Persons																				
				Cumulative Total	1.487	Expense	2	0																		
Slovenia		0.18		2011		Persons																				
				Cumulative Total	0.474	Expense	349	23	110																	
Soviet Union				2011		Persons																				
				Cumulative Total	0.133	Expense																				
Spain				2011		Persons																				
				Cumulative Total	0.001	Expense																				
Sweden				2011	0.003	Persons																				
				Cumulative Total	0.022	Expense																				
Switzerland				2011	0.034	Persons																				
				Cumulative Total	0.228	Expense	0	1																		
The Former Yugoslav Republic of Macedonia	0.56	1.83	1.35	2011	0.217	Persons	25	5	10	1	8															
				Cumulative Total	3.842	Expense	68,042	84,485	39,751	21,139	3,455															
Turkey	11.36	9.73	4.50	2011	0.640	Persons	73	6	55	2	21															
				Cumulative Total	42.635	Expense	108,040	334,514	159,571	1,639	10,651															
Ukraine	0.98	3.21	107.08	2011	0.155	Persons	42	1	2	19																
				Cumulative Total	1.392	Expense	39,923	12,272	101,164	251	1,378															
United Kingdom				2011	0.012	Persons																				
				Cumulative Total	0.328	Expense																				

3 Regional Distribution of Technical Cooperation

Type of Cooperation	New/Ongoing	Total Number of Persons	Planning/Administration		Public Works/Utilities				Agriculture/Forestry/Fisheries				Mining/Industry		Energy	Business/Tourism		Human Resources		Health/Medical Care	Welfare	Others
			Development Planning	Administration	Public Utilities	Transport/Traffic	Social Infrastructure	Communication/Broadcasting	Agriculture	Animal Industry	Forestry	Forestry	Mining	Industry		Business/Trade	Tourism	Human Resources	Science/Culture			

3-1 Asia

Training Participants	New	13,599	788	3,298	454	604	1,541	108	976	368	1,332	59	11	158	304	322	96	977	8	1,465	339	391
	Ongoing	469	84	44	7	15	15	8	35	7	5	1	2	23	13			181	1	27		1
	Total	14,068	872	3,342	461	619	1,556	116	1,011	375	1,337	60	13	181	317	322	96	1,158	9	1,492	339	392
Experts Dispatched	New	5,822	285	1,300	366	527	402	31	476	36	339	33	1	59	250	201	31	506	72	558	272	77
	Ongoing	731	58	118	31	53	43	4	102	11	31	9	1	7	9	25	1	65	2	68	25	68
	Total	6,553	343	1,418	397	580	445	35	578	47	370	42	2	66	259	226	32	571	74	626	297	145
Members of Study Teams Dispatched	New	5,198	533	236	602	1,587	266	128	274	31	120	21	5	80	607	159	17	280	8	115	25	104
	Ongoing	189	9	8	23	80	5	2	24		5	2		3	7	5		10		4	1	1
	Total	5,387	542	244	625	1,667	271	130	298	31	125	23	5	83	614	164	17	290	8	119	26	105
JOCVs Dispatched	New	271	2	22			2		23	1	2			5			1	121	5	67	12	8
	Ongoing	714		52	3		15	1	110	9	2	1		24		1	7	242	32	152	54	9
	Total	985	2	74	3		17	1	133	10	4	1		29		1	8	363	37	219	66	17
Other Volunteers Dispatched	New	78		5	6		4	3	5	1				8	2	11	2	22	2	2	1	4
	Ongoing	237		28	7	4	11	8	13	3			3	27	7	18	10	47	13	11	22	5
	Total	315		33	13	4	15	11	18	4			3	35	9	29	12	69	15	13	23	9

3-2 Pacific

Training Participants	New	349	8	51	30	25	21	7	10	1	8	9	1	15	14	2	8	73		55	7	4
	Ongoing	15	1						7					1				6				
	Total	364	9	51	30	25	21	7	17	1	8	9	1	16	14	2	8	79		55	7	4
Experts Dispatched	New	245		63	45	10	12	30	13		1	11			6					43		11
	Ongoing	44	9	5	4	1	1	3	1		2									1		17
	Total	289	9	68	49	11	13	33	14		3	11			6					44		28
Members of Study Teams Dispatched	New	142		5	23	13	6	8			11	7			38			4		22		5
	Ongoing	10			7				1											2		
	Total	152		5	30	13	6	8	1		11	7			38			4		24		5
JOCVs Dispatched	New	102		6			1		12	1	2	1		2			2	49	2	21	2	1
	Ongoing	234		24	1		3		27	1	1	1		15			4	99	6	41	9	2
	Total	336		30	1		4		39	2	3	2		17			6	148	8	62	11	3
Other Volunteers Dispatched	New	28		7	5		2	1	3			2		3		1		3	1			
	Ongoing	81		11	5	2	6	4	5	2		8		8	1		2	15	2	9	1	
	Total	109		18	10	2	8	5	8	2		10		11	1	1	2	18	3	9	1	

3-3 North America and Latin America

Training Participants	New	2,262	75	422	147	52	45	97	183	16	92	38	3	54	67	188	34	204	50	197	251	47
	Ongoing	110	1	10		6	4	14	13	4		7		11	4	3		14	4	14		1
	Total	2,372	76	432	147	58	49	111	196	20	92	45	3	65	71	191	34	218	54	211	251	48
Experts Dispatched	New	718	26	127	57	50	66	2	66	9	33	43		23	21	23	23	13	3	85	23	25
	Ongoing	158	19	12	4	4	5	2	27		4	3	1		1	5		8	1	14	6	42
	Total	876	45	139	61	54	71	4	93	9	37	46	1	23	22	28	23	21	4	99	29	67
Members of Study Teams Dispatched	New	458	10	23	31	94	74		34		2	25	10		73	3	22	7		33	7	10
	Ongoing	22	1			12	3		3			3										
	Total	480	11	23	31	106	77		37		2	28	10		73	3	22	7		33	7	10
JOCVs Dispatched	New	166	1	16	1		1		16	6				4				60	15	35	9	2
	Ongoing	457	1	51	4		3		81	4	2			8			5	119	36	109	24	10
	Total	623	2	67	5		4		97	10	2			12			5	179	51	144	33	12
Other Volunteers Dispatched	New	137		11	4	1	3	6	9	2	1	2	1	6		15	1	44	5	6	11	9
	Ongoing	318		22	14	1	13	1	26	3	3	7	1	31	1	35	3	98	12	17	22	8
	Total	455		33	18	2	16	7	35	5	4	9	2	37	1	50	4	142	17	23	33	17

Type of Cooperation	New/Ongoing	Total Number of Persons	Planning/Administration		Public Works/Utilities				Agriculture/Forestry/Fisheries				Mining/Industry		Energy	Business/Tourism		Human Resources		Health/Medical Care	Welfare	Others
			Development Planning	Administration	Public Utilities	Transport/Traffic	Social Infrastructure	Communications/Broadcasting	Agriculture	Animal Industry	Forestry	Forestry	Mining	Industry		Business/Trade	Tourism	Human Resources	Science/Culture			
3-4 Middle East																						
Training Participants	New	1,421	41	203	148	68	102	11	302	1	4	6		46	272	22	33	33	20	64	36	9
	Ongoing	84		20	31				4	2		10		11				4	1	1		
	Total	1,505	41	223	179	68	102	11	306	3	4	16		57	272	22	33	37	21	65	36	9
Experts Dispatched	New	394	14	28	30	13			102		4	5		10	9	3	6	89	28	36	2	15
	Ongoing	107	7	11	4	1	4		15			3		5		2	3	14	5	11	2	20
	Total	501	21	39	34	14	4		117		4	8		15	9	5	9	103	33	47	4	35
Members of Study Teams Dispatched	New	549	20	46	23	132	24		67		11	3		1	145	30	5	35		7		
	Ongoing	14	2		4				8													
	Total	563	22	46	27	132	24		75		11	3		1	145	30	5	35		7		
JO CVs Dispatched	New	83		1	1				5					3				25	11	21	15	1
	Ongoing	152		8					13					6				56	21	14	32	2
	Total	235		9	1				18					9				81	32	35	47	3
Other Volunteers Dispatched	New	30		1	1			2						3		3		15	3		2	
	Ongoing	51		6			4	3	1			1		9		1		14	5	2	5	
	Total	81		7	1		4	5	1			1		12		4		29	8	2	7	

3-5 Africa																						
Training Participants	New	9,924	113	2,827	77	142	286	41	487	24	96	106	21	19	166	573	90	4,028		784	31	13
	Ongoing	145	4	25			4		52	4	2	18		1					26		9	
	Total	10,069	117	2,852	77	142	290	41	539	28	98	124	21	20	166	573	90	4,054		793	31	13
Experts Dispatched	New	1,718	25	135	85	105	145		373	9	52	57	2	14	109	45	17	178		300	20	47
	Ongoing	433	32	30	13	14	19		84	1	11	8		2	17	8		60		61	1	72
	Total	2,151	57	165	98	119	164		457	10	63	65	2	16	126	53	17	238		361	21	119
Members of Study Teams Dispatched	New	1,679	91	61	120	282	274	3	177	6	19	24	26	34	193	51	3	173		104	13	25
	Ongoing	103	2	1	15	15	17		12			8			4	3		18		7		1
	Total	1,782	93	62	135	297	291	3	189	6	19	32	26	34	197	54	3	191		111	13	26
JO CVs Dispatched	New	424		32	3		4	4	99	12	4	5		13		3	2	146	13	63	16	5
	Ongoing	1,026	3	84	5	1	16		232	14	5	5		49		1	3	350	44	163	45	6
	Total	1,450	3	116	8	1	20	4	331	26	9	10		62		4	5	496	57	226	61	11
Other Volunteers Dispatched	New	13		2	1		1	2	1					2		1		1	1			1
	Ongoing	43		6	2	2	2	4	4			1	1	9		2		8			1	1
	Total	56		8	3	2	3	6	5			1	1	11		3		9	1		1	2

3-6 Europe																						
Training Participants	New	292	15	49	9	11	20		51	1	4	2	11	4	15	16	15	21		30	1	17
	Ongoing	15		9		2								1				3				
	Total	307	15	58	9	13	20		51	1	4	2	11	5	15	16	15	24		30	1	17
Experts Dispatched	New	185	2	21	13	15	67		4		11	4	6		14	3		16			5	4
	Ongoing	16	4				3		2		1				1			2				3
	Total	201	6	21	13	15	70		6		12	4	6		14	4		18			5	7
Members of Study Teams Dispatched	New	100	22	3	8	16	11								16	12	2	5				5
	Total	100	22	3	8	16	11								16	12	2	5				5
Other Volunteers Dispatched	New	6							1					1				2	1		1	
	Ongoing	5															1	1	2	1		
	Total	11							1					1			1	3	3	1	1	

3-7 Worldwide																						
Members of Study Teams Dispatched	New	401	2	3	7	7		1	11						34	14		7	8	12	9	286
	Ongoing	15													3				2			10
	Total	416	2	3	7	7			1	11					37	14		7	10	12	9	296

3-8 International Organizations																						
Other Volunteers Dispatched	New	5																		1		4
	Ongoing	11			2															1		8
	Total	16			2															2		12

4 Sectoral Distribution of Technical Cooperation Projects (Unit: ¥100 million, %)

Sector	Type of Cooperation	New			Ongoing			Total		
		Number	Amount	Rate	Number	Amount	Rate	Number	Amount	Rate
Planning/ Administration	Development Planning	4	1.03	1.6	13	30.81	7.5	17	31.84	6.8
	Administration	17	6.75	10.8	103	50.88	12.4	120	57.64	12.2
Public Works/ Utilities	Public Utilities	5	6.24	9.9	24	18.85	4.6	29	25.09	5.3
	Transport/Traffic	16	14.90	23.8	29	18.71	4.6	45	33.61	7.1
	Social Infrastructure	6	5.30	8.5	31	35.16	8.6	37	40.46	8.6
	Communications/Broadcasting				6	3.03	0.7	6	3.03	0.6
Agriculture/ Forestry/ Fisheries	Agriculture	15	6.25	10.0	81	53.01	13.0	96	59.26	12.6
	Animal Industry				10	3.22	0.8	10	3.22	0.7
	Forestry	1	0.69	1.1	28	19.68	4.8	29	20.37	4.3
	Fisheries	2	0.65	1.0	19	9.22	2.3	21	9.87	2.1
Mining/ Industry	Mining									
	Industry	2	3.38	5.4	9	3.93	1.0	11	7.31	1.6
Energy		1	1.69	2.7	11	9.13	2.2	12	10.82	2.3
Business/ Tourism	Business/Trade	6	1.63	2.6	16	12.77	3.1	22	14.39	3.1
	Tourism	3	2.54	4.1	3	2.86	0.7	6	5.40	1.1
Human Resources		14	4.36	7.0	71	75.23	18.4	85	79.59	16.9
Health/Medical Care		15	7.15	11.4	84	54.47	13.3	99	61.62	13.1
Social Welfare		2	0.16	0.3	17	7.77	1.9	19	7.93	1.7
Others										
Total		109	62.73	100.0	555	408.71	100.0	664	471.44	100.0

Note: Projects for which contracts for Record of Discussions (RD) were concluded in FY2011 are classified as New and projects for which contracts for RD were concluded in or before FY2010 are classified as Ongoing.

Technical Cooperation Projects only (excluding Science and Technology Research Partnership for Sustainable Development, Technical Cooperation for Development Planning, and Development Study).

Disbursement results: Amount disbursed in FY2011 (includes budget for the current year and amount carried forward).

In some cases numbers do not correspond to the sum total figures because of rounding.

5 Sectoral Distribution of Grant Aid Projects (Unit: ¥100 million, %)

Sector	Type of Cooperation	FY2011		
		Number	Total *	Share
Planning/ Administration	General Development Plan	1	3.50	3.5
	Integrated Rural Development Plan	2	21.51	
	General Administration	2	9.90	
	Environment	1	2.78	
	Subtotal	6	37.69	
Public Works/ Utilities	General Public Works and Utilities	2	7.23	64.2
	Water Supply	18	174.30	
	General Transportation	13	98.73	
	Roads	16	213.71	
	Land Transportation	5	17.83	
	Ports	1	4.31	
	Aviation and Airports	4	71.83	
	Urban Transport	2	43.38	
	Meteorology and Earthquake	2	18.71	
	Rivers and Sand Erosion Control	1	2.84	
	Water Resources Development	9	37.08	
	General Communication and Broadcasting	1	0.67	
	Subtotal	74	690.62	
Agriculture/ Forestry/ Fisheries	General Agriculture	1	0.42	5.6
	Agriculture Engineering	2	20.06	
	Assistance to Increase Food Production	9	30.04	
	Forestry Preservation	1	0.97	
	Fisheries	1	9.18	
	Subtotal	14	60.67	
Energy	Electric Power	3	27.04	2.5
Human Resources	Education	34	109.58	16.7
	Basic Education	5	35.75	
	Secondary Education	1	10.85	
	Higher Education	8	10.99	
	Vocational Training	2	10.87	
	Science	1	0.56	
	Culture	2	1.17	
Subtotal	53	179.77		
Health/Medical Care	Health and Medical Care	11	77.05	7.5
	Basic Health	2	3.23	
	Subtotal	13	80.28	
Grand Total		163	1,076.07	100.0

Note: Ongoing projects implemented and managed by JICA.

* Grant ceilings of projects for which a Grant Agreement (G/A) was signed. For multi-fiscal-year projects, the fiscal year the G/A was signed denotes the first year of the project, and grant ceilings by fiscal year for the subsequent fiscal years are listed.

6 Overview of Loan Aid (Data from the Previous Five Years)

(Unit: ¥100 million, %)

ODA Loan		FY2007			FY2008			FY2009			FY2010			FY2011			
		Number	Total	Share	Number	Total	Share	Number	Total	Share	Number	Total	Share	Number	Total	Share	
Commitments	Asia	40	6,259	69.5	37	7,025	75.6	43	6,472	66.9	26	4,087	75.8	48	7,691	81.0	
	Pacific	1	46	0.5				1	83	0.9							
	North and Latin America	1	194	2.1	4	166	1.8	3	293	3.0	3	302	5.6	3	412	4.3	
	Middle East	12	2,147	23.8	7	1,181	12.7	7	1,552	16.0				5	773	8.1	
	Africa	4	367	4.1	3	121	1.3	5	463	4.8	7	579	10.7	2	77	0.8	
	Europe				2	481	5.2	3	813	8.4		421	7.8	3	453	4.8	
	International Organizations, etc.				1	321	3.5							1	84	0.9	
	Others																
	Total	58	9,012	100.0	54	9,294	100.0	62	9,676	100.0	36	5,389	100.0	62	9,490	100.0	
	Disbursements		6,839			7,143			7,450			6,777			6,097		
	Repayments		6,601			6,798			6,417			6,803			6,287		
	Outstanding		113,837			113,828			114,809			114,792			113,686		
	Private-Sector Investment Finance	Commitments (loan)													1	2	0.0
		(financing)													1	2	0.0
Disbursements			0			3			1						0		
Recovered			200			8			327			6			111		
Outstanding			1,380			1,372			1,279			1,272			1,159		

Note: On a geographical regional classification basis and with regard to ODA Loan data prior to FY2007 in this Annual Report, Algeria, Egypt, Libya, Morocco, and Tunisia have been included in figures for Africa (North of Sahara), while Turkey has been included in figures for the Middle East. Therefore, some figures do not correspond to figures by region prior to FY2007 shown in this table. The total number of loan commitments in FY2007, FY2008 and FY2010 does not include the commitments to provide additional loans to one project while the total amount includes this total loan commitment of ¥17,100 million in FY2007, ¥10,500 million in FY2008 and ¥42,100 million in FY2010. Advanced redemptions (the amount redeemed during the relevant fiscal year out of the amount originally scheduled for redemption in the following fiscal year or thereafter) for each year were as follows: FY2007: ¥74,600 million; FY2008: ¥67,200 million; FY2009: ¥3,600 million; FY2010: ¥71,500 million; FY2011: ¥13,300 million. Data for FY2008 and after shows the managed credits and was calculated using a different method than figures calculated based on the Accounting Standards for Incorporated Administrative Agency.

7 Sectoral Distribution of ODA Loan

(Unit: ¥100 million, %)

Sector	FY2010			FY2011						Accumulated											
	ODA Loan			ODA Loan			Private-Sector Investment Finance			Total			ODA Loan			Private-Sector Investment Finance			Total		
	Number	Total	Share	Number	Total	Share	Number	Total	Share	Number	Total	Share	Number	Total	Share	Number	Total	Share	Number	Total	Share
Electric Power and Gas	8	1,441	26.7	9	1,578	16.6				9	1,578	16.6	626	61,779	22.1	20	191	3.7	646	61,971	21.7
Multipurpose Dams													61	2,738	1.0	3	8	0.2	64	2,746	1.0
Power Plants	3	842	15.6	2	686	7.2				2	686	7.2	375	42,959	15.3	12	74	1.4	387	43,033	15.1
Transmission Lines and Distribution Systems	5	598	11.1	6	592	6.2				6	592	6.2	160	12,526	4.5	2	15	0.3	162	12,541	4.4
Gas													16	2,648	0.9	3	95	1.8	19	2,743	1.0
Others				1	300	3.2				1	300	3.2	14	908	0.3				14	908	0.3
Transportation	12	2,213	41.1	19	4,728	49.8				19	4,728	49.8	856	85,304	30.5	32	229	4.4	888	85,533	30.0
Roads	8	1,269	23.5	9	1,253	13.2				9	1,253	13.2	287	25,859	9.2	10	104	2.0	297	25,963	9.1
Bridges	2	340	6.3	2	433	4.6				2	433	4.6	69	5,076	1.8				69	5,076	1.8
Railways	2	603	11.2	5	2,428	25.6				5	2,428	25.6	225	31,619	11.3	8	34	0.7	233	31,653	11.1
Airports				2	496	5.2				2	496	5.2	73	9,316	3.3	1	0	0.0	74	9,317	3.3
Ports				1	119	1.3				1	119	1.3	137	9,869	3.5	5	66	1.3	142	9,935	3.5
Marine Transportation													47	2,211	0.8	5	18	0.3	52	2,228	0.8
Others													18	1,354	0.5	3	7	0.1	21	1,361	0.5
Telecommunications													200	10,119	3.6	11	73	1.4	211	10,192	3.6
Telecommunications													175	9,092	3.2	11	73	1.4	186	9,165	3.2
Broadcasting													24	1,009	0.4				24	1,009	0.4
Others													1	19	0.0				1	19	0.0
Irrigation and Flood Control	1	132	2.4	5	342	3.6				5	342	3.6	242	14,227	5.1	4	24	0.5	246	14,251	5.0
Agriculture, Forestry and Fisheries Industry	2	138	2.6	6	494	5.2				6	494	5.2	155	10,263	3.7	259	1,396	26.8	414	11,659	4.1
Agriculture	1	50	0.9	1	61	0.6				1	61	0.6	94	6,251	2.2	123	682	13.1	217	6,933	2.4
Forestry	1	88	1.6	5	433	4.6				5	433	4.6	42	3,557	1.3	75	552	10.6	117	4,109	1.4
Fisheries													19	454	0.2	60	160	3.1	79	614	0.2
Farming																1	3	0.1	1	3	0.0
Mining and Manufacturing	1	50	0.9	3	502	5.3				3	502	5.3	235	18,646	6.7	407	2,462	47.2	642	21,108	7.4
Mining													55	1,921	0.7	158	563	10.8	213	2,485	0.9
Manufacturing	1	50	0.9	3	502	5.3				3	502	5.3	177	16,656	5.9	248	1,865	35.8	425	18,521	6.5
Others													3	70	0.0	1	33	0.6	4	103	0.0
Social Services	5	693	12.9	15	1,595	16.8	2	4	100.0	17	1,600	16.8	511	41,871	15.0	33	396	7.6	544	42,267	14.8
Water Supply, Sewerage and Sanitation	5	693	12.9	8	1,160	12.2				8	1,160	12.2	268	25,802	9.2	7	67	1.3	275	25,869	9.1
Education				1	67	0.7	1	2	46.2	2	69	0.7	78	4,823	1.7	3	7	0.1	81	4,830	1.7
Public Health and Medicine				4	227	2.4				4	227	2.4	33	1,405	0.5	1	0	0.0	34	1,405	0.5
Tourism													17	1,214	0.4	7	155	3.0	24	1,370	0.5
Urban/Rural Community Infrastructure				1	70	0.7	1	2	53.8	2	72	0.8	50	4,284	1.5	14	155	3.0	64	4,438	1.6
Strengthening of Administrative Management													16	660	0.2				16	660	0.2
Environmental Conservation in Multisector				1	72	0.8				1	72	0.8	44	2,882	1.0	1	12	0.2	45	2,894	1.0
Others													5	801	0.3				5	801	0.3
Commodity Loans	6	624	11.6	4	166	1.7				4	166	1.7	276	36,428	13.0				276	36,428	12.8
Others	1	99	1.8	1	84	0.9				1	84	0.9	16	1,367	0.5	40	439	8.4	56	1,806	0.6
Total	36	5,389	100.0	62	9,490	100.0	2	4	100.0	64	9,494	100.0	3,117	280,003	100.0	806	5,211	100.0	3,923	285,214	100.0
Rescheduling	3	219											208	21,101					208	21,101	

Note: There were no commitments for Private-Sector Investment Finance in FY2010.

The total number of loan commitments in FY2010 does not include the commitments to provide additional loans to one project while the total amount includes this total loan commitment of ¥42,100 million.

8 Geographical Distribution of ODA Loan (FY2011)

(Unit: Cases, ¥1 billion)

Region/Country			Commitments		Disbursements	Repayments	Outstanding	Accumulated	
			Number	Total	Total	Total	Total	Number	Total
Asia	Southeast Asia	Cambodia	2	11.4	2.5	0.2	13.0	13	42.5
		Indonesia			65.5	125.0	2,111.1	668	4,548.7
		Laos	1	4.2	0.3	0.3	12.6	9	23.1
		Malaysia	1	6.7	13.9	17.0	273.7	75	923.8
		Myanmar					273.5	67	410.0
		Philippines	7	68.3	23.8	79.5	909.5	281	2,267.4
		Shingapore						2	1.2
		Thailand			18.5	38.1	472.7	242	2,164.4
		Timor-Leste	1	5.3				1	5.3
		Viet Nam	16	270.0	107.8	28.2	913.3	163	1,862.7
	Subtotal	28	365.9	232.2	288.2	4,979.5	1,521	12,249.1	
	East Asia	China			34.8	109.4	1,708.3	369	3,359.7
		Mongolia	1	1.6	1.1	1.7	32.7	13	77.4
		Others						5	12.5
		Republic of Korea				2.4	3.7	92	596.2
		Subtotal	1	1.6	35.9	113.5	1,744.8	479	4,045.8
	South Asia	Afghanistan						1	0.7
		Bangladesh	4	60.0	13.9	10.1	165.9	88	774.0
		Bhutan	1	2.2	0.4		3.0	2	5.8
		India	8	266.9	139.2	66.9	1,438.9	229	3,431.8
		Maldives			0.1		2.6	1	2.7
		Nepal			0.0	0.9	12.9	9	63.5
		Pakistan	1	5.0	13.1	3.7	571.5	83	798.5
		Sri Lanka	4	49.5	35.7	19.9	369.5	121	847.9
		Subtotal	18	383.6	202.4	101.5	2,564.1	534	5,925.0
		Central Asia and the Caucasus	Armenia			0.0	0.3	30.7	2
	Azerbaijan				5.8	1.3	48.4	4	101.2
	Georgia				1.2	0.3	5.8	2	23.1
	Kazakhstan				1.2	3.2	74.4	6	95.1
Kyrgyz Republic					0.0	27.8	6	25.7	
Turkmenistan					0.2	3.5	1	4.5	
Uzbekistan	1		18.1	1.0	2.6	58.9	10	143.0	
Subtotal	1	18.1	9.1	7.9	249.5	31	424.4		
Total	48	769.1	479.7	511.1	9,537.8	2,565	22,644.3		
Pacific	Fiji				0.1	1.3	1	2.3	
	Papua New Guinea			0.0	1.8	19.0	15	70.4	
	Samoa			1.1		1.8	1	4.6	
	Total			1.1	1.9	22.1	17	77.3	
North America and Latin America	Central America and the Caribbean	Costa Rica			0.9	1.7	16.9	5	59.4
		Dominican Republic				1.4	8.1	4	31.6
		El Salvador				1.8	24.4	5	39.2
		Guatemala			0.8	0.9	16.9	5	26.8
		Honduras						6	34.8
		Jamaica				2.0	12.5	9	53.4
		Mexico				5.1	31.6	9	205.4
		Nicaragua						3	21.1
		Panama			5.2	0.7	22.2	2	32.3
		Subtotal			6.8	13.6	132.6	48	504.0
	South America	Argentina					4.7	1	8.2
		Bolivia						7	47.0
		Brazil	1	33.6	0.2	10.4	103.5	19	314.9
		Chile						3	24.4
		Colombia				0.7		4	46.6
		Ecuador				1.7	12.0	7	63.8
		Paraguay			0.3	3.4	32.8	16	136.9
		Peru	2	7.6	10.0	8.0	118.1	41	381.0
		Uruguay				0.2	0.6	1	7.2
		Subtotal	3	41.2	10.5	24.5	271.8	99	1,029.9
Total	3	41.2	17.4	38.0	404.4	147	1,533.9		
Middle East	Algeria					1.5	8	13.9	
	Egypt	1	32.7	13.0	16.8	288.6	50	534.3	
	Iran				2.5	19.2	2	46.1	
	Iraq			28.6		47.9	15	364.6	
	Jordan			0.1	10.2	103.3	17	190.5	
	Lebanon			2.4	0.7	7.0	1	13.0	
	Morocco	2	23.4	9.6	5.6	115.8	33	270.2	
	Syria				3.5	48.1	4	138.6	
	Tunisia	2	21.2	4.9	7.0	80.4	38	245.2	
	Yemen				0.2	23.9	5	49.3	
	Total	5	77.3	58.6	46.5	735.6	173	1,865.8	

Region/Country		Commitments		Disbursements	Repayments	Outstanding	Accumulated	
		Number	Total	Total	Total	Total	Number	Total
Africa	Benin						1	3.8
	Botswana				0.5	3.5	4	13.2
	Burundi						2	3.3
	Cameroon			0.5		1.0	4	17.1
	Cape Verde	1	6.2	1.9		2.7	2	10.7
	Central African Republic						1	0.6
	Cote d'Ivoire					20.2	2	12.2
	Democratic Republic of the Congo						2	35.6
	Ethiopia						2	3.7
	Ghana						17	125.1
	Guinea					5.1	4	16.0
	Kenya			6.4	7.1	100.7	35	266.1
	Liberia						1	4.0
	Madagascar						5	10.7
	Malawi						8	33.1
	Mali						2	8.7
	Mauritania						3	11.1
	Mauritius			0.0	0.3	3.3	4	16.1
	Mozambique			1.3		1.8	2	9.3
	Namibia			2.2	1.0	8.9	1	10.1
	Niger						1	3.2
	Nigeria						3	55.1
	Rwanda						3	4.6
	Senegal					0.9	4	15.5
	Sierra Leone						1	2.0
	Somalia					6.5	2	6.5
	South Africa				0.1	0.9	3	14.1
	Sudan					8.1	4	10.5
Swaziland				0.2	4.1	1	4.4	
Tanzania	1	1.5	2.8		13.4	16	48.1	
Togo						3	9.3	
Uganda			0.2		1.9	5	27.7	
Zambia			0.0		0.2	7	43.6	
Zimbabwe					19.8	6	38.1	
Total	2	7.7	15.4	9.1	203.1	161	893.2	
Europe	Albania			0.2	0.3	5.1	4	18.1
	Bosnia and Herzegovina			0.1	0.1	3.7	2	16.7
	Bulgaria			0.0	1.3	28.3	6	77.0
	Hungary						1	4.9
	Poland				1.2	3.5	1	21.4
	Romania			6.3	2.1	59.4	5	118.2
	Serbia	1	28.3				1	28.3
	Slovakia				0.6	7.3	1	11.1
	The Former Yugoslav Republic of Macedonia			0.3	0.5	8.3	1	9.7
	Turkey	2	17.0	14.8	16.0	279.2	28	609.2
	Ukraine			7.5		18.8	1	19.1
Total	3	45.3	29.2	22.1	413.5	51	933.7	
International Organizations, etc. Total	1	8.4	8.4		52.0	3	52.0	
Grand Total	62	949.0	609.7	628.7	11,368.6	3,117	28,000.3	

Note: Outstanding data show the managed credits and are calculated using a different method than figures calculated based on the Accounting Standards for Incorporated Administrative Agency. The number and total amount do not include debt relief.

9-1 Debt Rescheduling Based on Paris Club Agreements (FY2011)

(Unit: ¥1 million)

Country	Date of Paris Club Agreement	Date JICA Signed Rescheduling Agreement	Rescheduled Amount
Not applicable			

9-2 Debt Cancellation (FY2011)

(Unit: ¥1 million)

Country	Debt Cancellation Amount
Democratic Republic of the Congo	86,036
Togo	9,631
Total	95,667

10-1 Principal Contractors under ODA Loan (FY2011/Goods and Services/Contract Amount: over ¥1 billion)

Country	Project Name	Date of Loan Agreement	Contract Amount (¥1 million)	Contractors
Indonesia	URGENT REHABILITATION PROJECT OF TANJUNG PRIOK PORT	2004.03.31	8,139	TOYO CONSTRUCTION (Japan)/ PT. ADHI KARYA (Indonesia)
Indonesia	KERAMASAN POWER PLANT EXTENSION PROJECT	2005.03.31	9,493	MARUBENI CORPORATION (Japan)
Indonesia	LOWER SOLO RIVER IMPROVEMENT PROJECT(II)	2005.03.31	1,183	PT. HUTAMA KARYA (Indonesia)/ PT BRANTAS ABIPRAYA (Indonesia)
Indonesia	TANJUNG PRIOK ACCESS ROAD CONSTRUCTION PROJECT (I)	2005.03.31	10,958	KAJIMA CORPORATION (Japan)/ PT. WASKITA KARYA (Indonesia)
Indonesia	TANJUNG PRIOK ACCESS ROAD CONSTRUCTION PROJECT(II)	2006.03.29	10,643	OBAYASHI CORPORATION (Japan)/ PT. JAYA KONSTRUKSI MANGGALA PRATAMA TBK (Indonesia)
Indonesia	HASANUDDIN UNIVERSITY ENGINEERING FACULTY DEVELOPMENT PROJECT	2007.03.29	1,536	PT. PEMBANGUNAN PERUMAHAN (Indonesia)/ ITOCHU CORPORATION (Japan)
Indonesia	PEUSANGAN HYDROELECTRIC POWER PLANT CONSTRUCTION PROJECT	2007.03.29	1,566	PT. WIJAYA KARYA (Indonesia)/ PT. AMARTA KARYA (Indonesia)
Indonesia	DEVELOPMENT OF WORLD CLASS UNIVERSITY AT UNIVERSITY OF INDONESIA	2008.03.28	2,923	PT. WASKITA KARYA (Indonesia)
Indonesia	COUNTERMEASURES FOR SEDIMENT IN WONOGIRI MULTIPURPOSE DAM RESERVOIR(I)	2009.03.31	1,303	PT. ADHI KARYA (Indonesia)
Malaysia	PAHANG-SELANGOR RAW WATER TRANSFER PROJECT	2005.03.31	4,918	LOH & LOH CONSTRUCTIONS SDN BHD (Malaysia)
Philippines	NEW COMMUNICATIONS, NAVIGATION AND SURVEILLANCE/ AIR TRAFFIC MANAGEMENT (CNS/ ATM) SYSTEMS DEVELOPMENT PROJECT	2002.03.28	7,670	SUMITOMO CORPORATION (Japan)/ THALES AUSTRALIA LTD. (Australia)/ THALES AIR SYSTEMS S.A. (France)
Philippines	ARTERIAL ROAD BYPASS PROJECT(I)(PLARIDEL AND CABANATUAN)	2004.03.30	1,043	C.M.PANCHO CONSTRUCTION INC. (Philippines)/ J.E.MANALO & CO., INC. (Philippines)/ D.M. CONSUNJI INC. (Philippines)
Thailand	EIGHTH BANGKOK WATER SUPPLY IMPROVEMENT PROJECT	2009.12.03	2,999	SUMMIT GRADE LIMITED PARTNERSHIP (Thailand)
Thailand	EIGHTH BANGKOK WATER SUPPLY IMPROVEMENT PROJECT	2009.12.03	1,087	SUMMIT GRADE LIMITED PARTNERSHIP (Thailand)/ ST POWER ENGINEERING CORP.,LTD (Thailand)
Viet Nam	HANOI - HO CHI MINH CITY RAILWAY LINE BRIDGES SAFETY IMPROVEMENT PROJECT	2004.03.31	4,477	TAISEI CORPORATION (Japan)/ MITSUI ENGINEERING & SHIPBUILDING CO., LTD. (Japan)/ CIVIL ENGINEERING CONSTRUCTION CORPORATION NO.1 (Viet Nam)
Viet Nam	HANOI - HO CHI MINH CITY RAILWAY LINE BRIDGES SAFETY IMPROVEMENT PROJECT	2004.03.31	3,037	TEKKEN CORPORATION (Japan)/ YOKOGAWA BRIDGE CORPORATION (Japan)/ THANG LONG CONSTRUCTION CORPORATION (Viet Nam)
Viet Nam	HANOI - HO CHI MINH CITY RAILWAY LINE BRIDGES SAFETY IMPROVEMENT PROJECT	2004.03.31	5,787	MITSUI ENGINEERING & SHIPBUILDING CO., LTD. (Japan)/ NISSAN RINKAI CONSTRUCTION CO., LTD. (Japan)/ TAISEI CORPORATION (Japan)/ CIVIL ENGINEERING CONSTRUCTION CORPORATION NO.1 (Viet Nam)
Viet Nam	CAI MEP THI VAI INTERNATIONAL PORT CONSTRUCTION PROJECT	2005.03.31	6,544	IHI TRANSPORT MACHINERY CO., LTD. (Japan)/ MITSUI ENGINEERING & SHIPBUILDING CO., LTD. (Japan)
Viet Nam	VINH PHUC PROVINCE INVESTMENT CLIMATE IMPROVEMENT PROJECT	2007.03.30	3,166	POSCO ENGINEERING & CONSTRUCTION COMPANY LIMITED (Republic of Korea)
Viet Nam	VINH PHUC PROVINCE INVESTMENT CLIMATE IMPROVEMENT PROJECT	2007.03.30	1,051	VIETNAM WATER AND ENVIRONMENT INVESTMENT CORPORATION (Viet Nam)
Viet Nam	HANOI CITY RING ROAD NO.3 CONSTRUCTION PROJECT	2008.03.31	4,563	SUMITOMO MITSUI CONSTRUCTION CO., LTD. (Japan)
Viet Nam	HAI PHONG CITY ENVIRONMENTAL IMPROVEMENT PROJECT (II)	2009.03.31	1,667	HYDRAULICS CONSTRUCTION CORPORATION NO.4 JOINT STOCK COMPANY (Viet Nam)
Viet Nam	HAI PHONG CITY ENVIRONMENTAL IMPROVEMENT PROJECT (II)	2009.03.31	1,468	BACH DANG CONSTRUCTION CORPORATION (Viet Nam)
Viet Nam	SECOND HANOI DRAINAGE PROJECT FOR ENVIRONMENTAL IMPROVEMENT (II)	2009.03.31	2,505	CIVIL ENGINEERING CONSTRUCTION CORPORATION NO.8 (Viet Nam)/ THANG LONG CONSTRUCTION CORPORATION (Viet Nam)/ 319 ONE MEMBER LIMITED LIABILITY COMPANY (Viet Nam)/ 68 TRADING CONSTRUCTION AND SERVICE JSC (Viet Nam)
Viet Nam	SECOND HANOI DRAINAGE PROJECT FOR ENVIRONMENTAL IMPROVEMENT (II)	2009.03.31	1,670	URBAN INFRASTRUCTURE DEVELOPMENT INVESTMENT CORPORATION (Viet Nam)/ BACH DANG CONSTRUCTION CORPORATION (Viet Nam)
Viet Nam	SECOND HANOI DRAINAGE PROJECT FOR ENVIRONMENTAL IMPROVEMENT (II)	2009.03.31	2,835	CIVIL ENGINEERING CONSTRUCTION CORPORATION NO.8 (Viet Nam)
Viet Nam	NOI BAI INTERNATIONAL AIRPORT TO NHAT TAN BRIDGE CONNECTING ROAD CONSTRUCTION PROJECT (I)	2010.03.18	2,934	CIVIL ENGINEERING CONSTRUCTION CORPORATION NO.4 (Viet Nam)
Viet Nam	NOI BAI INTERNATIONAL AIRPORT TO NHAT TAN BRIDGE CONNECTING ROAD CONSTRUCTION PROJECT (I)	2010.03.18	2,452	KUKDONG ENGINEERING & CONSTRUCTION CO., LTD (Republic of Korea)
Viet Nam	NOI BAI INTERNATIONAL AIRPORT TO NHAT TAN BRIDGE CONNECTING ROAD CONSTRUCTION PROJECT (I)	2010.03.18	2,937	HANSHIN ENGINEERING & CONSTRUCTION CO., LTD (Republic of Korea)
Viet Nam	TERMINAL 2 CONSTRUCTION PROJECT IN NOI BAI INTERNATIONAL AIRPORT (I)	2010.03.18	53,898	TAISEI CORPORATION (Japan)/ VIETNAM CONSTRUCTION AND IMPORT - EXPORT JOINT STOCK CORPORATION (Viet Nam)
Viet Nam	NGHI SON THERMAL POWER PLANT CONSTRUCTION PROJECT (II)	2011.01.24	1,206	CONSTRUCTION CORPORATION NO.1 - ONE MEMBER CO., LTD. (Viet Nam)
Viet Nam	NGHI SON THERMAL POWER PLANT CONSTRUCTION PROJECT (II)	2011.01.24	1,154	PHU XUAN CONSTRUCTION AND CONSULTANT JSC (Viet Nam)/ TRUONG XUAN CONSTRUCTION JSC (Viet Nam)/ PHU NGUYEN HAI CO., LTD. (Viet Nam)/ MIEN TRUNG CONSULTING AND CONSTRUCTION JSC (Viet Nam)
Viet Nam	NHAT TAN BRIDGE (VIETNAM-JAPAN FRIENDSHIP BRIDGE) CONSTRUCTION PROJECT (II)	2011.01.24	5,246	SUMITOMO MITSUI CONSTRUCTION CO., LTD. (Japan)/ VIETNAM CONSTRUCTION AND IMPORT - EXPORT JOINT STOCK CORPORATION (Viet Nam)
China	GUANGXI YULIN CITY ENVIRONMENT IMPROVEMENT PROJECT	2006.06.23	1,283	CHINA OVE ENVIRONMENTAL ENGINEERING CO., LTD. (China)

Country	Project Name	Date of Loan Agreement	Contract Amount (¥1 million)	Contractors
Azerbaijan	PROVINCIAL CITIES WATER SUPPLY AND SEWERAGE PROJECT	2009.05.29	2,083	AZERSUTECHIZATTIKINTI OPEN JSC (Azerbaijan)
Georgia	EAST-WEST HIGHWAY IMPROVEMENT PROJECT	2009.12.16	5,863	TODINI COSTRUZIONI GENERALI S.P.A.(Italy)/ TAKENAKA CIVIL ENGINEERING & CONSTRUCTION CO.,LTD. (Japan)
Bangladesh	KARNAPHULI WATER SUPPLY PROJECT	2006.06.29	3,893	CHINA NATIONAL TECHNICAL IMPORT & EXPORT CORP. (China)/ BEIJING SOUND ENVIRONMENTAL ENGINEERING CO., LTD. (China)
Bangladesh	KARNAPHULI WATER SUPPLY PROJECT	2006.06.29	8,396	KUBOTA CONSTRUCTION CO., LTD. (Japan)/ MARUBENI CORPORATION (Japan)
Bangladesh	DHAKA-CHITTAGONG RAILWAY DEVELOPMENT PROJECT	2007.12.11	2,343	MAX AUTOMOBILE PRODUCTS LTD. (Bangladesh)
Bangladesh	DHAKA-CHITTAGONG RAILWAY DEVELOPMENT PROJECT	2007.12.11	13,379	CHINA RAILWAY MATERIALS IMPORT & EXPORT CO., LTD. (China)/ CHENGDU RANKEN RAILWAY CONSTRUCTION CO., LTD. (China)/ MAX AUTOMOBILES PRODUCTS LTD. (Bangladesh)
Bangladesh	DHAKA-CHITTAGONG RAILWAY DEVELOPMENT PROJECT	2007.12.11	3,068	MARUBENI CORPORATION (Japan)
Bangladesh	CENTRAL ZONE POWER DISTRIBUTION PROJECT	2009.03.01	1,272	SIEMENS LTD. (India)
Bangladesh	EASTERN BANGLADESH BRIDGE IMPROVEMENT PROJECT	2009.03.01	1,152	MONICO LIMITED (Bangladesh)/ DIENCO LTD. (Bangladesh)
Bangladesh	EASTERN BANGLADESH BRIDGE IMPROVEMENT PROJECT	2009.03.01	2,824	GANNON DUNKERLEY & CO., LTD. (India)
India	BANGALORE METRO RAIL PROJECT	2006.03.31	12,724	COASTAL PROJECTS LTD. (India)/ TRANSTONNELSTROY LIMITED (Russia)
India	BANGALORE METRO RAIL PROJECT	2006.03.31	1,249	ETA ENGINEERING PVT.LTD. (India)/ EMIRATES TRADING AGENCY L.L.C. (United Arab Emirates)
India	BANGALORE METRO RAIL PROJECT	2006.03.31	1,507	BLUE STAR LTD. (India)
India	BANGALORE METRO RAIL PROJECT	2006.03.31	4,541	GUANGDONG YUANTIAN ENGINEERING COMPANY (China)/ COASTAL PROJECTS LTD. (India)
India	AMRITSAR SEWERAGE PROJECT	2007.03.30	1,314	M/ S NAGARJUNA CONSTRUCTION COMPANY LTD., HYDERABAD (India)
India	AMRITSAR SEWERAGE PROJECT	2007.03.30	2,723	JYOTI BUILD TECH PVT.LTD. (India)/ ABHYUDAYA HOUSING & CONSTRUCTIONS PVT. LTD. (India)
India	TRANSMISSION SYSTEM MODERNIZATION PROJECT IN HYDERABAD	2007.03.30	1,059	M/ S ILJIN ELECTRIC CO., LTD. (Republic of Korea)
India	TRANSMISSION SYSTEM MODERNIZATION PROJECT IN HYDERABAD	2007.03.30	1,633	M/ S ILJIN ELECTRIC CO., LTD. (Republic of Korea)
India	BANGALORE DISTRIBUTION UPGRADATION PROJECT	2007.03.30	1,285	SATEL OY (Finland)/ EFACEC ENGENHARIA E SISTEMAS, S.A.(Portugal)
India	GOA WATER SUPPLY AND SEWERAGE PROJECT	2007.09.14	2,562	SMC INFRASTRUCTURE PRIVATE LTD (India)/ SPML INFRA LTD (India)
India	GOA WATER SUPPLY AND SEWERAGE PROJECT	2007.09.14	4,387	PRATIBHA INDUSTRIES LTD. (India)/ SAI SUDHIR INFRASTRUCTURES LTD. (India)/ MEGHA ENGINEERING & INFRASTRUCTURES LIMITED (India)
India	GUWAHATI WATER SUPPLY PROJECT	2009.03.31	1,282	M/ S IVRCL INFRASTRUCTURES AND PROJECTS LTD. (India)
India	GUWAHATI WATER SUPPLY PROJECT	2009.03.31	1,548	M/ S IVRCL INFRASTRUCTURES AND PROJECTS LTD. (India)
India	KOLKATA EAST-WEST METRO PROJECT (II)	2010.03.31	4,693	ANSALDO STS AUSTRALIA PTY LTD. (Australia)/ ANSALDO STS (Italy)
Pakistan	NATIONAL TRANSMISSION LINES AND GRID STATIONS STRENGTHENING PROJECT	2010.03.31	1,372	NORTHEAST CHINA INTERNATIONAL ELECTRIC POWER CORPORATION (China)
Pakistan	NATIONAL TRANSMISSION LINES AND GRID STATIONS STRENGTHENING PROJECT	2010.03.31	1,124	NORTHEAST CHINA INTERNATIONAL ELECTRIC POWER CORPORATION (China)
Pakistan	POLIO ERADICATION PROJECT	2011.08.15	2,393	WORLD HEALTH ORGANIZATION(WHO) (Other)
Pakistan	POLIO ERADICATION PROJECT	2011.08.15	2,294	UNITED NATIONS CHILDREN'S FUND (UNICEF) (Other)
Sri Lanka	GREATER COLOMBO URBAN TRANSPORT DEVELOPMENT PROJECT	2011.03.22	32,137	TAISEI CORPORATION (Japan)
Peru	PROVINCIAL CITIES WATER SUPPLY AND SEWERAGE IMPROVEMENT AND EXPANSION PROJECT (II) (IQUITOS, CUSCO AND SICUANI)	2000.09.04	2,664	COSAPI S.A. (Peru)
Egypt	KURAYMAT INTEGRATED SOLAR COMBINED CYCLE POWER PLANT PROJECT	2006.01.19	1,883	ARAB ENGINEERING AND DISTRIBUTION COMPANY (Egypt)
Egypt	GRAND EGYPTIAN MUSEUM CONSTRUCTION PROJECT	2006.05.15	63,278	BESIX SA (Belgium)/ ORASCOM CONSTRUCTION INDUSTRIES (Egypt)
Iraq	AL-MUSSAIB THERMAL POWER PLANT REHABILITATION PROJECT	2008.01.25	7,779	HYUNDAI ENGINEERING & CONSTRUCTION CO., LTD. (Republic of Korea)
Iraq	AL-MUSSAIB THERMAL POWER PLANT REHABILITATION PROJECT	2008.01.25	9,036	HITACHI, LTD. (Japan)/ TOYOTA TSUSHO CORPORATION (Japan)
Iraq	AL-MUSSAIB THERMAL POWER PLANT REHABILITATION PROJECT	2008.01.25	9,180	SIEMENS AG (Germany)
Iraq	KHOR AL-ZUBAIR FERTILIZER PLANT REHABILITATION PROJECT	2008.01.25	6,689	SAIPEM S.P.A. (Italy)
Iraq	SAMAWAH BRIDGES AND ROADS CONSTRUCTION PROJECT	2008.01.25	1,952	DAAR ENGINEERING, INC. (United States of America)/ BURJ AL-EMAAR CO. (Iraq)
Iraq	CRUDE OIL EXPORT FACILITY RECONSTRUCTION PROJECT	2008.01.25	39,706	LEIGHTON OFFSHORE PTE. LTD. (Singapore)
Iraq	PORT SECTOR REHABILITATION PROJECT	2008.01.25	3,307	GREEN SHIPBUILDING & HEAVY INDUSTRIES CO. LTD. (Republic of Korea)
Iraq	PORT SECTOR REHABILITATION PROJECT	2008.01.25	4,671	AVIC INTERNATIONAL HOLDING CORPORATION (China)
Iraq	IRRIGATION SECTOR LOAN	2008.01.25	1,379	TOYOTA TSUSHO CORPORATION (Japan)
Kenya	MOMBASA PORT DEVELOPMENT PROJECT	2007.11.20	20,751	TOYO CONSTRUCTION (Japan)
Kenya	OLKARIA I UNIT 4 AND 5 GEOTHERMAL POWER PROJECT	2010.03.31	14,827	TOYOTA TSUSHO CORPORATION (Japan)/ HYUNDAI ENGINEERING CO., LTD. (Republic of Korea)
Mozambique	NAMPULA-CUAMBA ROAD UPGRADING PROJECT	2010.03.10	3,674	CHINA HENAN INTERNATIONAL COOPERATION GROUP CO. LTD (China)
Mozambique	NAMPULA-CUAMBA ROAD UPGRADING PROJECT	2010.03.10	3,688	CHINA COMMUNICATIONS CONSTRUCTION CO. LTD (China)
Mozambique	NAMPULA-CUAMBA ROAD UPGRADING PROJECT	2010.03.10	4,240	GABRIEL A.S COUTO (Portugal)

10-2 Principal Contractors under ODA Loan (FY2011/Consulting Services/Contract Amount: over ¥100 million)

Country	Project Name	Date of Loan Agreement	Contract Amount (¥1 million)	Contractors
Cambodia	SIHANOUKVILLE PORT MULTIPURPOSE TERMINAL DEVELOPMENT PROJECT	2009.08.21	460	NIPPON KOEI CO., LTD. (Japan)/ORIENTAL CONSULTANTS CO., LTD. (Japan)
Indonesia	RAILWAY DOUBLE TRACKING ON JAVA SOUTH LINE PROJECT (III) (E/S)	2007.03.29	563	EGIS BCEOM INTERNATIONAL (France)/EGIS RAIL (France)/PT. SUCOFINDO APPRAISAL UTAMA (Indonesia)/INGEROSEC CORPORATION (Japan)/PT.IREC REKA YASA (Indonesia)/PT.INTI DAYA KRESICITRA (Indonesia)
Indonesia	COUNTERMEASURES FOR SEDIMENT IN WONOGIRI MULTIPURPOSE DAM RESERVOIR (I)	2009.03.31	616	NIPPON KOEI CO.,LTD (Japan)/PT. INDRA KARYA (Indonesia)/PT. BINA KARYA (Indonesia)/PT DDC CONSULTANTS (Indonesia)/PT. GEO ACE (Indonesia)/PT. WIRATMAN & ASSOCIATES (Indonesia)
Indonesia	DEVELOPMENT OF BANDUNG INSTITUTE OF TECHNOLOGY (III)	2009.03.31	350	YACHIYO ENGINEERING CO.,LTD (Japan)/PT. YODYA KARYA (Indonesia)/PT.PROSYS BANGUN PERSADA (Indonesia)
Indonesia	URBAN FLOOD CONTROL SYSTEM IMPROVEMENT IN SELECTED CITIES	2009.03.31	930	YACHIYO ENGINEERING CO.,LTD (Japan)/CTI ENGINEERING INTERNATIONAL CO.,LTD (Japan)/PT.TRICON JAYA (Indonesia)/PT. DDC CONSULTANTS (Indonesia)/PT. BINA KARYA (Indonesia)/PT.GEO ACE (Indonesia)/PT.KWARSA HEXAGON (Indonesia)/PT.TATA GUNA PATRIA (Indonesia)/PT.MULTIMERA HARAPAN (Indonesia)
Indonesia	REGIONAL SOLID WASTE MANAGEMENT FOR MAMMINASATA, SOUTH SULAWESI	2010.03.30	363	NIPPON KOEI CO.,LTD. (Japan)/YACHIYO ENGINEERING CO.,LTD (Japan)/PT. ARKONIN ENGINEERING MANGGALA PRATAMA (Indonesia)/PT. INDAH KARYA (Indonesia)/PT. SILCON ADILARAS (Indonesia)/PT.CAPTUR KARSA GEMILANG (Indonesia)
Indonesia	LUMUT BALAI GEOTHERMAL POWER PLANT PROJECT	2011.03.29	880	ELC ELECTROCONSULT S.P.A. (Italy)
Philippines	ROAD UPGRADING AND PRESERVATION PROJECT	2011.03.31	245	KATAHIRA & ENGINEERS INTERNATIONAL (Japan)/NIPPON ENGINEERING CONSULTANTS CO., LTD. (Japan)/RENARDET S.A. CONSULTING ENGINEERS (Switzerland)/EGIS INTERNATIONAL (France)/DCCD ENGINEERING CORPORATION (Philippines)/ENGINEERING AND DEVELOPMENT CORPORATION OF THE PHILIPPINES (Philippines)/PERK TECHNICAL CONSULTANTS CORPORATION (Philippines)
Viet Nam	SAIGON EAST-WEST HIGHWAY CONSTRUCTION PROJECT(II)	2002.03.29	669	ORIENTAL CONSULTANTS CO., LTD. (Japan)
Viet Nam	HAI PHONG CITY ENVIRONMENT IMPROVEMENT PROJECT (I)	2005.03.31	496	YACHIYO ENGINEERING CO., LTD. (Japan)/NIPPON KOEI CO., LTD. (Japan)
Viet Nam	HAI PHONG CITY ENVIRONMENT IMPROVEMENT PROJECT (I)	2005.03.31	813	NIPPON KOEI CO., LTD. (Japan)/CDM INTERNATIONAL INC. (United States of America)/VIETNAM WATER SANITATION AND ENVIRONMENT JOINT STOCK COMPANY (Viet Nam)
Viet Nam	SMALL AND MEDIUM-SIZED ENTERPRISES FINANCE PROJECT (III)	2009.11.10	152	NOMURA RESEARCH INSTITUTE,LTD. (Japan)/VISION & ASSOCIATES (Viet Nam)
Viet Nam	SMALL-SCALE PRO POOR INFRASTRUCTURE DEVELOPMENT PROJECT(III)	2009.11.10	307	NIPPON KOEI CO., LTD. (Japan)/THAI ENGINEERING CONSULTANTS COMPANY LIMITED (Thailand)
Viet Nam	NOI BAI INTERNATIONAL AIRPORT TO NHAT TAN BRIDGE CONNECTING ROAD CONSTRUCTION PROJECT (I)	2010.03.18	679	STANLEY CONSULTANTS INC. (United States of America)/CTI ENGINEERING INTERNATIONAL CO., LTD (Japan)
Viet Nam	TERMINAL 2 CONSTRUCTION PROJECT IN NOI BAI INTERNATIONAL AIRPORT (I)	2010.03.18	2,109	JAPAN AIRPORT CONSULTANTS, INC. (Japan)
Viet Nam	HOA LAC HI-TECH PARK INFRASTRUCTURE DEVELOPMENT PROJECT(E/S)	2010.03.18	709	NIPPON KOEI CO., LTD. (Japan)/ORIENTAL CONSULTANTS CO., LTD. (Japan)
Mongolia	TWO-STEP-LOAN PROJECT FOR SMALL AND MEDIUM-SCALED ENTERPRISES DEVELOPMENT AND ENVIRONMENTAL PROTECTION PHASE II	2010.11.19	248	KRI INTERNATIONAL CORPORATION (Japan)
Bangladesh	CHITTAGONG CITY OUTER RING ROAD PROJECT	2010.03.24	1,235	SMEC INTERNATIONAL PTY LTD. (Australia)
Bangladesh	RURAL ELECTRIFICATION UPGRADATION PROJECT	2010.03.24	440	SMEC INTERNATIONAL PTY LTD. (Australia)/ACE CONSULTANTS LTD. (Bangladesh)/NIAZ & ASSOCIATES LTD. (Bangladesh)
India	GUWAHATI WATER SUPPLY PROJECT	2009.03.31	814	NJS CONSULTANTS CO.,LTD. (Japan)
India	GUWAHATI WATER SUPPLY PROJECT	2009.03.31	2,257	JINDAL WATER INFRASTRUCTURE LIMITED (India)/RANHILL BERHAD (Malaysia)
India	SIKKIM BIODIVERSITY CONSERVATION AND FOREST MANAGEMENT PROJECT	2010.03.31	305	PADECO CO., LTD. (Japan)/LOUIS BERGER GROUP, INC. (United States of America)
India	DEDICATED FREIGHT CORRIDOR PROJECT (PHASE 2)	2010.07.26	1,525	NIPPON KOEI INDIA PVT. LTD. (India)/PB JAPAN CO.,LTD. (Japan)/NIPPON KOEI CO., LTD. (Japan)/ORIENTAL CONSULTANTS CO., LTD. (Japan)
India	YAMUNA ACTION PLAN PROJECT (III)	2011.02.17	585	AECOM INDIA PRIVATE LIMITED (India)/TTI CONSULTING ENGINEERS INDIA PRIVATE LIMITED (India)/NJS ENGINEERS INDIA PVT. LTD. (India)/NJS CONSULTANTS CO.,LTD. (Japan)
Pakistan	KHYBER PAKHTUNKHWA EMERGENCY RURAL ROAD REHABILITATION PROJECT	2011.02.22	680	NATIONAL ENGINEERING SERVICES PAKISTAN PVT LIMITED (Pakistan)
Sri Lanka	TOURISM RESOURCES IMPROVEMENT PROJECT	2006.03.28	247	NIHON KEIZAI ADVERTISING CO., LTD. (Japan)
Sri Lanka	WATER SECTOR DEVELOPMENT PROJECT(II)	2008.07.29	262	NIHON SUIDO CONSULTANTS CO., LTD. (Japan)/NJS CONSULTANTS CO.,LTD. (Japan)/CEYWATER CONSULTANTS (PVT) LTD. (Sri Lanka)
Sri Lanka	KANDY CITY WASTEWATER MANAGEMENT PROJECT	2010.03.26	797	NIHON SUIDO CONSULTANTS CO., LTD. (Japan)/NJS CONSULTANTS CO.,LTD. (Japan)/NIPPON KOEI UK CO., LTD (United Kingdom)/CEYWATER CONSULTANTS (PVT) LTD. (Sri Lanka)
Sri Lanka	PROVINCIAL/RURAL ROAD DEVELOPMENT PROJECT (CENTRAL & SABARAGAMUWA PROVINCE)	2010.03.26	534	MG CONSULTANTS (PVT.) LTD. (Sri Lanka)/ENGINEERING CONSULTANTS (PVT.) LTD. (Sri Lanka)
Brazil	SANITATION IMPROVEMENT PROJECT FOR SANTA CATARINA COASTAL REGION	2010.03.31	1,885	ENGEVIX ENGENHARIA S/C LTDA.(Brazil)/PROSUL PROJETO,SUPERVISA O E PLANEJAMENTO,LTDA.(Brazil)/NIPPON KOEI CO., LTD. (Japan)/CHUO KAIHATSU CORPORATION (Japan)

Country	Project Name	Date of Loan Agreement	Contract Amount (¥1 million)	Contractors
Iraq	AL-AKKAZ GAS POWER PLANT CONSTRUCTION PROJECT	2010.03.31	2,099	TOKYO ELECTRIC POWER SERVICES CO., LTD. (Japan)
Iraq	DARELOK HYDROPOWER PLANT CONSTRUCTION PROJECT	2010.03.31	1,231	ELC ELECTROCONSULT S.P.A. (Italy)
Morocco	PROVINCIAL CITIES WATER SUPPLY PROJECT	2010.03.19	372	IGIP (Germany)/NIPPON KOEI CO., LTD. (Japan)/CONSEIL,INGENIERIE ET DEVELOPPEMENT (Morocco)
Bosnia and Herzegovina	FGD CONSTRUCTION PROJECT FOR UGLJEVIC THERMAL POWER PLANT	2009.10.20	507	HAMON ENVIROSERV GMBH (Germany)
Romania	BUCHAREST INTERNATIONAL AIRPORT RAIL ACCESS LINK PROJECT	2010.03.10	8,630	PADECO CO., LTD. (Japan)/ORIENTAL CONSULTANTS CO., LTD. (Japan)/METROUL S.A.(Romania)

11-1 Terms and Conditions of Yen Loans (Effective from April 1, 2012)

Category	GNI Per Capita (2010)	Terms	Standard/Option	Interest Rate (%)	Repayment Period (Years)	Grace Period (Years)	Conditions for Procurement		
Least Developed Countries	Low-Income Countries	Minimal Interest Rate "MIRAI"	Standard	0.01	40	10	Untied		
			General Terms	Standard	0.70	30		10	
				Option1	0.65	25		7	
		Option2		0.60	20	6			
		Option3		0.55	15	5			
		Preferential Terms		Standard	0.55	40		10	
				Option1	0.45	30		10	
			Option2	0.40	20	6			
		Climate Change	Option3	0.30	15	5			
			Standard	0.20	40	10			
			Option1	0.15	30	10			
		Option2	0.10	20	6				
Low-Income Countries	-US\$1,005	General Terms	Standard	1.20	30	10	Untied		
			Option1	0.90	25	7			
			Option2	0.75	20	6			
		Preferential Terms	Option3	0.65	15	5	Untied		
			Standard	0.55	40	10			
			Option1	0.45	30	10			
		STEP	Option2	0.40	20	6	Tied		
			Option3	0.30	15	5			
		Climate Change	Standard	0.20	40	10	Untied		
			Option1	0.20	30	10			
			Option2	0.15	20	6			
			Option3	0.10	15	5			
			STEP	Standard	0.10	40		10	Tied
		Lower-Middle-Income Countries	US\$1,006 -US\$1,915	General Terms	Standard	1.40	30	10	Untied
					Option1	0.80	20	6	
Option2	0.70				15	5			
Preferential Terms	Standard			0.65	40	10	Untied		
	Option1			0.55	30	10			
	Option2			0.50	20	6			
STEP	Option3			0.40	15	5	Tied		
	Standard			0.20	40	10			
Climate Change	Option			0.10	30	10	Untied		
	Standard			0.30	40	10			
	Option1			0.25	30	10			
	Option2			0.20	20	6			
	Option3			0.15	15	5			
STEP	Standard			0.10	40	10	Tied		
Middle-Income Countries	US\$1,916 -US\$3,975			General Terms	Standard	1.40	25	7	Untied
		Option1	0.95		20	6			
		Option2	0.80		15	5			
		Preferential Terms	Standard	0.65	40	10	Untied		
			Option1	0.55	30	10			
			Option2	0.50	20	6			
		STEP	Option3	0.40	15	5	Tied		
			Standard	0.20	40	10			
		Climate Change	Option	0.10	30	10	Untied		
			Standard	0.30	40	10			
			Option1	0.25	30	10			
			Option2	0.20	20	6			
			Option3	0.15	15	5			
		STEP	Standard	0.10	40	10	Tied		

Category	GNI Per Capita (2010)	Terms	Standard/Option	Interest Rate (%)	Repayment Period (Years)	Grace Period (Years)	Conditions for Procurement
Upper-Middle-Income Countries	US\$3,976 -US\$6,925	General Terms	Standard	1.70	25	7	Untied
			Option1	1.60	20	6	
			Option2	1.50	15	5	
		Preferential Terms	Standard	1.20	25	7	
			Option1	1.00	20	6	
			Option2	0.60	15	5	
		Climate Change	Standard	0.60	40	10	
			Option1	0.50	30	10	
			Option2	0.40	20	6	
		Option3	0.30	15	5		
Consulting Services		For consulting services, the interest rate will be minimal (0.01%) and the repayment, grace periods and conditions for procurement will be the same as those for main components.					
Options for Program Type Japanese ODA Loans		In case of co-financing, it is possible to apply the same repayment terms as co-financer's lending while maintaining the concessionality of Yen loans.					

- STEP (Special Terms for Economic Partnership) is set and reconsidered on January 15 every year to make a tied aid eligible.
- The concessionality level of optional terms does not exceed that of standard terms.
- Under the EPSA initiative, the loan for projects co-financed with the AfDB are extended using "Preferential Terms", determined for each income category; in the case for low-income LDCs, the terms are MIRAI.
- A two-step loan extended to the AfDB to cover its sub-loans to private enterprises under EPSA is extended using the term and condition of 0.55% interest rate and 40-year repayment period including 10-year grace period.
- Irrespective of the country category, the terms applied for projects assisting recoveries from disasters are MIRAI.
- For countries complying with ongoing IMF-supported programs or receiving grants from IDA, it is possible to modify the terms and conditions of the ODA Loans so as to meet the IMF's concessionality criteria.

[Reference] Major Economies Classified by Income Category (Classified by the DAC and the World Bank)

Income Category	2010 GNI per Capita	
Least Developed Countries (LDC)	Low-Income Countries	Afghanistan, Bangladesh, Benin, Burkina Faso, Burundi, Cambodia, Central African Republic, Chad, Comoros, Democratic Republic of the Congo, Eritrea, Ethiopia, Gambia, Guinea, Guinea-Bissau, Haiti, Liberia, Madagascar, Malawi, Mali, Mozambique, Myanmar, Nepal, Niger, Rwanda, Sierra Leone, Somalia, Tanzania, Togo, Uganda
		Angola, Bhutan, Djibouti, Equatorial Guinea, Kiribati, Lao PDR, Lesotho, Mauritania, Samoa, Sao Tome and Principe, Senegal, Solomon Islands, Sudan, Timor-Leste, Tuvalu, Vanuatu, Yemen, Zambia
Low-Income Countries	-US\$1,005	Kyrgyz Republic, Kenya, Tajikistan, Zimbabwe
Lower-Middle-Income Countries	US\$1,006-US\$1,915	Bolivia, Cameroon, Cote d'Ivoire, Ghana, Honduras, India, Moldova, Mongolia, Nicaragua, Nigeria, Pakistan, Papua New Guinea, Uzbekistan, Vietnam
Middle-Income Countries	US\$1,916-US\$3,975	Armenia, Belize, Cape Verde, Republic of Congo, Egypt, El Salvador, Fiji, Georgia, Guatemala, Guyana, Indonesia, Iraq, Republic of Kosovo, Marshall Islands, Micronesia, Morocco, Paraguay, Philippines, Sri Lanka, Swaziland, Syrian Arab Republic, Tonga, Turkmenistan, Ukraine
Upper-Middle-Income Countries	US\$3,976-US\$6,925	Albania, Algeria, Azerbaijan, Belarus, Bosnia & Herzegovina, Botswana, China, Colombia, Costa Rica, Dominica, Dominican Republic, Ecuador, Grenada, Iran, Jamaica, Jordan, Macedonia, Maldives, Montenegro, Namibia, Palau, Peru, Serbia, South Africa, Suriname, St. Lucia, St. Vincent and the Grenadines, Thailand, Tunisia

1 Sectors and Fields Eligible for Preferential Terms

The Global Environment

(1) Forest conservation, forestation

- Forest conservation and management
- Afforestation and reforestation
- Research for forest resources
- Others (monitoring system etc.)

(2) Prevention of pollution

(a) Prevention of air pollution

Examples:

- Installation of equipment for the prevention of air pollution
- Rehabilitation of existing power plants contributing to the reduction of air pollution
- Upgrade and rehabilitation of factories etc.
- Coal quality selection for the prevention of air pollution

(b) Prevention of water pollution

Examples:

- Effluent treatment, recycling of water
- Sludge treatment, residue treatment
- Relocation of factories for water pollution prevention
- Treatment facilities for preventing water pollution in harbors etc.
- Sewage treatment facilities

(c) Waste treatment

Example: Collection, processing, disposal of solid waste

(3) Energy saving and resource conservation

Examples:

- Installation of energy saving facilities and equipment
 - Power plants and transmission and distribution lines for energy saving and resource conservation
 - Centralized city heating system
 - Co-generation
- #### (4) Conservation of the natural environment
- Protection of wildlife
 - Marine resource research
 - Genetic resource research
 - Conservation of soil
 - Others (research, monitoring)
- #### (5) New and renewable energy sources
- Examples:
- Photovoltaic power generation, Utilization of solar thermal energy
 - Wind power generation
 - Utilization of heat and power generation through waste treatment
 - Geothermal power generation
 - Biomass energy
 - Utilization of urban waste heat
 - Fuel cells
 - Utilization of exhaust gas
- #### (6) Protection of the ozone layer
- Examples:
- Emission control or collection of CFC etc.
 - Treatment of materials damaging the ozone layer
 - Monitoring

(7) Marine pollution

Examples:

- Machines or vessels for the prevention of marine pollution
- Measures for preventing marine disposal of wastes
- Monitoring

(8) Desertification protection

Examples:

- Afforestation, protection of forests
- Agriculture desertification protection

(9) Water supply for the prevention of infectious disease and poverty reduction

Human Resource Development Support

- (1) Study or training in Japan
- (2) Expert dispatch from Japan
- (3) Lending to privately-funded foreign students in Japan

Small and Medium Sized Enterprises

Low-interest loan facilities for small and medium sized enterprises focusing particularly on smaller sized businesses

Support for Peacebuilding

Projects and programs for humanitarian improvement, restoration and reconstruction in peacebuilding countries and their neighboring nations

[Note] 1 In cases where a part of the project is eligible for preferential terms, preferential terms can be applied to that part.
 2 Hydro-electric power generation with no significant impact on the environment can be categorized as a new and renewable energy only in those cases where it can be confirmed that the project will not create problems as a result of deliberate environmental aspect investigation.

2 In order to assist upper-middle income countries to reduce regional income disparities, projects to develop specified economic and social infrastructure in low-income regions will be funded through ODA Loans. This will be in areas where ODA Loans have been hitherto limited in-principle to environmental, human resource development, and anti-seismic measure projects.

Regarding "ODA Loan Activities for Supporting Africa" announced in May 2010, in view of Japan's commitments made at TICAD IV, as a time-limited measure up to the end of fiscal 2012, the categories of Agriculture and Rural Development Projects and Regional Infrastructure that contribute to poverty through economic growth have been added as eligible fields for ODA Loan in Africa in addition to the above-mentioned four fields.

3 Special Term for Economic Partnership (STEP)

Overview

The Government of Japan decided to introduce a new ODA loan scheme from July 2002, now called the Special Term for Economic Partnership (STEP), in an effort to raise the visibility of Japan's ODA among the citizens of recipient countries as well as Japan. These schemes utilize and transfer the cutting-edge technologies and know-how of Japanese firms.

STEP Recipient Countries

Low-Income Countries, Lower-Middle-Income Countries and Middle-Income Countries to which tied aid can be extended under OECD rules (excluding the Least Developed among Less Developed Countries and Upper-Middle-Income Countries)

STEP-Eligible Projects

(1) Outline: Projects eligible for STEP will be limited to those that are in the following sectors and fields; (2), and at the same time, for which Japanese technologies and equipment are substantially utilized.

Sectors and Fields

- Bridges and Tunnels
- Ports

- Airports
- Urban mass transit system
- Oil/Gas transmission and storage facilities
- Urban flood control projects
- Communications/Broadcasting/Public information systems
- Power stations/Power transmission and distribution lines
- Trunk roads/Dams (limited to projects that substantially utilize Japan's anti-earthquake techniques, ground treatment techniques and fast implementation techniques)
- Environmental Projects (limited to projects that substantially utilize Japan's air-pollution prevention techniques, water-pollution prevention techniques, waste treatment and recycling techniques and waste heat recycling and utilization techniques)

Interest Rates and Repayment Period

Interest rates and repayment periods are set so as to enable the extension of tied aid under OECD rules, and revised annually on 15 January.

Procurement Conditions

Primary contracts are tied to Japanese firms, while subcontracts are generally untied. Joint ventures with recipient countries are accepted for primary contracts, on condition that the Japanese firm is the leading partner.

Coverage Ratio

ODA loans may be used to finance up to 100% of the total project cost.

Country of Origin Rule

Not less than 30% of the total amount of the principal contract financed with ODA loans must be accounted for by either (a) goods originating from Japan together with services provided by Japanese firms, or (b) goods procured from Japan. See chart below.

Category	Examples
In the case of projects for which advanced technologies and/or knowhow of Japanese firms can be identified in services (e.g. construction methods), not only goods but also services must be included in the ratio mentioned.	Tunnels, ports, concrete bridges, trunk roads, dams, sewerage systems, urban underground headrace tunnels, public information systems, hydroelectric power, and geothermal power, etc.
In the case of projects, which mainly consist of the installation of goods or plants and their core technologies that can be identified in goods or plants, only goods shall be included in the ratio mentioned.	Communications/broadcasting facilities, wind/solar/thermal power generation, oil/gas transmission and storage facilities, waste treatment sites, waste incineration plants, steel bridges, urban mass transit systems, urban flood control projects, power transmission and distribution line, etc.

Procurement Audits

The procurement process is audited by a third party after bidding to ensure fairness, utilizing loan funds or JICA research expenses.

Note: Please refer to page 197 for the classification of principal country income levels.

11-2 Tying Status (Commitment Basis)

(Unit: %)

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011***
General Untied	91.5	93.2	87.4	87.3	75.1	79.4
Partially Untied*	1.3*	1.4*	0.0	0.0	13.4**	0.0
Bilateral Tied	0.0	0.1	0.0	0.0	0.6	0.0
Tied	7.1	5.3	12.6	12.7	10.8	20.6
Total	100.0	100.0	100.0	100.0	100.0	100.0

General untied: Procurement conditions stipulating that associated goods and services may be procured in substantially all countries.

Partially untied: Procurement conditions stipulating that Japan and all countries on the DAC list of ODA recipients (all those listed in Part I and Part II) are eligible source countries.

Bilateral tied: Procurement conditions stipulating that only Japan and borrowing countries are eligible source countries.

Tied: Procurement conditions stipulating that only Japan is a procurement-eligible source country.

Note: * International competitive bidding by participating countries and member countries as stipulated in the Agreement for the establishment of the African Development Fund (AfDF) and by member countries as stipulated in the Agreement for the establishment of the Asian Development Bank (ADB).

** Includes the partially untied component of the project whose L/A amount was increased (compound project).

*** AfDF Private Sector Assistance Loan under the Joint Initiative titled EPSA for Africa (III) does not include procurement and is therefore excluded.

11-3 Nationalities of Contractors (Including Procurement in Local Currency)

(Unit: %)

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Japan	17.0	18.6	20.6	11.6	23.2	19.7
Developed Countries	6.5	18.1	7.8	14.0	7.7	17.3
Developing Countries	37.6	23.6	31.5	31.3	29.0	24.1
Developing Countries (Local Currencies)	38.8	39.7	40.2	43.1	40.2	39.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

Note: Data for developed countries excludes Japan. Because the figures represent rounded numerical data, the totals do not always equal 100.

11-4 Nationalities of Contractors (Foreign Currency Only)

(Unit: %)

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Japan	27.8	30.8	34.4	20.5	38.7	32.3
Developed Countries	10.7	30.0	13.0	24.5	12.8	28.3
Developing Countries	61.5	39.2	52.6	55.0	48.4	39.4
Total	100.0	100.0	100.0	100.0	100.0	100.0

Note: Data for developed countries excludes Japan. Because the figures represent rounded numerical data, the totals do not always equal 100.

11-5 Nationalities of Contractors (Including Procurement in Local Currency, Including Commodity Loans)

(Unit: %)

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Japan	18.0	19.9	22.6	13.5	24.5	20.0
Developed Countries	6.9	14.4	2.5	7.7	6.0	16.0
Developing Countries (Foreign Currency)	34.2	23.2	30.8	27.2	26.9	24.4
Developing Countries (Local Currencies)	40.9	42.5	44.1	51.6	42.6	39.6
Total	100.0	100.0	100.0	100.0	100.0	100.0

Note: Data for developed countries excludes Japan. Because the figures represent rounded numerical data, the totals do not always equal 100.

11-6 Nationalities of Contractors (Foreign Currency Only, Excluding Commodity Loans)

(Unit: %)

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Japan	30.4	34.6	40.4	27.9	42.8	33.1
Developed Countries	11.7	25.0	4.5	15.9	10.4	26.4
Developing Countries (Foreign Currency)	57.9	40.4	55.1	56.2	46.9	40.4
Total	100.0	100.0	100.0	100.0	100.0	100.0

Note: Data for developed countries excludes Japan. Because the figures represent rounded numerical data, the totals do not always equal 100.

12-1 Technical Cooperation Projects (Record of Discussion Newly Signed in FY2011)

Country	Project Name	Signing Date of Record of Discussion	Project Commencement Date	Project Completion Date
Asia				
Cambodia	Capacity Development of General Department of Taxation (GDT) under the Framework of PFM Reform	2011. 6. 23	2011. 9. 5	2014. 9. 4
	Project for Facilitating the Implementation of REDD+ Strategy and Policy	2011. 5. 27	2011. 6. 1	2016. 5. 31
	Legal and Judicial Development (Phase IV)	2012. 1. 4	2012. 4. 1	2017. 3. 31
	Project for Educational Capacity Development of Institute of Technology of Cambodia	2011. 10. 13	2011. 10. 13	2015. 10. 12
Indonesia	Project on Knowledge Management for South-South Cooperation	2011. 12. 7	2012. 3. 1	2013. 5. 30
	The strengthening of the Utilization of Indonesia-Japan Economic Partnership Agreement (JEPA)	2011. 4. 26	2011. 5. 1	2014. 4. 30
	The Project for Research and Education Development on Information and Communication Technology in Institut Teknologi Sepuluh Nopember Phase 2	2011. 10. 24	2012. 1. 1	2014. 12. 31
	Project on Capacity Development of Animal Health Laboratory	2011. 7. 1	2011. 7. 17	2015. 7. 16
	Technical Cooperation Project on Enhancing of Vessel Traffic Service System Management Capacity	2011. 11. 25	2012. 1. 27	2015. 1. 26
Laos	Project to Enhance the Capacity of Vientiane Capital State Bus Enterprise	2011. 8. 8	2012. 1. 11	2014. 12. 26
	Project for Sustainable Development of Human Resource for Health to Improve Maternal, Neonatal and Child Health Services	2011. 12. 6	2012. 2. 22	2016. 2. 21
	Project for Improvement of the Road Management Capability	2011. 7. 21	2011. 9. 22	2016. 9. 21
	Project for Supporting Community Initiative for Education Development (Phase 2)	2012. 1. 31	2012. 2. 1	2016. 1. 31
Malaysia	The Project for Model Development for E-Waste Collection, Segregation and Transportation from Households for Recycling	2011. 7. 15	2011. 9. 26	2013. 3. 30
	Project for Capacity Building in Maritime Safety and Security Phase 2	2011. 5. 30	2011. 7. 25	2013. 7. 24
Myanmar	Project on Capacity Improvement of Recovery and Reintegration Assistance for Trafficked Persons	2012. 2. 1	2012. 6. 1	2015. 5. 31
	Major Infectious Diseases Control Project Phase 2	2011. 12. 19	2012. 3. 19	2015. 3. 18
Philippines	The Project for Cordillera-wide Strengthening of the Local Health System for Effective and Efficient Delivery of Maternal and Child Health Services	2011. 11. 23	2012. 2. 1	2017. 1. 31
	Improvement of Quality Management for Highway and Bridge Construction & Maintenance, Phase 2	2011. 7. 21	2011. 10. 1	2014. 9. 30
	Disaster Risk Reduction and Management (DRRM) Capacity Enhancement Project	2011. 10. 28	2012. 3. 1	2015. 2. 28
	National Industry Cluster Capacity Enhancement Project	2011. 11. 22	2012. 3. 25	2015. 3. 31
Thailand	Capacity building on acid deposition and impact assessment analysis	2011. 4. 1	2011. 4. 1	2012. 3. 31
Viet Nam	Project for Enhancing Functions of Agricultural Cooperatives in Vietnam (Phase 2)	2011. 10. 26	2012. 7. 1	2015. 6. 30
	Project for Strengthening Capacity of Inspection System for Ensuring Safety of Agro-Fishery Foods	2011. 10. 27	2011. 12. 1	2014. 11. 30
	Project on Tax Administration Reform in Vietnam (Phase 3)	2011. 9. 1	2011. 9. 1	2014. 8. 31
China	Project on Capacity Building on Climate Change and Public Participation	2011. 12. 28	2011. 12. 28	2014. 3. 31
	International Taxation Project	2012. 3. 13	2012. 9. 20	2015. 9. 19
	Project for legislation and implementation of the antimonopoly law and guidelines	2012. 2. 17	2012. 5. 1	2015. 3. 31
Mongolia	Capacity building of Internal auditing and performance monitoring	2011. 10. 24	2012. 1. 1	2013. 12. 31
	Project for Capacity Development of Business Persons through Mongolia-Japan Center for Human Resources Development	2011. 12. 26	2012. 1. 22	2015. 1. 21
Bangladesh	Safe Motherhood Promotion Project (Phase 2)	2011. 5. 29	2011. 7. 1	2016. 6. 30
	Project for Improving Public Services through Total Quality Management	2011. 11. 24	2012. 2. 1	2017. 1. 31
Bhutan	Technical Cooperation Project for Farm Road Bridge Design and Implementation	2011. 6. 28	2011. 12. 1	2014. 5. 30
Nepal	The Project for the Operation and Maintenance of Sindhuli Road	2011. 8. 22	2011. 12. 10	2015. 12. 9
	Project for Strengthening the Monitoring and Evaluation System in Nepal Phase 2	2011. 7. 18	2011. 11. 15	2015. 5. 15
Pakistan	The Project for Promotion of Value Added Fruit Products in Gilgit-Baltistan	2012. 3. 12	2012. 5. 15	2015. 11. 30
	Non-Formal Education Promotion Project	2011. 4. 1	2011. 4. 1	2014. 6. 30
Sri Lanka	The Project for Enhancement of Production System of Certified Vegetable Seed in Sri Lanka	2012. 2. 29	2012. 5. 14	2017. 5. 13
Kyrgyz Republic	Community Empowerment Project through Small Business Promotion by One Village One Product (OVOP) Approach in Issyk-Kul region	2011. 10. 3	2011. 12. 15	2014. 12. 15
Tajikistan	Project for improving Maternal and Child health care system in Khatron oblast	2011. 11. 24	2012. 3. 25	2016. 3. 25
	Rural Development Project in Tajik-Afghan Border Area of Gorno-Badakhshan Autonomous Oblast	2012. 2. 1	2012. 2. 1	2015. 1. 31
Pacific				
Papua New Guinea	The Project on Promotion of Smallholder Rice Production (Phase 2)	2011. 10. 4	2011. 12. 1	2015. 5. 31
	Project for Enhancing Access and Capacity of EQUITY program (EQUITY Phase 2)	2012. 2. 1	2012. 4. 1	2015. 12. 31
Vanuatu	The Project for Promotion of the Grace of the Sea in Coastal Villages Phase 2	2011. 9. 9	2011. 12. 1	2014. 11. 30
North America and Latin America				
Cuba	Project for extension and diffusion of technologies for certified rice seed production in the central zone of Cuba	2011. 12. 15	2012. 4. 11	2016. 4. 10
Dominican Republic	Project on the Capacity Development for Efficient Planning and Development Management in the Province of Dajabon	2011. 10. 1	2011. 12. 1	2015. 3. 31
El Salvador	Production Improvement and Extension of Shellfish Aquaculture Project	2012. 2. 1	2012. 6. 20	2015. 6. 19
Honduras	Project for Strengthening of the Capacity Development of the Local Governments for Regional Development	2011. 9. 20	2011. 10. 26	2016. 11. 25
Nicaragua	Project For Enhancing Integrated Service Delivery for Social Risk Prevention and Attention for Families and Communities	2011. 12. 16	2012. 1. 22	2016. 1. 21
Ecuador	The Project "Sustainable Integrated Rural Development in the Prefecture of Chimborazo"	2011. 12. 7	2012. 3. 15	2017. 3. 14
	Project for Development and Administration of Competency Based Vocational Training Courses	2011. 12. 20	2012. 3. 1	2014. 3. 31

Country	Project Name	Signing Date of Record of Discussion	Project Commencement Date	Project Completion Date
North America and Latin America (Continued)				
Paraguay	Project for Strengthening Primary Health Care System	2011. 11. 18	2012. 2. 1	2016. 1. 31
	Rural Development Project for Strengthening of Territorial Management System in Itapua and Caazapa	2011. 8. 9	2012. 2. 1	2017. 1. 31
Middle East				
Algeria	Project on Improving Research and Education at Ecole Nationale Supérieure Maritime	2011. 12. 28	2012. 2. 1	2015. 1. 31
Egypt	The Project on Enhancement of Competitive Strategy for Suez Canal	2011. 11. 28	2012. 3. 1	2014. 2. 28
	The Project for Improvement of the Bridges Management Capacity	2011. 10. 30	2012. 3. 20	2015. 3. 19
	Mutual Learning Workshop for Control of Cross Hospital Infection, for Middle-East Countries	2011. 9. 15	2011. 5. 1	2014. 3. 31
Iran	Capacity Building for Earthquake Risk Reduction and Disaster Management in Tehran	2011. 12. 18	2012. 3. 21	2015. 2. 20
Iraq	Operation and Maintenance of Water Supply Facilities Phase 2	2011. 9. 1	2011. 9. 1	2014. 3. 31
Palestinian Authority	The Project on Improved Extension for Value-Added Agriculture in the Jordan River Rift Valley	2011. 6. 6	2011. 9. 11	2015. 1. 10
Africa				
Angola	Project for Rice Development	2012. 3. 1	2012. 3. 1	2017. 2. 28
	Project for Strengthening the Health System through Human Resources Development in Josina Machel Hospital and other Health Facilities and Revitalization of Primary Health Care in Angola	2011. 7. 1	2011. 10. 28	2014. 10. 27
Burkina Faso	Project of Teacher Training Improvement in Science and Mathematics at Primary Level Phase 2	2011. 12. 1	2012. 1. 11	2015. 9. 30
Democratic Republic of the Congo	Project on capacity development for bridge management	2012. 1. 6	2012. 4. 14	2015. 3. 31
Ethiopia	The Project for Strengthening of Agricultural Pesticide Residue Analysis System	2011. 6. 30	2011. 11. 13	2015. 11. 12
	Capacity Development Project for Countermeasure Works for Landslide	2011. 4. 12	2011. 6. 30	2016. 3. 31
	Project on Community tourism development through public - private partnership in Simien Mountains National Park and surrounding areas	2011. 8. 4	2011. 11. 1	2014. 10. 30
	Project on Capacity Building for Dissemination of Quality and Productivity Improvement (KAIZEN)	2011. 9. 13	2011. 11. 15	2014. 11. 14
Ghana	The Project for Strengthening Operational Capacity of Prevention of Mother-to-Child Transmission of HIV (PMTCT)	2011. 11. 9	2012. 4. 1	2015. 3. 31
	Study for safety operation and management of railway in the Republic of Ghana	2011. 8. 19	2012. 2. 1	2013. 12. 27
	Project for Formulating a Strategic Model for Quality, Productivity Improvement through Strengthening BDS for MSEs	2011. 11. 23	2012. 3. 25	2015. 3. 31
Kenya	Establishment of Rural Electrification Model Using Renewable Energy	2011. 10. 15	2012. 3. 1	2015. 2. 28
	Project for Improving OVOP Services	2011. 9. 15	2011. 11. 7	2014. 11. 6
Malawi	Sustainable Land Management Promotion Project	2011. 8. 4	2011. 11. 11	2015. 11. 10
Mali	Project for Supporting to School Management Committee Phase 2	2011. 9. 26	2011. 11. 1	2015. 10. 31
Mauritius	The Project for Landslide Managemant	2012. 3. 1	2012. 4. 1	2014. 9. 30
	The Project for Capacity Development on Coastal Protection and Rehabilitation	2012. 2. 16	2012. 4. 1	2015. 6. 30
Mozambique	Project for strengthening capacities of NPCs for HIV responses in Gaza province	2011. 11. 16	2012. 3. 26	2015. 3. 25
	The Project for the Capacity Development of road maintenance in the Republic of Mozambique	2011. 5. 19	2011. 8. 1	2014. 7. 31
	The Project for strengthening pedagogical and technical skills of teachers of health training institute	2011. 11. 28	2012. 1. 5	2015. 12. 20
	The Project for Enhancement of the Capacity of Destination Marketing and Promotion through Strengthening the Linkage among Tourism Related Organizations	2011. 12. 7	2012. 3. 1	2015. 3. 1
Niger	Project on Effective Utilization of Reservoirs and Auto-Promotion of Local Communities in the Sahel	2011. 12. 9	2012. 3. 5	2015. 3. 4
Senegal	Project for Reinforcement of CPPT Senegal-Japan	2011. 9. 14	2011. 10. 1	2015. 9. 30
	Project for Sanitation and Hygiene Improvement in rural areas of Tambacounda, Kedougou and Matam Regions	2011. 12. 15	2012. 3. 1	2016. 2. 28
	Strengthening Mathematics, Science, and Technologies Education Project Phase 2	2011. 6. 3	2011. 9. 1	2015. 8. 31
Sierra Leone	Project for Improving Quality of Mathematics and Science Education in Junior Secondary School (IQMAS)	2011. 10. 10	2011. 11. 27	2014. 12. 26
South Sudan	Technical Cooperation Project for Capacity Development on Sustainable Road Maintenance and Management in Juba	2011. 7. 4	2011. 9. 1	2014. 3. 31
	The Project for Capacity Development on Solid Waste Management in Juba	2011. 7. 4	2011. 10. 31	2014. 10. 30
Sudan	Human Resources Development for Water Supply Phase 2	2011. 8. 14	2011. 10. 16	2015. 9. 30
	Frontline Maternal and Child Health Empowerment Project Phase 2 (Mother Nile Project Phase 2)	2011. 6. 6	2011. 9. 15	2014. 9. 14
Tanzania	Groundwater Development and Management Capacity Development Project in Tanzania	2011. 12. 16	2012. 3. 10	2016. 3. 31
	Rural Water Supply and Sanitation Capacity Development (RUWASA-CAD) Project Phase 2	2011. 5. 23	2011. 9. 1	2014. 8. 31
	Project for Enhancement of Water Supply Management of Zanzibar Water Supply Authority Phase 2	2011. 7. 25	2011. 11. 1	2015. 10. 31
	Project for Capacity Development for the ASDP Monitoring and Evaluation System Phase 2	2011. 6. 8	2011. 8. 15	2015. 6. 30
	Rural Road Maintenance System Development Project	2011. 12. 16	2012. 4. 27	2016. 4. 26
	Project for Capacity Development in Regional Health Management Phase 2	2011. 7. 28	2011. 10. 25	2014. 10. 24
Uganda	Project on Improvement of Health Service through Health Infrastructure Management	2011. 4. 19	2011. 8. 9	2014. 12. 8
	National Wetlands Management Project	2011. 10. 28	2012. 2. 15	2016. 3. 14
	District and Urban Roads (DUR) Mapping and Roads Database Project	2011. 12. 2	2012. 3. 20	2015. 3. 31
	Rice Promotion Project for Hunger and Poverty Reduction in Uganda	2011. 11. 1	2011. 11. 1	2016. 10. 30
	Project for Capacity Building of Local Government on Implementation of Community Development Project in Acholi Sub-Region	2011. 9. 23	2011. 11. 25	2015. 11. 24

Country	Project Name	Signing Date of Record of Discussion	Project Commencement Date	Project Completion Date
Africa (Continued)				
Zambia	The Project for Support in National Roll-out of Sustainable Operation and Maintenance Programme (SOMAP 3)	2011. 6. 29	2011. 9. 15	2016. 2. 15
	Strengthening Teachers' Performance and Skills through School-based Continuing Professional Development Project	2011. 9. 13	2011. 10. 30	2015. 12. 31
	Development of an Industry Strategy	2011. 4. 12	2011. 8. 20	2013. 5. 31
	Food Crop Diversification Support Project Focusing on Rice Production	2012. 3. 21	2012. 6. 20	2015. 6. 19
Europe				
Albania	Project for conservation and sustainable use of Divjake-Karavasta National Park with participation of local governments and stakeholders	2011. 12. 12	2012. 4. 30	2014. 4. 29
Bosnia and Herzegovina	Project for Herzegovina International Tourism Corridor Development and Environmental Conservation	2012. 3. 14	2012. 7. 1	2015. 6. 30
Turkey	The Project for Traffic Demand Management of Historical Area in Istanbul	2011. 4. 20	2011. 7. 1	2013. 12. 31
	Industrial Automation Technology (IAT) Extension Project for Central Asian/Middle East Countries	2011. 11. 28	2012. 5. 1	2015. 4. 30
Total 109 Projects (52 Countries and Regions)				

12-2 Grant Aid (FY2011 Projects) (Unit: ¥1 million)

Country	Project Name	Signing Date of Grant Agreement	Amount*
Asia			
Cambodia	The Project for Human Resource Development Scholarship	2010. 6. 23	99
	The Project for Construction of Neak Loeung Bridge	2010. 6. 23	2,902
	The Project for Human Resource Development Scholarship	2011. 6. 14	124
	The Grant Assistance for Underprivileged Farmers	2011. 7. 13	290
	The Project for the Improvement of Educational Equipment of the Department of Geo-Resources and Geotechnical Engineering of the Institute of Technology of Cambodia	2011. 8. 23	55.7
	The Project for Improvement of Medical Equipment in National, Municipal and Provincial Referral Hospitals	2012. 3. 29	374
Indonesia	The Project For Construction Of Bridges In The Province Of Nusa Tenggara Barat (phase II)	2010. 1. 12	132
	The Project For Improvement Of Bridges In Nias Island	2010. 1. 12	457
	The Project for Urgent Reconstruction of East Pump Station of Pluit in Jakarta	2011. 9. 30	247
Laos	The Project for Human Resource Development Scholarship	2009. 5. 25	60
	The Project for Human Resource Development Scholarship	2010. 5. 14	91
	The Project for Human Resource Development Scholarship	2011. 6. 20	109
	The Project for Improvement of National Road No.9 as East-West Economic Corridor of the Mekong region	2011. 8. 3	83
	The Project for Expansion of Vientiane International Airport in the Lao People's Democratic Republic	2011. 8. 3	1,935
Myanmar	The Project for Human Resource Development Scholarship	2009. 10. 30	91
	The Project for Human Resource Development Scholarship	2010. 9. 3	138
	The Provision of Equipment for Rural Water Supply Project In the Central Dry Zone	2012. 2. 13	629
	The project for human resource development scholarship	2011. 9. 28	30
Philippines	The Project for Human Resource Development Scholarship	2009. 5. 27	79
	The Project for Improvement of the Meteorological Radar System	2009. 11. 13	1,132
	The Project for Human Resource Development Scholarship	2011. 7. 4	120
	The Project for Evacuation Shelter Construction in Disaster Vulnerable Areas in Province of Albay	2011. 8. 18	739
Viet Nam	The Project for Afforestation on the Coastal Sandy Area in Southern Central Viet Nam (Phase II)	2009. 7. 6	97
	The Project for Human Resource Development Scholarship	2010. 7. 12	117
	The Project for Human Resource Development Scholarship	2011. 7. 20	143
	The Project for Development of Traffic Control System for Expressway in Hanoi	2012. 3. 29	527
	The Project for E-Customs and National Single Window for Customs Modernization	2012. 3. 22	2,661
China	The Project for Human Resource Development Scholarship	2009. 7. 23	160
	The Project for Human Resource Development Scholarship	2010. 8. 25	243
	The Project for Human Resource Development Scholarship	2011. 8. 12	39
Mongolia	The Project for Construction of Railway Fly-over in Ulaanbaatar City	2009. 5. 27	1,911
	The Project for Human Resource Development Scholarship	2009. 5. 27	51
	The Project for Improvement of Primary Education Facilities (Phase IV)	2009. 8. 18	1,207
	The Project for Human Resource Development Scholarship	2010. 5. 4	80
	The Programme for Ulaanbaatar Water Supply Development in Gachuurt	2011. 6. 21	233
	The Project for Human Resource Development Scholarship	2011. 6. 21	95
	The Project for Improvement of Capacity of Fire Fighting Techniques and Equipment in Ulaanbaatar	2012. 3. 12	840
	The Project for the Improvement of Diagnostic Equipment of Center for Cultural Heritage	2012. 3. 12	47.4

Country	Project Name	Signing Date of Grant Agreement	Amount*
Asia (Continued)			
Afghanistan	The Project for Rehabilitation of Airfield Pavements at Kabul International Airport	2010. 10. 12	2,028
	The Programme for increase of Agricultural Production by the Improvement of Productivity in Afghanistan (Phase II)	2011. 6. 6	914
	The Project for Infectious Diseases Prevention for Children	2011. 12. 10	716
	The Programme for Improvement of Irrigation Systems in Kabul and Bamyan Provinces	2011. 11. 26	1,310
	The Project for Construction of Schools in Three Central Highland Provinces	2012. 1. 12	1,895
	The Project for Rehabilitation and Expansion of Aircraft Parking Aprons at Kabul International Airport	2012. 3. 10	1,960
	The Project for Rehabilitation of Small Irrigation Facilities and Village Accessibility in Dehsabz Area, Kabul Province	2012. 3. 10	696
	The Project for Improvement of East-West Arterial Road Community Road in Kabul	2012. 3. 10	2,509
	The Project for Improvement of existing Bamyan Airport	2012. 3. 10	1,260
Bangladesh	The Project for Human Resource Development Scholarship	2010. 6. 13	74
	The Poverty Reduction Efforts	2011. 9. 13	500
	The Project for Human Resource Development Scholarship	2011. 7. 3	90
	Improvement of the Capacity of Public Food Storage in the People's Republic of Bangladesh (Detailed Design)	2012. 2. 8	42
Bhutan	The Project for Reconstruction of Bridges (Phase III)	2009. 6. 19	927
	The Project for Restoration and Improvement of Vital Infrastructure for Cyclone Disaster	2011. 8. 8	1,019
India	The Project for the Eradication of Poliomyelitis in India	2012. 3. 26	120
Nepal	The Project for Construction of Sindhuli Road (Section III)	2009. 6. 23	1,766
	The Project for Construction of Sindhuli Road Section III	2012. 2. 15	577
	The Project for Basic Education Improvement in Support of the School Sector Reform in Nepal	2012. 2. 24	930
Pakistan	The Project for the Improvement of Water Supply System in Abbottabad	2010. 9. 14	2,004
	The Project for Strengthening of DAE Mechanical & Architecture Departments in GCT Railway Road of Punjab Province	2011. 7. 6	867
	Strategic Strengthening of Flood Warning and Management Capacity	2011. 7. 12	284
	The Project for the Control and Eradication of Poliomyelitis	2011. 11. 3	203
Sri Lanka	The Project for Human Resource Development Scholarship	2010. 5. 25	76
	The Project for Reconstruction of 5 Bridges in Eastern Province	2010. 11. 25	848
	The Project for human resource Development Scholarship	2011. 6. 29	98
	The Project for Construction of Manmunai Bridge	2011. 9. 13	41
	The Project for Rehabilitation of Killinochchi Water Supply Scheme	2012. 3. 6	677
	The Project for the Improvement of Japanese Language Learning Equipment of the University of Kelaniya and Sabaragamuwa University	2012. 3. 6	48.4
Azerbaijan	The food security project for underprivileged farmers	2011. 4. 6	260
Kyrgyz Republic	The Project for Human Resource Development Scholarship	2009. 6. 18	60
	The Project for the Improvement of Judo Equipment of the State Agency of Physical Training and Sports under the Government of the Kyrgyz Republic	2011. 10. 7	69.2
	The Project for Human Resource Development Scholarship	2011. 6. 24	100
Tajikistan	The Project for Human Resource Development Scholarship	2009. 6. 5	18
	The Project for Human Resource Development Scholarship	2010. 5. 17	36
	The Project for the Improvement of Water Supply in Mir Saiid Alii Khamadoni District of Khatlon Region (phase 2)	2011. 6. 2	779
	The Project for Human Resource Development Scholarship	2011. 6. 20	56
	The Project for the Rehabilitation of Kurgan Tyube - Dusti Road (Phase 2)	2011. 12. 12	1,889
	The food security project for underprivileged farmers	2012. 3. 15	190
Uzbekistan	The Project for Human Resource Development Scholarship	2009. 7. 29	46
	The Project for Human Resource Development Scholarship	2010. 7. 15	76
	The Project for Human Resource Development Scholarship	2011. 7. 25	90
Pacific			
Kiribati	The Project for Expansion of Betio Port	2011. 6. 29	431
Papua New Guinea	The Project for Construction of Bridges on Bougainville Coastal Trunk Road	2009. 6. 25	1,059
Samoa	The poverty reduction efforts	2012. 3. 23	100
Solomon Islands	The Project for Improvement of Water Supply System in Honiara and Auki	2009. 6. 17	1,379
	The Project for Reconstruction of Gizo Hospital	2009. 6. 17	532
Tonga	The Project for Upgrading and Refurbishment of Vaiola Hospital (Phase II)	2010. 5. 11	1,542
Tuvalu	The Project for Improvement of Education Facilities at Motufoua Secondary School	2011. 8. 24	692
Vanuatu	The Project for the Redevelopment of Vila Central Hospital (Detailed Design)	2012. 1. 24	65
North America and Latin America			
Guyana	The Project for the Rehabilitation of the East Demerara Water Conservancy (II)	2011. 9. 6	302
Haiti	Le projet de sécurité alimentaire pour les agriculteurs défavorisés	2011. 12. 20	370
Honduras	The Project for Landslide Prevention in Tegucigalpa Metropolitan Area	2011. 6. 16	476

Country	Project Name	Signing Date of Grant Agreement	Amount*
North America and Latin America (Continued)			
Nicaragua	The Project for Construction of the Santa Fe Bridge in the Republic of Nicaragua	2010. 5. 26	917
	The Project for Reconstruction of Bridges on Managua - El Rama Road	2011. 6. 20	769
Bolivia	El Proyecto de Desarrollo de Agua Potable Sistema del Río San Juan en Potosí	2009. 10. 21	26
Colombia	El Proyecto para el Mejoramiento de Equipos de Producción de Programas de Emisoras Comunitarias e Indígenas	2011. 11. 29	67.2
Ecuador	El Proyecto de la Construcción del Nuevo Puente Internacional Macará	2010. 3. 17	498
Paraguay	The food security project for underprivileged farmers	2011. 7. 7	130
	El Proyecto de Mejoramiento del Sistema de Suministro de Agua en Concepción y Pilar	2011. 8. 30	1,489
Peru	El Proyecto de la Construcción del Nuevo Puente Internacional Macará	2010. 4. 19	498
Middle East			
Jordan	The Project for Rehabilitation and Improvement of Water Facilities in Tafieleh Governorate	2011. 6. 14	268
Yemen	The Project for Rural Water Supply	2010. 5. 17	720
Africa			
Africa	The Project for Capacity Building for Sustainable Management of Tropical Rainforests and Biodiversity Conservation in the Congo Basin Countries	2012. 1. 25	278
Angola	The Project for Equipment Renovation of Viana Vocational Training Center	2011. 12. 5	220
Benin	Projet d'approvisionnement en eau potable dans la région rurale (Phase VI)	2009. 7. 7	93
	Le Projet de Renforcement des capacités de l'école Normale d'Instituteurs à Djougou	2011. 8. 12	677
	Contribution to Safeguarding and Disposal of Obsolete Pesticides in Benin	2011. 8. 31	210
Burkina Faso	Projet d'approvisionnement en eau potable dans les Régions du Plateau Central et du Centre-Sud	2009. 6. 26	478
Burundi	The Project for Rehabilitation of Roads and Infrastructures for Bujumbura City	2010. 6. 7	1,587
	The food security project for underprivileged farmers	2012. 3. 2	150
Cameroon	The 5th Project for Construction of Primary Schools	2011. 7. 19	966
Central African Republic	Projet de construction d'écoles primaires	2009. 7. 10	232
	The Project for Rebuilding Social Facilities in the North and South-East Region	2011. 6. 28	998
Congo	The Project for Support to Child-Friendly Environments through Community Participation	2011. 6. 20	529
Democratic Republic of the Congo	Le projet de réhabilitation et de modernisation de l'Avenue des Poids Lourds à Kinshasa en République Démocratique du Congo Phase II	2010. 6. 4	1,964
	Le projet d'extension de l'usine de traitement des eaux de Ngaliema dans la ville de Kinshasa	2010. 6. 4	2,604
	Le projet d'aménagement de l'institut d'enseignement médical de Kinshasa	2011. 8. 11	611
Ethiopia	The Project for Rural Water Supply in Oromia Region	2009. 7. 16	253
	The Project for Rural Water Supply in Tigray Region	2010. 5. 14	749
	The Project for Replacement of Awash Bridge on A1 Trunk Road	2011. 6. 9	168
	The Project for Rehabilitation of Trunk Road, Phase IV	2011. 6. 9	270
	The Project for Construction of Secondary Schools in Amhara Region	2011. 6. 9	1,208
	The food security project for underprivileged farmers	2012. 3. 6	490
Ghana	The Project for Rehabilitation of National Trunk Road N8	2009. 7. 7	4,337
	The Poverty Reduction Efforts	2012. 2. 28	200
	The Poverty Reduction Efforts	2012. 2. 28	350
Guinea-Bissau	The Project for Construction of Schools in Bissau	2012. 2. 13	998
Kenya	The Project for Augmentation of Water Supply System in Kapsabet Town	2009. 7. 6	175
	The Project for the Construction of Nairobi Western Ring Road	2010. 11. 16	2,243
	The Project for Improvement of the Water Supply System in Embu and the Surrounding Area	2010. 7. 26	1,104
	The Project for Rural Water Supply (Phase II)	2011. 8. 8	609
	The Project for the Reinforcement of Vaccine Storage in Kenya	2011. 8. 8	899
	The Project for the Upgrading and Refurbishment of the Centre for Mathematics, Science and Technology Education in Africa	2011. 8. 8	581
Lesotho	The Project for Introduction of Clean Energy by Solar Electricity Generation System	2011. 4. 11	297
	The Project for the Construction of New Secondary Schools and Upgrading of Facilities in Existing Secondary Schools	2011. 4. 11	1,069
Malawi	The Project for Replacement of South Rukuru Bridge on the Main Road M001 (Phase II)	2012. 3. 30	111
	The Project for Re-Construction and Expansion of Selected Community Day Secondary Schools (Phase II)	2012. 3. 30	1,085
Mali	Le projet de Construction des ponts sur le Corridor du Sud en République du Mali et en République du Sénégal (phase II)	2009. 5. 22	242
	Projet de Construction des ponts sur le Corridor du Sud en République du Mali et en République du Sénégal (phase III)	2009. 7. 7	653
	Le Projet de Construction d'Écoles Primaires (Phase IV)	2011. 8. 24	1,011
Mozambique	Maputo Fish Market Construction Project	2012. 2. 29	918
Niger	Projet d'approvisionnement en eau potable en vue de l'éradication du ver de Guinée dans la Région de Tillabéri	2009. 6. 11	128
Nigeria	The Project for Emergency Repair and Overhaul Works for the Jebba Hydro Power Station	2011. 5. 17	1,990
	The Project for Improvement of Rural Water Supply	2012. 2. 23	1,163
	The Project for Infectious Diseases Prevention for Children	2012. 3. 26	600

Country	Project Name	Signing Date of Grant Agreement	Amount*
Africa (Continued)			
Rwanda	The Project for Construction of Rusumo International Bridge and One Stop Border Post Facilities	2011. 9. 6	80
Senegal	Le projet d'aménagement des infrastructures sanitaires dans les régions de Tambacounda et Kédougou	2009. 5. 29	564
	Le projet de Construction des ponts sur le Corridor du Sud en République du Mali et en République du Sénégal (phase II)	2009. 5. 29	242
Sudan	The Project for Urgent Improvement of Water Supply Facilities at Kassala City	2011. 4. 6	1,086
	The Project for Improvement of Water Supply System at Kassala City (Detailed Design)	2011. 8. 22	96
Tanzania	The Project for Rural Water Supply in Mwanza and Mara Regions	2009. 5. 27	367
	The Project for Widening of New Bagamoyo Road	2010. 5. 31	2,095
	The Poverty Reduction Efforts	2011. 12. 5	150
	The Project for Construction of Rusumo International Bridge and One Stop Border Post Facilities	2011. 8. 29	80
	The Project for Improvement of Transport Capacity in Dar es Salaam (Detailed Design)	2011. 8. 29	37
Togo	Le Projet d'Approvisionnement en Eau Potable et Assainissement en Milieu Rural et Semi-Urbain dans les Régions Maritime et Savanes	2012. 2. 17	899
Uganda	The Project for the Rehabilitation of Hospitals and Supply of Medical Equipment in the Central Region in Uganda	2010. 6. 17	1,602
	The Project for Rebuilding Community for Promoting Return and Resettlement of Internally Displaced Persons in Acholi Sub-Region in Northern Uganda	2012. 2. 23	1,153
Zambia	The Project for Improvement of Ndola and Kitwe City Roads	2009. 8. 28	1,204
	The Project for Groundwater Development in Luapula Province Phase 2	2011. 6. 2	712
	The Project for the Improvement of the Living Environment in the Southern Area of Lusaka	2011. 6. 29	62
	The Project for the Improvement of Water Supply Condition in Ndola City	2011. 6. 29	2,116
	The Poverty Reduction Efforts	2012. 3. 28	300
Europe			
Moldova	The Project for Introduction of Clean Energy by Solar Electricity Generation System	2011. 7. 18	417
Total 163 Projects (63 Countries and Regions**)			1,076.07

Note: Projects under way that are implemented and managed by JICA.

* Grant ceilings of projects for which a Grant Agreement (G/A) was signed. For multi-fiscal-year projects, grant ceilings by fiscal year for fiscal years after the G/A was signed are listed.

** The Project for Capacity Building for Sustainable Management of Tropical Rainforests and Biodiversity Conservation in the Congo Basin Countries is implemented in Cameroon, Central African Republic, Congo and Democratic Republic of the Congo. The country and region count does not include this project because there are other projects implemented in all of these countries.

12-3 List of Principal ODA Loan Commitments (FY2011 New and Approved L/A)		(Unit: ¥1 million)	
Country	Project Name	Loan Signing/ Amendment Date	Loan/Additional Loan Amendment Amount
Asia			
Cambodia	West Tonle Sap Irrigation and Drainage Rehabilitation and Improvement Project	2011.8.23	4,269
	Siem Reap Water Supply Expansion Project	2012.3.29	7,161
Laos	Southern Region Power System Development Project	2012.3.20	4,173
Malaysia	Development Project for Malaysia-Japan International Institute of Technology	2011.12.27	6,697
Philippines	Forestland Management Project	2012.3.30	9,244
	Central Luzon Link Expressway Project	2012.3.30	22,796
	Arterial Road Bypass Project (Phase II)	2012.3.30	4,591
	Mindanao Sustainable Agrarian and Agriculture Development Project	2012.3.30	6,063
	Pasig-Marikina River Channel Improvement Project (Phase III)	2012.3.30	11,836
	Flood Risk Management Project for Cagayan River, Tagoloan River and Imus River	2012.3.30	7,546
	National Irrigation Sector Rehabilitation and Improvement Project	2012.3.30	6,187
Timor-Leste	National Road No.1 Upgrading Project	2012.3.19	5,278
Viet Nam	North-South Expressway Construction Project (Ho Chi Minh City-Dau Giay Section) (II)	2011.6.15	25,034
	North-South Expressway Construction Project(Da Nang-Quang Ngai Section) (I)	2011.6.15	15,912
	Support Program to Respond to Climate Change (II)	2011.11.2	10,000
	Lach Huyen Port Infrastructure Construction Project (Port) (I)	2011.11.2	11,924
	Lach Huyen Port Infrastructure Construction Project (Road and Bridge) (I)	2011.11.2	9,071
	Nghi Son Thermal Power Plant Construction Project (III)	2011.11.2	40,330
	Project for Disaster and Climate Change Countermeasures Using Earth Observation Satellite (I)	2011.11.2	7,227
	North-South Expressway Construction Project (Ben Luc-Long Thanh Section) (I)	2011.11.2	14,093
	Tenth Poverty Reduction Support Credit	2012.3.30	3,500
	Southern Binh Duong Province Water Environment Improvement Project – Phase 2	2012.3.30	19,961
	Regional and Provincial Hospital Development Project(II)	2012.3.30	8,693
	New National Highway No.3 and Regional Road Network Construction Project (II)	2012.3.30	16,486
	Terminal 2 Construction Project in Noi Bai International Airport (II)	2012.3.30	20,584
	Ho Chi Minh City Urban Railway Construction Project (Ben Thanh – Suoi Tien Section (Line 1) (II))	2012.3.30	44,302
Hoa Lac Science and Technology City Development Project (I)	2012.3.30	15,218	
Protection Forests Restoration and Sustainable Management Project	2012.3.30	7,703	
Mongolia	Social Sectors Support Program(II)	2012.3.12	1,550
Bangladesh	Padma Multipurpose Bridge Project	2011.5.18	34,200
	Khulna Water Supply Project	2011.5.18	15,729
	Financial Sector Project for the Development of Small and Medium-sized Enterprises	2011.5.18	5,000
	Maternal, Neonatal and Child Health Improvement Project 1	2012.1.25	5,040
Bhutan	Rural Electrification Project (Phase 2)	2011.6.23	2,187
India	Andhra Pradesh Rural High Voltage Distribution System Project	2011.6.16	18,590
	Madhya Pradesh Transmission System Modernisation Project	2011.6.16	18,475
	Micro, Small and Medium Enterprises Energy Saving Project (Phase 2)	2011.6.16	30,000
	New and Renewable Energy Development Project	2011.6.16	30,000
	Bangalore Metro Rail Project (II)	2011.6.16	19,832
	Rajasthan Forestry and Biodiversity Project (Phase 2)	2011.6.16	15,749
	Delhi Mass Rapid Transport System Project Phase 3	2012.3.29	127,917
	West Bengal Forest and Biodiversity Conservation Project	2012.3.29	6,371
Pakistan	Polio Eradication Project	2011.8.15	4,993
Sri Lanka	Emergency Natural Disaster Rehabilitation Project	2011.9.29	7,000
	Bandaranaike International Airport Development Project Phrase 2	2012.3.28	28,969
	Project for Improvement of Basic Social Services Targeting Emerging Regions	2012.3.28	3,935
	Habarana-Veyangoda Transmission Line Project	2012.3.28	9,573
Uzbekistan	Karshi-Termez Railway Electrification Project	2012.2.27	18,067
North America and Latin America			
Brazil	Non Revenue Water Control Project in Sao Paulo State	2012.2.23	33,584
Peru	Rural Amazonia Water Supply and Sanitation Project	2012.3.30	3,210
	Sierra Small and Medium Scale Irrigation Project	2012.3.30	4,406
Middle East			
Egypt	Greater Cairo Metro Line No. 4 Phase 1 Project	2012.3.19	32,717
Morocco	Fez and Meknes Regions Water Supply Project	2011.7.29	17,440
	Rural Road Improvement Project (II)	2011.7.29	5,981
Tunisia	Gabes-Mednine Trans-Maghrebin Corridor Construction Project	2012.2.17	15,084
	Local Cities Water Supply Network Improvement Project	2012.2.17	6,094
Africa			
Cape Verde	Electricity Transmission and Distribution Network Development Project	2012.3.30	6,186
Tanzania	Eighth Poverty Reduction Support Credit	2011.5.19	1,500
Europe			
Serbia	The Flue Gas Desulphurization Construction Project for Thermal Power Plant Nikola Tesla	2011.11.24	28,252
Turkey	Coruh River Watershed Rehabilitation Project	2011.6.22	4,225
	Municipal Sewerage and Wastewater Treatment Improvement Project	2011.6.22	12,784
International Organizations, etc.			
African Development Bank	Private Sector Assistance Loan under the Joint Initiative titled EPSA for Africa (III)	2011.10.17	8,440
Total 62 Projects (22 Countries, 1 International Organization)			948,959

12-4 Major Projects of Equity Investments (As of March 31, 2012)

Project Name	Investment Company	Outline of Project	Initial Investment	Share Capital (currency unit)	Invested by JICA (%)	Country
Asahan Hydroelectric and Aluminum Project	Nippon Asahan Aluminum Co., Ltd.	Electric power generation utilizing water resources of Asahan River in North Sumatra, and aluminum smelting (about 225,000 tons a year)	1975.12	99,985 (¥1 million)	50.0	Indonesia
Singapore Petrochemicals Project	Japan-Singapore Petrochemicals Co., Ltd.	Production of ethylene and other petrochemical products (about 1 million tons of ethylene a year) on the island of Merbau	1977.08	23,877 (¥1 million)	20.0	Singapore
Amazon Aluminium Project	Nippon Amazon Aluminum Co., Ltd.	Production of alumina (about 4.4 million tons a year) and smelting of aluminium (about 450,000 tons a year) in the Amazon region	1978.08	57,350 (¥1 million)	44.9	Brazil
Saudi Arabia Methanol Project	Japan Saudi Arabia Methanol Co., Inc.	Production of methanol (about 4.7 million tons a year) in the Al Jubail Industrial Area	1979.12	2,310 (¥1 million)	30.0	Saudi Arabia
Saudi Arabia Petrochemicals Project	SPDC Ltd.	Production of ethylene glycol (about 1.35 million tons a year) and polyethylene (about 750,000 tons a year) in the Al Jubail Industrial Area	1981.06	28,400 (¥1 million)	37.1	Saudi Arabia
Bangladesh KAFCO Fertilizer Project	KAFCO Japan Investment Co., Ltd.	Production of urea (about 700,000 tons a year) and ammonia (about 500,000 tons a year) in Chittagong	1990.07	5,024 (¥1 million)	46.4	Bangladesh
North America Environment Fund	North American Environmental Fund, L.P.	Investment in the small-scale environmental projects initiated by the private sector through (Management Company) the Fund	1993.09	5,852 (US\$ 1 thousand)	22.6	Mexico
Musi Pulp Production Project	Sumatra Pulp Co., Ltd.	Production of pulp (about 450,000 tons a year) in the South Sumatra Bilimbing region	1995.04	13,351 (¥1 million)	42.7	Indonesia
South Asian Regional Apex Fund	SARA Fund Trustee Co., Ltd.	Establishment of funds to provide investment capital for small and medium-sized enterprises at the state level (co-invested by the ADB and IFC)	1996.04	133,341 (INR 1 thousand)	22.7	India
UNU Financial Assistance Programme for Students from Developing Countries Studying in Japan	United Nations University (UNU) Trust Fund	Project to support privately financed students from developing countries studying in Japan, through the contribution to a trust fund established by UNU	2003.08	31 (¥1 million)	100.0	Japan

Note: Major projects of equity participation are those with an investment ratio of 20% or more.

Financial Statements

1 General Account

Balance Sheet (as of March 31, 2012)

Assets			
I Current assets			
Cash and bank deposits		57,339,270,090	
Marketable securities		76,000,000,000	
Inventories			
Stored goods	411,141,789	411,141,789	
Advance payments		16,676,229,116	
Prepaid expenses		189,590,727	
Accrued income		18,110,759	
Accrued revenues		1,682,082,336	
Short-term loans of development investment and financing	437,279,000		
Allowance for possible loan losses	(1,949,616)	435,329,384	
Short-term loans of migration investment and financing	266,760,215		
Allowance for possible loan losses	(2,007,541)	264,752,674	
Consignment goods		3,198,488	
Suspense payments		30,785,690	
Advances paid		5,050,640	
	Total current assets		153,055,541,693
II Fixed assets			
1 Tangible fixed assets			
Buildings	45,937,441,254		
Accumulated depreciation	(13,995,980,031)		
Accumulated impairment loss	(2,823,122,082)	29,118,339,141	
Structures	1,583,248,254		
Accumulated depreciation	(884,734,453)		
Accumulated impairment loss	(18,212,404)	680,301,397	
Machines and equipment	195,318,404		
Accumulated depreciation	(123,743,477)	71,574,927	
Vehicles and other transportation devices	1,948,092,632		
Accumulated depreciation	(1,113,985,792)	834,106,840	
Tools, instruments, and fixtures	2,051,320,160		
Accumulated depreciation	(1,188,384,097)	862,936,063	
Land	17,967,106,913		
Accumulated impairment loss	(542,214,472)	17,424,892,441	
Construction in process		17,145,498	
	Total fixed assets	49,009,296,307	
2 Intangible fixed assets			
Trademarks		1,840,254	
Telephone subscription rights		4,296,350	
	Total intangible fixed assets	6,136,604	
3 Investment and other assets			
Long-term loans of development investment and financing	1,841,868,984		
Allowance for possible loan losses	(136,982,350)	1,704,886,634	
Long-term loans of migration investment and financing	1,354,376,382		
Allowance for possible loan losses	(980,900,464)	373,475,918	
Long-term installment principal on sales of settlement	24,716,176		
Allowance for possible loan losses	(24,716,176)	0	
Long-term prepaid expenses		22,168,107	
Guarantee money paid		1,498,676,765	
	Total investment and other assets	3,599,207,424	
	Total fixed assets		52,614,640,335
	Total assets		205,670,182,028

(Unit: Yen)

Liabilities			
I Current liabilities			
Funds for grant aid projects		90,198,603,848	
Donations received		418,962,299	
Accrued payments		21,830,720,333	
Accrued expenses		291,221,104	
Lease liabilities		95,382,393	
Deposit received		372,824,316	
Deferred revenue		178,652	
	Total current liabilities		113,207,892,945
II Fixed liabilities			
Property liabilities			
Property management grants	2,058,781,796		
Property grants, etc	118,075,433	2,176,857,229	
Long-term lease liabilities		37,775,727	
Long-term deposits received		113,819,809	
Asset retirement obligation		272,752,155	
	Total fixed liabilities		2,601,204,920
	Total liabilities		115,809,097,865
Net assets			
I Capital			
Governmental investment		79,986,116,422	
	Total capital		79,986,116,422
II Capital surplus			
Capital surplus		(769,819,348)	
Accumulated depreciation not included in expenses		(15,495,514,437)	
Accumulated impairment loss not included in expenses		(3,376,899,961)	
Accumulated interest expense not included in expenses		(3,815,342)	
	Total capital surplus		(19,646,049,088)
III Retained earnings			
Carryover reserve in the midterm period		1,945,613,317	
Reserve		2,825,252,443	
Unappropriated income for the current year		24,750,151,069	
[Total income for the current year]		[24,750,151,069]	
	Total retained earnings		29,521,016,829
	Total net assets		89,861,084,163
	Total of liabilities and net assets		205,670,182,028

Statement of Income (April 1, 2011–March 31, 2012)

(Unit: Yen)

Ordinary expenses		
Operating expenses		
Expenses for technical cooperation projects	76,595,006,283	
Expenses for grant aid projects	118,219,155	
Expenses for public participation based cooperation	16,847,124,478	
Expenses for emigration program	301,085,682	
Expenses for disaster relief activities	1,071,686,858	
Expenses for aid personnel recruitment and training	520,234,453	
Expenses for assistance promotion	11,843,592,234	
Expenses for operation support	6,422,520,248	
Expenses for accounting support	28,694,607,505	
Expenses for grant aid programs	83,432,778,283	
Contracted program expenses	868,044,531	
Expenses for donation projects	8,444,867	
Depreciation expenses	452,631,063	227,175,975,640
General administrative expenses		8,837,394,320
Financial expenses		
Interest expense	19,010	
Foreign exchange loss	468,052,366	468,071,376
Miscellaneous loss		21,756,874
	Total ordinary expenses	236,503,198,210
Ordinary revenues		
Revenues from management grants		173,619,290,743
Revenues from grant aid programs		83,432,778,283
Revenues from contracted programs		
Revenues from contracted programs from Japanese government and the local government agencies	861,449,801	
Revenues from contracted programs from the other parties	8,691,264	870,141,065
Revenues from development investment and financing		56,651,512
Revenues from settlement affairs		3,484,122
Revenues from migration investment and financing		46,923,004
Donation revenues		8,444,867
Transfer from allowance for possible loan losses		128,819,627
Transfer from liabilities for property management grants		548,978,409
Transfer from liabilities for property grants		36,827,457
Financial revenues		
Interest income	49,719,589	49,719,589
Miscellaneous profits		2,327,048,833
	Total ordinary revenues	261,129,107,511
	Ordinary profits	24,625,909,301
Extraordinary loss		
Loss on retirement of fixed assets		16,120,004
Loss on sales of fixed assets		2,368,922
Payment to national treasury		2,411,625
Impairment loss		14,542,097
		35,442,648
Extraordinary profits		
Profits on sales of fixed assets		13,190,268
		13,190,268
Net income		24,603,656,921
Reversal of surplus deposits from the previous mid-term period		146,494,148
Total income for the current year		24,750,151,069

Statement of Cash Flows (April 1, 2011–March 31, 2012)

(Unit: Yen)

I Cash flow from operating activities

Payment of operating expenses	(140,438,410,024)
Payments for grant aid projects	(83,495,766,074)
Payment of contracted program expenses	(1,536,027,845)
Payment of personnel costs	(15,227,616,971)
Other operation payments	(948,446,044)
Proceeds from management grants	143,300,731,000
Proceeds from grant aid programs	106,701,522,294
Proceeds from contracted programs	1,023,921,583
Loan interest income	108,583,367
Proceeds from settlement affairs	9,318,002
Interest revenues	3,464,122
Installment principal	5,853,880
Donation revenues	27,370,243
Other operation proceeds	3,039,864,433
Subtotal	12,565,043,964
Interest received	54,061,151
Interest paid	(19,010)
Cash flow from operating activities	12,619,086,105

II Cash flow from investing activities

Payments for purchase of fixed assets	(1,319,899,499)
Proceeds from sales of fixed assets	1,015,618,872
Proceeds from loans receivable	940,043,119
Putting money for time deposits	(450,000,000,000)
Proceeds from time deposit refund	548,500,000,000
Payments for purchase of negotiable certificates of deposit	(328,000,000,000)
Proceeds from negotiable certificates of deposit refunds	252,000,000,000
Cash flow from investing activities	23,135,762,492

III Cash flow from financing activities

Repayment of lease liabilities	(99,037,401)
Payment to national treasury of unnecessary property	(1,166,291,564)
Cash flow from financing activities	(1,265,328,965)

IV Effect of exchange rate fluctuation on funds (393,148,813)

V Net increase in funds 34,096,370,819

VI Funds at the beginning of year 17,919,899,271

VII Funds at the end of year 52,016,270,090

Statement of Administrative Service Operation Costs (April 1, 2011–March 31, 2012)

(Unit: Yen)

I Business expenses		
(1) Expenses on income statement		
Operating expenses	227,175,975,640	
General administrative expenses	8,837,394,320	
Financial expenses	468,071,376	
Miscellaneous loss	21,756,874	
Loss on retirement of fixed assets	16,120,004	
Loss on sales of fixed assets	2,368,922	
Payment to national treasury	2,411,625	
Impairment loss	14,542,097	236,538,640,858
(2) (Deduction) Self revenues, etc.		
Revenues from contracted programs	(870,141,065)	
Revenues from development investment and financing	(56,651,512)	
Revenues from settlement affairs	(3,484,122)	
Revenues from migration investment and financing	(46,923,004)	
Donation revenues	(8,444,867)	
Transfer from allowance for possible loan losses	(128,819,627)	
Financial revenues	(49,719,589)	
Miscellaneous profits	(2,327,048,833)	
Profits on sales of fixed assets	(13,190,268)	(3,504,422,887)
Total business expenses		233,034,217,971
II Accumulated depreciation not included in expenses		1,569,837,580
III Accumulated impairment loss not included in expenses		3,369,006,861
IV Accumulated interest expense not included in expenses		1,435,266
V Accumulated sale differential not included in expenses		(316,647,755)
VI Estimated bonus payment not included in allowance		29,574,069
VII Estimated increase in retirement benefit not included in allowance		836,975,631
VIII Opportunity cost		
Governmental investments and other opportunity costs		612,812,691
IX (Deduction) Income taxes, payment to national treasury		(2,411,625)
X Administrative service operation cost		<u>239,134,800,689</u>

Significant Accounting Policies

1 Standards for reporting revenues from the management grants

The Revenue Recognition Standard based on Accrued Expense is applied. This is attributable to the difficulties associated with the application of achievement and time-period standards, specifically, the significant amount of time required to evaluate operating results as well as other complexities.

2 Depreciation methods

(1) Tangible fixed assets

Straight-line method.

The useful lives of major assets are as follows:

Buildings:	1–50 years
Structures:	1–42 years
Machines and equipment:	1–20 years
Vehicles and other transportation devices:	1–6 years
Tools, instruments, and fixtures:	1–18 years

The estimated depreciation costs for specific depreciable assets (Accounting Standard for Incorporated Administrative Agency No. 87) and specific removal costs, etc. associated with asset retirement obligations (Accounting Standard for Incorporated Administrative Agency No. 91) are directly deducted from the capital surplus and reported as accumulated depreciation not included in expenses.

(2) Intangible fixed assets

Straight-line method.

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

An allowance for bonus payments is not appropriated, since the financial source is secured by the management grants.

The estimated bonus payment not included in the allowance, as shown in the Administrative Service Operation Cost Statement, is reported as current fiscal year estimate of allowances in relation to bonus payments which has been calculated according to Accounting Standard No. 88.

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

An allowance for retirement benefits is not appropriated since the financial source is secured by the management grants.

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

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

5 Basis and standard for appropriation of allowances, etc.

Allowance for possible loan losses

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

6 Valuation standard and method for marketable securities

Securities held until maturity

Valued using the amortized cost method (straight-line method)

7 Standards and methods for the valuation of inventories

Stored goods

Cost method as determined by the FIFO method

8 Translation standard of foreign currency assets and liabilities into yen

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

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

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

0.985% taking into consideration the yield of 10-year fixed-rate JGBs as of March 31, 2012.

10 Accounting for lease transactions

The same accounting method applicable to ordinary transactions is applied to finance lease transactions with total lease fees of ¥3 million or more.

The same accounting method applicable to ordinary rental transactions is applied to finance lease transactions with total lease fees of less than ¥3 million.

11 Accounting for consumption taxes

Consumption taxes are included in financial statement amounts.

12 Change in principal accounting policies

The "Accounting Standards for Incorporated Administrative Agency and Guidance Notes for the Accounting Standards for Incorporated Administrative Agency" (February 16, 2000 [Amended June 28, 2011]) and "Q&A concerning the Accounting Standards for Incorporated Administrative Agency and Guidance Notes for the Accounting Standards for Incorporated Administrative Agency" (August 2000 [Final Amendment, March 2012]) have been adopted starting in the current operating year.

Due to this change, for the disposal (sale) of specified depreciable assets (Accounting Standard for Incorporated Administrative Agency No. 87), the sale differential is not recorded as a gain or loss on the statement of income and is instead included in the capital surplus. As a result, there were increases of ¥64,911,890 in net income and total income for the current year.

13 Change in presentation method

For ordinary expenses in the statement of income, expenses for program formulation, expenses for follow-up cooperation, expenses for project/program evaluation and research-related expenses, which were separate items in the previous fiscal year, have been combined in the expenses for assistance promotion item due to the rearrangement of budget items.

Notes

Notes to the balance sheet

1 Estimated retirement benefits to be provided from the management grants

¥31,028,481,786

(1) Breakdown of retirement benefit liabilities (Unit: Yen)

	FY2011
1) Retirement benefit liabilities	(41,877,411,524)
2) Plan assets	10,848,929,738
3) Not-accumulated retirement benefit liabilities 1) + 2)	(31,028,481,786)
4) Difference at the change of accounting standards	0
5) Unrecognized actuarial differences	0
6) Unrecognized past service liabilities (decrease in liabilities)	0
7) Net reported amount on Balance Sheet 3) + 4) + 5) + 6)	(31,028,481,786)
8) Prepaid pension expenses	0
9) Allowance for retirement benefits 7) - 8)	(31,028,481,786)

(2) Breakdown of pension expenses (Unit: Yen)

	FY2011
1) Working cost	2,210,566,923
2) Interest cost	561,642,095
3) Expected return on investment	0
4) Amortization of past working liabilities	0
5) Amortization of actuarial differences	306,857,178
6) Others (premiums collected for Employees' Pension Fund)	(340,323,856)

(3) Computation basis for retirement benefit obligation, etc. (Unit: Yen)

	FY2011
1) Discount rate: Retirement pension	2.0%
2) Periodic allocation method for expected retirement benefits	Periodic fixed-amount benefits method
3) Processing period for actuarial differences	1 year
4) Others (Processing period of differences upon change of accounting standards; actual return rate, etc.)	1 year

2 Estimated bonus to be provided from the management grants

¥775,480,759

3 Impaired loss on fixed assets

(1) The fixed assets for which the impairment loss was recognized

A. Outline of the usage, type, location, book value

Impairment losses were recognized in the following assets. (Unit: Yen)

Name of Asset	Usage	Location	Type	Book Value before Impairment Loss	Impairment Loss Not Included in Current Year Expenses	Accumulated Impairment Loss Not Included in Current Year Expenses
Osaka International Center	Accommodation facilities for training	Ibaraki City, Osaka Prefecture	Building	3,284,026,330	2,791,569,160	2,791,569,160
			Structures	21,425,234	18,212,404	18,212,404
			Land	780,478,000	519,548,000	519,548,000
Heights Sunrise 607 and 27 units	Employee housing	Nagoya City, Aichi Prefecture, etc.	Building	142,215,413	31,552,922	31,552,922
			Land	161,446,842	22,666,472	22,666,472

B. Background relating to the recognition of impairment losses

Use of the Osaka International Center stopped at the end of FY2011 because payment to the national treasury for this center is planned for FY2012 in accordance with the Third Mid-term Objectives that start in FY2012.

As a result, the book value of this center has been reduced in the current fiscal year to the value of the services that can be recovered. For assets that are classified as specified assets, this reduction is treated as an accumulated impairment loss not included in expenses, which is deducted from the capital surplus. For assets that are not classified as specified assets, the reduction is treated as an impairment loss (extraordinary loss) and posted in the statement of income.

The Third Mid-term Objectives include a plan to dispose of 34 employee housing units during FY2012. Asset impairment was recognized for 28 of these units, which excludes six units that were still used for employee housing at the end of FY2011. For 15 of the 28 units, which excludes 13 units where the value of the services that can be recovered exceeded book value at the end of FY2011, book value was reduced in the current fiscal

year to the value of the services that can be recovered. This reduction was treated as an accumulated impairment loss not included in expenses, which is deducted from the capital surplus.

C. Breakdown of each principal fixed asset not appearing on the income statement but which is included in impairment loss and the overview of the calculation method for recoverable service amount (Unit: Yen)

Name of Asset	Type	Impairment Loss	Calculation Method for Recoverable Service Amount
Osaka International Center	Building	2,777,027,063	The value of services that can be recovered is measured by using the net sales price, which is a third-party valuation less the estimated expenses for disposal.
	Structures	18,212,404	
	Land	519,548,000	
Heights Sunrise 607 and 27 units	Building	31,552,922	
	Land	22,666,472	

(2) Fixed assets indicating impairment losses

A. Outline of the usage, type, and location of fixed assets that indicate an impairment loss

The following assets have an indication of impairment losses. (Unit: Yen)

Name of Asset	Usage	Location	Type	Book Value
Hiroo Center	Program facility	Shibuya-ku, Tokyo	Building	1,115,310,187
			Structures	1,622,390
			Land	1,652,251,000
Machiya Heim 303 and 71 units	Employee housing	Nagoya City, Aichi Prefecture, etc.	Building	448,559,563
			Land	457,062,143

B. Background relating to the determination of an indication of impairment loss

Payment to the national treasury for the Hiroo Center is planned for FY2013 in accordance with the Third Mid-term Objectives that start in FY2012. Although an impairment loss will probably be recorded, no impairment loss has been recognized as of the end of FY2011 because the timing of the disposal of this center has not been determined and the center is still used for JICA operations.

Machiya Heim Room 303 and 71 other units are to be disposed of in accordance with the Mid-term Objectives. Although an impairment loss will probably be recorded, no impairment loss has been recognized as of the end of FY2011 because the timing of the disposal of these units has not been determined and the units are still used as employee housing.

4 Donated funds for grant aid

Grant aid is received in the form of funds from the Japanese government. JICA administers this grant aid based on a presentation contract with the recipient country's government. At the end of FY2011, the outstanding balance of unexecuted donation presentation contracts stood at ¥155,131,464,507.

Notes to Cash Flow Statement

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

(1) Breakdown of balance sheet items and ending balance of funds (as of March 31, 2012)

Cash and deposit	¥57,339,270,090
Time deposit	¥(5,323,000,000)
Ending balance of funds	¥52,016,270,090

(2) Description of significant non-financial transactions

A. Assets under the finance lease

Tools, instruments, and fixtures ¥18,185,764

Notes to Administrative Service Operation Cost Statement

Number of the loan employees from governments who are counted as opportunity costs

Of the estimated increase in retirement bonus not included in the allowance, ¥49,202,241 was recognized as the current fiscal year increase of allowance for retirement and severance for 35 loan employees according to JICA's internal regulations.

Matters concerning the state of financial instruments

The General Account's fund management is limited to short-term deposits and public and corporate bonds while fund raising consists mainly of management grants approved by the state ministers in charge. The General Account does not borrow from the government fund for Fiscal Investment and Loan Program, borrow funds from financial institutions or issue FILP agency bonds.

Matters concerning the fair value of financial instruments

Balance sheet amounts, fair value and differentials at the end of the operating year are as follows. (Unit: Yen)

	Balance sheet amount	Fair value	Differential
(1) Cash and bank deposits	57,339,270,090	57,339,270,090	0
(2) Marketable securities	76,000,000,000	76,000,000,000	0
(3) Accrued payments	(21,830,720,333)	(21,830,720,333)	0

Note 1: Calculation method for fair value of financial instruments and matters concerning marketable securities

(1) Cash and bank deposits

Cash and bank deposits are short term and fair value approximates book value. Thus fair value for cash and bank deposits is calculated at book value.

(2) Marketable securities (negotiable certificates of deposit)

Negotiable certificates of deposit are valued at book value because fair values are almost the same as book values due to the short-term nature of these instruments.

(3) Accrued payments

Accrued payments are short term and fair value approximates book value. Thus fair value for accrued payments is calculated at book value.

Finance lease transactions

The amount of the finance lease transactions which influences the current year's profits and losses was ¥277,198. The current year's net profit after the deduction of this amount was ¥24,750,428,267.

Matters concerning asset retirement obligation

JICA has a building lease agreement for its head office building, and has an obligation to restore the building to its original state at the termination of the lease. Therefore, this asset retirement obligation has been recorded. The estimate for the asset retirement obligation has used the five-year lease period for the projected period of use and a discount rate of 0.529%.

At the end of the previous operating year, in line with the application of accounting standards, the amount recorded for asset retirement obligations was ¥271,316,889. The asset retirement obligation balance at the end of the operating year was ¥272,752,155—the sum of the above ¥271,316,889 and the ¥1,435,266 adjustment amount of the asset retirement obligations due to passage of time.

Matters concerning payments to the national treasury, etc. for unnecessary property

For payments to the national treasury for unnecessary property, payments for property that was transferred in FY2010 and FY2011 were made in FY2011. These transfer transactions were as follows.

Among the transfer transactions, the transfer balance of the transactions which were designated as "transfer transactions whose transfer balance shall not be recorded in the profit and loss for calculating profits and losses" of Article 13-2 of the Ministerial Ordinance for the Operations and Finances and Accounting of the Japan International Cooperation Agency (Ministry of Foreign Affairs Ordinance No. 22 of September 30, 2003 [Final Amendment, November 26, 2010]) and the costs required for the transfer were not recorded in the profit and loss for calculating profits and losses and were deducted from the capital surplus by applying ASBJ Statement No. 99.

(1) Outline of the type, book value, etc. of assets which were transferred, etc. as unnecessary property

Fiscal year	Name of Asset	Type	Book Value at Time of Transfer
FY2010	Tokyo International Center Annex (Hachioji)	Building	0
		Structures	0
		Tools, instruments, and fixtures	492,797
		Land	145,212,000
	Hakone Training Center	Building	183,551,889
		Structures	8,534,276
		Machines and equipment	634,528
		Land	36,896,097
	Employee housing (51 units) and recreational facility (3 units) with sectional ownership	Building	80,740,043
		Land	213,829,337
FY2011	Employee housing (38 units)	Building	172,118,285
		Land	204,635,284

(2) Reason for unnecessary property

Based on the Mid-Term Plan, etc., it was decided that unnecessary property will be disposed by sale, ahead of the enforcement of the Act for the Partial Amendment of the Act on General Rules for Independent Administrative Agency (Act No. 37 of 2010). The Act sets forth provisions on payments to the national treasury, etc. for the unnecessary property of incorporated administrative agencies.

(3) Method of payment to national treasury

According to transfer income pursuant to paragraph 2, Article 46-2 of the Act on General Rules for Independent Administrative Agency.

(4) Transfer income from unnecessary property

Property sold in FY2010	¥785,355,819 (excluding tax)
Property sold in FY2011	¥408,106,135 (excluding tax)
Total	¥1,193,461,954 (excluding tax)

(5) Costs deducted from transfer income

Property sold in FY2010	¥27,870,198 (excluding tax)
Property sold in FY2011	¥13,996,183 (excluding tax)
Total	¥41,866,381 (excluding tax)

(6) National treasury payment amount and payment date

Property sold in FY2010	¥757,485,621; June 10, 2011
Property sold in FY2011	¥394,109,952; February 22, 2012
Total	¥1,151,595,573

(7) Capital reduction

Property sold in FY2010	¥2,705,068,809
Property sold in FY2011	¥641,681,619
Total	¥3,346,750,428

Significant debt burden

N/A

Significant subsequent events

N/A

The financial statements have been audited by an accounting auditor as prescribed in Article 39 of the Act on General Rules for Incorporated Administrative Agencies.

2 Finance and Investment Account

Balance Sheet (as of March 31, 2012)

Assets			
I Current assets			
Cash and bank deposits		74,880,164,480	
Loans	11,032,404,261,842		
Allowance for possible loan losses	<u>(131,589,282,758)</u>	10,900,814,979,084	
Advance payments		4,700,710,593	
Prepaid expenses		74,222,421	
Accrued income			
Accrued interest on loans receivable	46,169,712,784		
Accrued commitment charges	816,185,298		
Accrued interest receivable	<u>1,525,201</u>	46,987,423,283	
Accrued revenues		410,354,918	
Consignment goods		801,622	
Suspense payments		3,465,469	
Advances paid		68,262	
Emission reduction assets		302,840,931	
Guarantee money paid		<u>7,621,000,000</u>	
	Total current assets		11,035,796,031,063
II Fixed assets			
1 Tangible fixed assets			
Buildings	3,149,774,812		
Accumulated depreciation	(496,329,719)		
Accumulated impairment loss	<u>(675,214,797)</u>	1,978,230,296	
Structures	50,328,065		
Accumulated depreciation	(11,599,874)		
Accumulated impairment loss	<u>(11,670,468)</u>	27,057,723	
Machines and equipment	194,040,596		
Accumulated depreciation	(47,949,392)		
Accumulated impairment loss	<u>(102,287,680)</u>	43,803,524	
Vehicles and other transportation devices	293,602,164		
Accumulated depreciation	<u>(125,705,415)</u>	167,896,749	
Tools, instruments, and fixtures	547,147,567		
Accumulated depreciation	<u>(156,755,046)</u>	390,392,521	
Land	12,703,270,000		
Accumulated impairment loss	<u>(6,091,196,973)</u>	6,612,073,027	
Construction in process		3,022,101	
	Total fixed assets	9,222,475,941	
2 Intangible fixed assets			
Trademarks		133,429	
	Total intangible fixed assets	133,429	
3 Investment and other assets			
Investment securities		5,502,411,788	
Affiliated companies stock		97,311,546,428	
Claims in bankruptcy, rehabilitation, reorganization or other equivalent claims	24,557,275,808		
Allowance for possible loan losses	<u>(24,557,275,808)</u>	0	
Long-term prepaid expenses		5,357,190	
Guarantee money paid		<u>807,075,455</u>	
	Total investment and other assets	103,626,390,861	
	Total fixed assets		112,849,000,231
	Total assets		<u>11,148,645,031,294</u>

(Unit: Yen)

Liabilities			
I Current liabilities			
Borrowings from government fund for Fiscal Investment and Loan Program due within one year	323,204,130,000		
Accrued payments	7,470,664,874		
Accrued expenses	10,576,300,423		
Derivatives	9,201,780,777		
Lease liabilities	85,710,045		
Deposit received	45,675,496		
Allowance for bonuses	206,673,918		
Suspense receipt	723,193,893		
Total current liabilities		351,514,129,426	
II Fixed liabilities			
Bonds	200,000,000,000		
Borrowings from government fund for Fiscal Investment and Loan Program	1,896,770,524,000		
Long-term lease liabilities	193,787,810		
Allowance for retirement benefits	7,776,522,950		
Asset retirement obligation	69,514,322		
Total fixed liabilities		2,104,810,349,082	
Total liabilities			2,456,324,478,508
Net assets			
I Capital			
Governmental investment	7,664,455,785,510		
Total capital		7,664,455,785,510	
II Retained earnings			
Reserve	942,223,309,638		
Unappropriated income for the current year	94,068,154,211		
[Total income for the current year]	[94,068,154,211]		
Total retained earnings		1,036,291,463,849	
III Valuation and translation adjustments			
Net unrealized gains on other securities	(44,631,271)		
Deferred gains or losses on hedges	(8,382,065,302)		
Total valuation and translation adjustments		(8,426,696,573)	
Total net assets			8,692,320,552,786
Total of liabilities and net assets			11,148,645,031,294

Statement of Income (April 1, 2011–March 31, 2012)

(Unit: Yen)

Ordinary expenses			
Expenses related to operations of cooperation through finance and investment			
Interest on bonds and notes	3,627,165,520		
Interest on borrowings	35,646,479,872		
Interest on interest swaps	6,126,274,892		
Outsourcing expenses	22,564,069,904		
Bond issuance expenses	345,537,321		
Foreign exchange loss	39,133,983		
Personnel expenses	3,350,982,761		
Provision for allowance for bonuses	5,736,339		
Retirement benefit expenses	543,331,474		
Property expenses	11,749,211,304		
Depreciation expenses	405,394,155		
Taxes	119,661,715		
Loss on valuation of investment securities	313,679,590		
Loss on valuation of affiliated companies stock	4,184,252,752		
Interest expenses	365,796		
Provision of allowance for possible loan losses	35,535,314,432		
Other ordinary expenses	427,948	124,557,019,758	
	Total ordinary expenses		124,557,019,758
Ordinary revenues			
Revenues from operations of cooperation through finance and investment			
Interest on loans	196,680,036,363		
Interest on government bonds, etc.	21,607,556		
Dividends on investments	19,964,422,800		
Commissions	2,123,858,611		
Other ordinary revenues	245,481,048	219,035,406,378	
Financial revenues			
Interest income	13,049,325	13,049,325	
Miscellaneous profits		478,935,049	
	Total ordinary revenues		219,527,390,752
	Ordinary profits		94,970,370,994
Extraordinary loss			
Loss on retirement of fixed assets		988,760	
Loss on sales of fixed assets		902,751,787	903,740,547
Extraordinary profits			
Profits on sales of fixed assets		1,523,764	1,523,764
Net income			94,068,154,211
Total income for the current year			94,068,154,211

Statement of Cash Flows (April 1, 2011–March 31, 2012)

(Unit: Yen)

I Cash flow from operating activities		
Payments for loans		(609,733,698,286)
Repayment of borrowings from the private sector		(31,000,000,000)
Repayment of borrowings from government fund for Fiscal Investment and Loan Program		(318,066,664,000)
Interest paid		(45,835,100,821)
Payment of personnel costs		(3,817,127,843)
Other operation payments		(48,068,525,931)
Proceeds from collection of loans receivable		629,000,110,465
Proceeds from borrowings from the private sector		31,000,000,000
Proceeds from borrowings from government fund for Fiscal Investment and Loan Program		78,200,000,000
Proceeds from issuance of bonds		59,654,462,679
Loan interest income		198,162,767,960
Other operation proceeds		11,289,203,657
Subtotal		(49,214,572,120)
Interest and dividend income		19,999,116,651
Cash flow from operating activities		(29,215,455,469)
II Cash flow from investing activities		
Payments for purchase of fixed assets		(72,150,589)
Proceeds from sales of fixed assets		412,185,231
Payments for purchase of investment securities		(11,025,286)
Proceeds from the collection of investment securities		142,602,015
Proceeds from the collection of affiliated companies stock		10,538,553,614
Payments for purchase of negotiable certificates of deposit		(658,300,000,000)
Proceeds from negotiable certificates of deposit refunds		658,300,000,000
Cash flow from investing activities		11,010,164,985
III Cash flow from financing activities		
Repayment of lease liabilities		(207,709,691)
Proceeds from government investment		41,900,000,000
Cash flow from financing activities		41,692,290,309
IV Net increase in funds		23,486,999,825
V Funds at the beginning of year		51,393,164,655
VI Funds at the end of year		74,880,164,480

Statement of Administrative Service Operation Costs (April 1, 2011–March 31, 2012)

(Unit: Yen)

I Business expenses			
(1) Expenses on income statement			
Operating expenses	124,557,019,758		
Loss on retirement of fixed assets	988,760		
Loss on sales of fixed assets	902,751,787	125,460,760,305	
(2) (Deduction) Self revenues, etc.			
Operational revenues	(219,035,406,378)		
Financial revenues	(13,049,325)		
Miscellaneous profits	(478,935,049)		
Profits on sales of fixed assets	(1,523,764)	(219,528,914,516)	
Total business expenses			(94,068,154,211)
II Estimated increase in retirement benefit not included in allowance			12,331,329
III Opportunity cost			
Governmental investments and other opportunity costs			75,288,531,987
IV Administrative service operation cost			(18,767,290,895)

Significant Accounting Policies

1 Depreciation methods

(1) Tangible fixed assets

Straight-line method is adopted.

The useful lives of major assets are as follows:

Buildings:	2–50 years
Structures:	2–46 years
Machines and equipment:	2–17 years
Vehicles and other transportation devices:	2–6 years
Tools, instruments and fixtures:	2–15 years

(2) Intangible fixed assets

Straight-line method is adopted.

2 Standard for appropriation of allowances and estimation in relation to bonus payments

The allowance for bonus payments is calculated and provided for based on estimated amounts of future payments attributable to the services that have been rendered by executive directors and employees applicable to the fiscal year under review.

3 Standard for appropriation of allowances and estimation in relation to retirement benefits

The allowance for retirement benefits is calculated and provided for based on estimated amounts of future payments attributable to the retirement of executive directors and employees, and is accrued in line with the projected benefit obligations and estimated pension plan assets applicable to the fiscal year under review. The profit and loss appropriation method for actuarial differences is presented as follows.

Actuarial differences are recognized as a lump-sum gain or loss in the fiscal year in which they occur.

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

4 Basis and standard for appropriation of allowances, etc.

Allowance for possible loan losses

The allowance for claims on debtors who are legally bankrupt (“Bankrupt borrowers”) or substantially bankrupt (“Substantially bankrupt borrowers”) is provided based on the outstanding balance and the deductions of the amount expected to be collected through the disposal of collateral and execution of guarantees. The allowance for claims on debtors who are not legally bankrupt but are likely to become bankrupt (“Potentially bankrupt borrowers”) is provided based on an assessment of the overall solvency or the debtors after deducting the amount expected to be collected through the disposal of collateral and the execution of guarantees. The allowance for claims on debtors other than Bankrupt borrowers, Substantially bankrupt borrowers and Potentially bankrupt borrowers is provided primarily based on the default rate, which is calculated based on the actual defaults during a certain period in the past.

All claims are assessed initially by the operational departments and secondly by risk evaluation departments based on internal rules for self-assessment of asset quality. The internal audit department, which is independent from the operational departments, reviews these self-assessments, and the allowance is provided based on the results of the assessments.

5 Standards and methods for the evaluation of securities

(1) Affiliated companies

Cost method as determined by the moving average method.

However, when the equity equivalent has fallen below the cost at acquisition, the equity equivalent price is used.

(2) Other investment securities (non-marketable)

Cost method as determined by the moving average method.

6 Standards and methods for the valuation of derivative transactions

Market value method.

7 Translation standard of foreign currency assets and liabilities into yen

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

8 Standards for computing opportunity costs in the Administrative Service Operation Cost Statement

The interest rate used to compute opportunity costs concerning central and local governments’ investments, etc.:

0.985% with reference to yields applicable to 10-year fixed-rate JGBs as of March 31, 2012.

9 Accounting for lease transactions

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

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

10 Method of hedge accounting

Deferral hedge accounting is used for the method of hedge accounting. Hedge effectiveness is assessed first by identifying hedged loans and hedging instruments which offset market fluctuations. Then it is examined to see if there are any discrepancies of maturity and notional principal between the two.

11 Accounting for consumption taxes

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

12 Change in principal accounting policies

The “Accounting Standards for Incorporated Administrative Agency and Guidance Notes for the Accounting Standards for Incorporated Administrative Agency” (February 16, 2000 [Amended June 28, 2011]) and “Q&A concerning the Accounting Standards for Incorporated Administrative Agency and Guidance Notes for the Accounting Standards for Incorporated Administrative Agency” (August 2000 [Final Amendment, March 2012]) have been adopted starting in the current operating year. There is no effect on financial statements.

Notes

Notes to the balance sheet

1 Joint obligations

JICA is a joint debtor in connection with existing bonds issued by Japan Bank for International Cooperation which were succeeded by the Japan Finance Corporation (Japan Bank for International Cooperation which was separated from Japan Finance Corporation on April 1, 2012).

FILP (Fiscal Investment and Loan Program) Agency Bonds	¥800,000,000,000	
Government Guaranteed Foreign Debt	4,150,000,000	USD
	1,250,000,000	Euro

2 Outstanding balance of undisbursed loans

A large portion of JICA loans cover a long term. Ordinarily, when receiving a request of disbursement of loan from a customer, which corresponds to the intended use of funds as stipulated by the loan agreement, upon confirming the fulfillment of conditions prescribed under the loan contract, JICA promises to loan a certain amount of funds within a certain range of the amount required by the customers, with the outstanding balance up to the limit of the agreed amount. The outstanding balance of undisbursed loans related to these contracts was ¥4,134,223,714,465.

Notes to the statement of income

Loss on sales of fixed assets

A loss on the sale of the Azabu Training Center, ¥902,420,930, is the main component of this loss.

Notes to the cash flow statement

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

(1) Breakdown of balance sheet items and ending balance of funds (as of March 31, 2012)

Cash and deposits	¥74,880,164,480
Ending balance of funds	¥74,880,164,480

(2) Description of significant non-financial transactions

A. Assets granted under finance lease

Tools, instruments and fixtures	¥297,348,424
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Notes to the administrative service operation cost statement

Loan employees from governments who are counted for opportunity costs

Of the estimated increase in retirement bonus not included in the allowance, ¥12,331,329 was recognized as the current-year increase of allowance for retirement and severance for 35 loan employees according to JICA's internal regulations.

Matters concerning the state of financial instruments

1 Policy regarding financial instruments

The Finance and Investment Account undertakes financial cooperation operations by providing debt and equity financing. To undertake these operations, it raises funds by borrowing from the Japanese government under the Fiscal Investment and Loan Program, borrowing from financial institutions, issuing FILP agency bonds, and receiving capital investment from the Japanese government. From the perspective of asset liability management (ALM), derivative transactions are conducted for the purpose of mitigating adverse impact caused by interest rate fluctuations.

2 Details of financial instruments and related risks

The financial assets held in the Finance and Investment Account are loans mainly to developing regions, and are exposed to credit risk attributed to defaults by its borrowers and interest rate risk. Marketable securities, investment securities and affiliated companies' stocks are held for policy-oriented purposes, and are exposed to credit risk of issuers, interest rate risk and market price volatility risk.

Borrowings and FILP agency bonds are exposed to liquidity risk in the way that their payments/repayments cannot be duly serviced in such a situation where the Account is unable to have access to markets for certain reasons.

3 Risk management system for financial instruments

(1) Credit risk management

The Finance and Investment Account has established and operates a system for credit management. This system encompasses credit appraisal, credit limit setting, credit information monitoring, internal rating, and guarantee and collateral setting, problem loan management, etc., in accordance with integrated risk management regulations and various credit-risk monitoring regulations. This credit management is carried out by the respective department responsible for each region in addition to the Credit Risk Analysis and Environmental Review Department and General Affairs Department. Additionally, the Risk Management Committee and Board of Directors are convened on a regular basis for the purpose of deliberating or reporting. Moreover, the Office of Audit checks on the state of credit management.

Credit risk of issuers of investment securities and affiliated companies' stocks are monitored by the Office for Private Sector Partnership which regularly confirms their credit information and fair values.

Counterparty risk in derivative transactions is monitored by regularly confirming the exposure and credit standing of counterparties and by securing collateral as necessary.

(2) Market risk management

(i) Interest rate risk management

Interest rates are determined in accordance with those methods prescribed by laws or business and service documents. Interest swap transactions are conducted to hedge against the risk of interest rate fluctuations in light of their possible adverse impact.

(ii) Price volatility risk management

Stocks are held for policy-oriented purposes and changes in the values of these stocks associated with the market environment or financial condition of portfolio companies, exchange rate movements and other factors are monitored. This information is reported on a regular basis to the Board of Directors by the General Affairs Department.

(3) Liquidity risk management related to fundraising

The Finance and Investment Account prepares a funding plan and executes fundraising based on the government-affiliated agencies' budgets as resolved by the National Diet.

(4) Derivative transactions management

Pursuant to regulations concerning swaps, interest swap transactions are implemented and managed by separating the sections related to transactions enforcement, assessment of hedge effectiveness, and logistics management, respectively, based on a mechanism with an established internal check-and-balance system.

Matters concerning fair value of financial instruments

The following table summarizes the amount stated in the balance sheet and the fair value of financial instruments as of March 31, 2012 together with their differences.

(Unit: Yen)

	Balance sheet amount	Fair value	Differential
(1) Loans	11,032,404,261,842		
Allowance for possible loan losses	-131,589,282,758		
	10,900,814,979,084	10,827,367,137,524	-73,447,841,560
(2) Claims in bankruptcy, rehabilitation, reorganization or other equivalent claims	24,557,275,808		
Allowance for possible loan losses	-24,557,275,808		
	0	0	0
(3) Borrowings from government fund for Fiscal Investment and Loan Program (including borrowings due within one year)	(2,219,974,654,000)	(2,302,767,206,370)	(82,792,552,370)
(4) Derivative transactions	(9,201,780,777)	(9,201,780,777)	0

Note: Those recorded under liabilities are shown in parentheses.

Note 1: Method for calculating fair values of financial instruments**1) Loans**

Fair values of loans with floating interest rates are calculated at their book values, as policy interest rates (bank rates) are immediately reflected in their floating interest rates and therefore fair value approximates book value. On the other hand, fair values of loans with fixed interest rates are calculated by discounting the total amount of the principal and interest using a rate that combines a risk-free rate with respective borrowers' credit risk.

2) Claims in bankruptcy, rehabilitation, reorganization or other equivalent claims

Regarding claims in bankruptcy, rehabilitation, reorganization or other equivalent claims, the estimated uncollectible amount is calculated based on the expected recoverable amount through collateral and guarantees. Therefore, fair value approximates an amount listed on the balance sheet at the settlement date, less the current estimated uncollectible amount and hence is calculated accordingly.

3) Borrowings from the government under the Fiscal Investment and Loan Program (including borrowings due within one year)

Fair value of borrowings from the government under the Fiscal Investment and Loan Program (including borrowings due within one year) is calculated by discounting the total amount of principal and interest using interest rates expected to be applied to new borrowing for the same total amount.

4) Derivative transactions

Derivative transactions are interest-related transactions (interest swaps), and fair value approximates the present discounted value.

Note 2: The following are financial instruments for which the calculation of fair values is deemed extremely difficult. They are not included in the financial instruments' fair value information.

(Unit: Yen)

	Balance sheet amount
Investment securities	5,502,411,788
Affiliated companies stock	97,311,546,428

These financial instruments have no market prices, and the calculation of their fair values is deemed extremely difficult.

Notes to retirement benefits**(1) Breakdown of retirement benefit liabilities**

(Unit: Yen)

	FY2011
1) Retirement benefit liabilities	(10,495,539,357)
2) Plan assets	2,719,016,407
3) Non-accumulated retirement benefit costs 1) + 2)	(7,776,522,950)
4) Difference at the change of accounting standards	0
5) Unrecognized actuarial differences	0
6) Unrecognized past service liabilities (decrease in liabilities)	0
7) Net reported amount on balance sheet 3) + 4) + 5) + 6)	(7,776,522,950)
8) Prepaid pension expenses	0
9) Allowance for retirement benefits 7) - 8)	(7,776,522,950)

(2) Breakdown of retirement benefit expenses

(Unit: Yen)

	FY2011
1) Working cost	499,314,672
2) Interest cost	140,761,726
3) Expected return on investments	0
4) Amortization of past working liabilities	0
5) Amortization of actuarial differences	(17,626,855)
6) Others (premiums collected for employees' pension fund)	(79,118,069)

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

	FY2011
1) Discount rate: Retirement pension	2.0%
2) Periodic allocation method for expected retirement benefits	Periodic fixed-amount benefits method
3) Processing period for actuarial differences	1 year
4) Others (Processing period of differences upon change of accounting standards; actual return rate, etc.)	1 year

Matters concerning asset retirement obligation

JICA has a building lease agreement for its head office building, and has an obligation to restore the building to its original state at the termination of the lease. Therefore, this asset retirement obligation has been recorded. The estimate for the asset retirement obligation has used the five-year lease period for the projected period of use and a discount rate of 0.529%.

At the end of the previous operating year, in line with the application of accounting standards, the amount recorded for asset retirement obligations was ¥69,148,526. The asset retirement obligation balance at the end of the current operating year was ¥69,514,322 – the sum of the above ¥69,148,526 and the ¥365,796 adjustment amount of the asset retirement obligations due to passage of time.

Profit and loss under the equity method

JICA does not maintain any specific affiliated companies, and so does not prepare consolidated financial statements. However, profit and loss under the equity method as it relates to affiliated companies is as follows:

(1) Investment amount in affiliated companies	¥98,772,173,856
(2) Investment amount when applying the equity method	¥109,963,861,803
(3) Capital gains amount from investments when applying the equity method	¥25,103,912,560

Significant debt burden

N/A

Significant subsequent events

N/A

Details of Loans

(Unit: Millions of yen)

Classification	Balance as of the Beginning of the Period	Current Term Increase	Current Term Decrease		Balance as of the End of the Period	Remarks
			Collection	Write-off		
Loans	11,051,139	610,265	629,000	0	11,032,404	
Claims in bankruptcy, rehabilitation, reorganization or other equivalent claims	25,089	0	531	0	24,557	
Total	11,076,228	610,265	629,532	0	11,056,962	

* Current term increase and collection in current term decrease in FY2011 includes reclassifications between "Loans" and "Claims in bankruptcy, rehabilitation, reorganization or other equivalent claims."

Details of Borrowings

(Unit: Millions of yen)

Classification	Balance as of the Beginning of the Period	Current Term Increase	Current Term Decrease	Balance as of the End of the Period	Average Rate (%)	Repayment	Remarks
Borrowings from government fund for Fiscal Investment and Loan Program	2,459,841	78,200	318,067	2,219,975 (323,204)	1.529	Dec.2012- Jan.2037	

* Figure in parenthesis indicates the amount of borrowings repayable within one year.

Details of Bonds

(Unit: Millions of yen)

Name of Bonds	Balance as of the Beginning of the Period	Current Term Increase	Current Term Decrease	Balance as of the End of the Period	Rate (%)	Redemption	Remarks
JICA Bonds	140,000	60,000	0	200,000 (0)	0.380- 2.470	Dec.2015- Sep.2041	

* Figure in parenthesis indicates the amount of bonds redeemable within one year.

The financial statements have been audited by an accounting auditor as prescribed in Article 39 of the Act on General Rules for Incorporated Administrative Agencies.

Financial Conditions

1 Two-Year Financial Statements

1-1 General Account

Balance Sheet

(Unit: Millions of yen)

	As of March 31, 2011	As of March 31, 2012		As of March 31, 2011	As of March 31, 2012
Assets			Liabilities		
I Current assets			I Current liabilities		
Cash and bank deposits	121,420	57,339	Management grant liabilities	30,906	—
Marketable securities	—	76,000	Funds for grant aid projects	66,918	90,199
Inventories			Donations received	392	419
Stored goods	448	411	Accrued payments	18,502	21,831
Advance payments	7,712	16,676	Accrued expenses	214	291
Prepaid expenses	188	190	Lease liabilities	95	95
Accrued income	28	18	Deposit received	250	373
Accrued revenues	1,838	1,682	Deferred revenue	0	0
Short-term loans of development investment and financing	509	437	Total current liabilities	117,277	113,208
Allowance for possible loan losses	(10)	(2)			
Short-term loans of migration investment and financing	210	267	II Fixed liabilities		
Allowance for possible loan losses	(2)	(2)	Property liabilities		
Consignment goods	11	3	Property management grants	2,036	2,059
Suspense payments	32	31	Property grants, etc	70	118
Advances paid	5	5	Long-term lease liabilities	119	38
Total current assets	132,389	153,056	Long-term deposits received	—	114
			Asset retirement obligation	271	273
II Fixed assets			Total fixed liabilities	2,496	2,601
1 Tangible fixed assets			Total liabilities	119,773	115,809
Buildings	45,669	45,937			
Accumulated depreciation	(12,726)	(13,996)	Net assets		
Accumulated impairment loss	(128)	(2,823)	I Capital		
Structures	1,576	1,583	Governmental investment	83,333	79,986
Accumulated depreciation	(818)	(885)	Total capital	83,333	79,986
Accumulated impairment loss	—	(18)			
Machines and equipment	200	195	II Capital surplus		
Accumulated depreciation	(131)	(124)	Capital surplus	(2,610)	(770)
Vehicles and other transportation devices	1,861	1,948	Accumulated depreciation not included in expenses	(14,334)	(15,496)
Accumulated depreciation	(1,055)	(1,114)	Accumulated impairment loss not included in expenses	(173)	(3,377)
Tools, instruments, and fixtures	2,091	2,051	Accumulated interest expense not included in expenses	(2)	(4)
Accumulated depreciation	(1,132)	(1,188)	Total capital surplus	(17,119)	(19,646)
Land	18,391	17,967			
Accumulated impairment loss	(36)	(542)	III Retained earnings		
Construction in process	24	17	Carryover reserve in the midterm period	2,092	1,946
Total fixed assets	53,788	49,009	Reserve	1,696	2,825
			Unappropriated income for the current year	1,129	24,750
2 Intangible fixed assets			[Total income for the current year]	1,129	24,750
Trademarks	2	2	Total retained earnings	4,917	29,521
Telephone subscription rights	4	4			
Total intangible fixed assets	7	6	Total net assets	71,131	89,861
3 Investment and other assets			Total of liabilities and net assets	190,904	205,670
Long-term deposit	323	—			
Long-term loans of development investment and financing	2,379	1,842			
Allowance for possible loan losses	(152)	(137)			
Long-term loans of migration investment and financing	1,762	1,354			
Allowance for possible loan losses	(1,088)	(981)			
Long-term installment principal on sales of settlement	31	25			
Allowance for possible loan losses	(31)	(25)			
Long-term prepaid expenses	1	22			
Guarantee money paid	1,495	1,499			
Total investment and other assets	4,720	3,599			
Total fixed assets	58,515	52,615			
Total assets	190,904	205,670			

Statement of Income (Unit: Millions of yen)

	April 1, 2010– March 31, 2011	April 1, 2011– March 31, 2012
Ordinary expenses		
Operating expenses		
Expenses for program formulation	6,700	—
Expenses for technical cooperation projects	70,636	76,595
Expenses for grant aid projects	149	118
Expenses for public participation based cooperation	19,619	16,847
Expenses for emigration program	342	301
Expenses for disaster relief activities	917	1,072
Expenses for aid personnel recruitment and training	708	520
Expenses for assistance promotion	—	11,844
Expenses for follow-up cooperation	1,199	—
Expenses for project/program evaluation	326	—
Research-related expenses	501	—
Expenses for operation support	7,427	6,423
Expenses for accounting support	27,735	28,695
Expenses for grant aid programs	90,587	83,433
Contracted program expenses	1,881	868
Expenses for donation projects	12	8
Depreciation expenses	448	453
General administrative expenses	8,788	8,837
Financial expenses		
Interest expense	0	0
Foreign exchange loss	658	468
Miscellaneous loss	19	22
Total ordinary expenses	238,652	236,503
Ordinary revenues		
Revenues from management grants	144,254	173,619
Revenues from grant aid programs	90,587	83,433
Revenues from contracted programs		
Revenues from contracted programs from Japanese government and the local government agencies	1,881	861
Revenues from contracted programs from the other parties	1	9
Revenues from development investment and financing	73	57
Revenues from settlement affairs	4	3
Revenues from migration investment and financing	54	47
Donation revenues	12	8
Transfer from allowance for possible loan losses	79	129
Transfer from liabilities for property management grants	485	549
Transfer from liabilities for property grants	22	37
Financial revenues		
Interest income	83	50
Miscellaneous profits	2,272	2,327
Total ordinary revenues	239,805	261,129
Ordinary profits	1,153	24,626
Extraordinary loss		
Loss on retirement of fixed assets	22	16
Loss on sales of fixed assets	15	2
Payment to national treasury	—	2
Impairment loss	—	15
Extraordinary profits		
Profits on sales of fixed assets	2	13
Net income	1,117	24,604
Reversal of surplus deposits from the previous mid-term period	12	146
Total income for the current year	1,129	24,750

Statement of Cash Flows (Unit: Millions of yen)

	April 1, 2010– March 31, 2011	April 1, 2011– March 31, 2012
I Cash flow from operating activities		
Payment of operating expenses	(133,722)	(140,438)
Payments for grant aid projects	(89,377)	(83,496)
Payment of contracted program expenses	(1,975)	(1,536)
Payment of personnel costs	(14,628)	(15,228)
Other operation payments	(1,400)	(948)
Proceeds from management grants	151,726	143,301
Proceeds from grant aid programs	99,680	106,702
Proceeds from contracted programs	2,011	1,024
Loan interest income	138	109
Proceeds from settlement affairs		
Interest revenues	6	3
Installment principal	7	6
Donation revenues	41	27
Other operation proceeds	2,632	3,040
Subtotal	15,139	12,565
Interest received	93	54
Interest paid	(0)	(0)
Cash flow from operating activities	15,232	12,619
II Cash flow from investing activities		
Payments for purchase of fixed assets	(598)	(1,320)
Proceeds from sales of fixed assets	1,242	1,016
Proceeds from loans receivable	1,136	940
Putting money for time deposits	(511,000)	(450,000)
Proceeds from time deposit refund	448,500	548,500
Payments for purchase of negotiable certificates of deposit	—	(328,000)
Proceeds from negotiable certificates of deposit refunds	—	252,000
Cash flow from investing activities	(60,719)	23,136
III Cash flow from financing activities		
Repayment of lease liabilities	(110)	(99)
Payment to national treasury of unnecessary property	—	(1,166)
Cash flow from financing activities	(110)	(1,265)
IV Effect of exchange rate fluctuation on fund	(426)	(393)
V Net decrease in funds	(46,024)	—
VI Net increase in funds	—	34,096
VII Funds at the beginning of year	63,944	17,920
VIII Funds at the end of year	17,920	52,016

1-2 Finance and Investment Account

Balance Sheet

(Unit: Millions of yen)

	As of March 31, 2011	As of March 31, 2012		As of March 31, 2011	As of March 31, 2012
Assets			Liabilities		
I Current assets			I Current liabilities		
Cash and bank deposits	51,393	74,880	Borrowings from government fund for Fiscal Investment and Loan Program due within one year	318,067	323,204
Loans	11,051,139	11,032,404	Accrued payments	4,845	7,471
Allowance for possible loan losses	(96,054)	(131,589)	Accrued expenses	11,420	10,576
Advance payments	4,568	4,701	Derivatives	—	9,202
Prepaid expenses	74	74	Lease liabilities	161	86
Accrued income			Deposit received	441	46
Accrued interest on loans receivable	47,652	46,170	Allowance for bonuses	201	207
Accrued commitment charges	673	816	Suspense receipt	16	723
Accrued interest receivable	2	2	Total current liabilities	335,151	351,514
Accrued revenues	432	410			
Consignment goods	3	1	II Fixed liabilities		
Suspense payments	4	3	Bonds	140,000	200,000
Advances paid	0	0	Borrowings from government fund for Fiscal Investment and Loan Program	2,141,775	1,896,771
Emission reduction assets	174	303	Long-term lease liabilities	29	194
Derivatives	4,022	—	Allowance for retirement benefits	7,707	7,777
Guarantee money paid	—	7,621	Asset retirement obligation	69	70
Total current assets	11,064,082	11,035,796	Total fixed liabilities	2,289,580	2,104,810
			Total liabilities	2,624,731	2,456,324
II Fixed assets					
1 Tangible fixed assets			Net assets		
Buildings	3,298	3,150	I Capital		
Accumulated depreciation	(391)	(496)	Governmental investment	7,622,556	7,664,456
Accumulated impairment loss	(675)	(675)	Total capital	7,622,556	7,664,456
Structures	59	50			
Accumulated depreciation	(11)	(12)	II Retained earnings		
Accumulated impairment loss	(12)	(12)	Reserve	779,252	942,223
Machines and equipment	194	194	Unappropriated income for the current year	162,972	94,068
Accumulated depreciation	(41)	(48)	[Total income for the current year]	162,972	94,068
Accumulated impairment loss	(102)	(102)	Total retained earnings	942,223	1,036,291
Vehicles and other transportation devices	249	294			
Accumulated depreciation	(84)	(126)	III Valuation and translation adjustments		
Tools, instruments, and fixtures	726	547	Net unrealized gains on other securities	(132)	(45)
Accumulated depreciation	(417)	(157)	Deferred gains or losses on hedges	4,420	(8,382)
Land	13,873	12,703	Total valuation and translation adjustments	4,289	(8,427)
Accumulated impairment loss	(6,091)	(6,091)			
Construction in process	0	3	Total net assets	8,569,068	8,692,321
Total fixed assets	10,575	9,222			
2 Intangible fixed assets					
Trademarks	0	0			
Total intangible fixed assets	0	0			
3 Investment and other assets					
Investment securities	5,990	5,502			
Affiliated companies stock	112,034	97,312			
Claims in bankruptcy, rehabilitation, reorganization or other equivalent claims	25,089	24,557			
Allowance for possible loan losses	(24,803)	(24,557)			
Long-term prepaid expenses	—	5			
Guarantee money paid	832	807			
Total investment and other assets	119,142	103,626			
Total fixed assets	129,717	112,849			
Total assets	11,193,799	11,148,645	Total of liabilities and net assets	11,193,799	11,148,645

Statement of Income (Unit: Millions of yen)

	April 1, 2010– March 31, 2011	April 1, 2011– March 31, 2012
Ordinary expenses		
Expenses related to operations of cooperation through finance and investment		
Interest on bonds and notes	2,523	3,627
Interest on borrowings	42,819	35,646
Interest on interest swaps	2,029	6,126
Outsourcing expenses	15,876	22,564
Bond issuance expenses	297	346
Foreign exchange loss	30	39
Personnel expenses	3,325	3,351
Provision for allowance for bonuses	1	6
Retirement benefit expenses	737	543
Property expenses	13,218	11,749
Depreciation expenses	402	405
Taxes	110	120
Loss on valuation of investment securities	30	314
Loss on valuation of affiliated companies stock	487	4,184
Interest expenses	0	0
Provision of allowance for possible loan losses	—	35,535
Other ordinary expenses	250	0
Total ordinary expenses	82,135	124,557
Ordinary revenues		
Revenues from operations of cooperation through finance and investment		
Interest on loans	206,370	196,680
Interest on government bonds, etc.	16	22
Dividends on investments	7,604	19,964
Commissions	1,821	2,124
Transfer from allowance for possible loan losses	35,361	—
Other ordinary revenues	—	245
Financial revenues		
Interest income	10	13
Miscellaneous profits	496	479
Recoveries of written-off claims	372	—
Total ordinary revenues	252,049	219,527
Ordinary profits	169,915	94,970
Extraordinary loss		
Loss on retirement of fixed assets	2	1
Loss on sales of fixed assets	2	903
Impairment loss	6,930	—
Impact of application of accounting standards for asset retirement obligations	9	—
Total extraordinary loss	6,943	904
Extraordinary profits		
Profits on sales of fixed assets	0	2
Total extraordinary profits	0	2
Net income	162,972	94,068
Total income for the current year	162,972	94,068

Statement of Cash Flows (Unit: Millions of yen)

	April 1, 2010– March 31, 2011	April 1, 2011– March 31, 2012
I Cash flow from operating activities		
Payments for loans	(677,748)	(609,734)
Repayment of borrowings from the private sector	(40,800)	(31,000)
Repayment of borrowings from government fund for Fiscal Investment and Loan Program	(462,529)	(318,067)
Interest paid	(47,535)	(45,835)
Payment of personnel costs	(3,728)	(3,817)
Other operation payments	(30,575)	(48,069)
Proceeds from collection of loans receivable	680,389	629,000
Proceeds from borrowings from the private sector	40,800	31,000
Proceeds from borrowings from government fund for Fiscal Investment and Loan Program	192,200	78,200
Proceeds from issuance of bonds	59,703	59,654
Loan interest income	209,987	198,163
Other operation proceeds	4,452	11,289
Subtotal	(75,384)	(49,215)
Interest and dividend income	7,630	19,999
Cash flow from operating activities	(67,754)	(29,215)
II Cash flow from investing activities		
Payments for purchase of fixed assets	(119)	(72)
Proceeds from sales of fixed assets	213	412
Payments for purchase of investment securities	—	(11)
Proceeds from the collection of investment securities	127	143
Proceeds from the collection of affiliated companies stock	—	10,539
Payments for purchase of negotiable certificates of deposit	(368,300)	(658,300)
Proceeds from negotiable certificates of deposit refunds	368,300	658,300
Cash flow from investing activities	222	11,010
III Cash flow from financing activities		
Repayment of lease liabilities	(166)	(208)
Proceeds from government investment	104,400	41,900
Cash flow from financing activities	104,234	41,692
IV Net increase in funds	36,702	23,487
V Funds at the beginning of year	14,691	51,393
VI Funds at the end of year	51,393	74,880

2 Disclosure of Financial Conditions of Finance and Investment Account

Average Balance of Interest-Earning Assets and Interest-Bearing Liabilities, Interest and Earning Yields

(Units: Millions of yen, %)

	FY2010			FY2011		
	Average Balance	Interest*	Yield	Average Balance	Interest*	Yield
Interest-earning assets	11,213,983	215,304	1.92	11,185,503	214,305	1.92
Loans	11,041,044	208,191	1.89	10,998,877	198,804	1.81
Investments	119,487	7,087	5.93	108,199	15,466	14.29
Deposits + Securities	53,452	26	0.05	78,427	35	0.04
Interest-bearing liabilities	2,708,565	45,342	1.67	2,478,806	39,274	1.58
Borrowings	2,596,126	42,819	1.65	2,307,057	35,646	1.55
Bonds	112,438	2,523	2.24	171,749	3,627	2.11

* Investments include investment securities and affiliated companies stock. Dividends received, profit and loss associated with the valuation of investment securities, and profit and loss associated with the valuation of affiliated companies stock are recorded as interest items.

Balance of Deposits and Securities—Application of Surplus Funds

(Unit: Millions of yen)

	End of FY2010	End of FY2011
Deposits + Securities	51,393	74,880

Yield/Interest rate

(Unit: %)

	FY2010	FY2011
Total average interest rate spread	(1.08)	(1.49)
Yields on interest-earning assets	1.92	1.92
Costs of interest-bearing liabilities	3.00	3.41

Note:

Yields on Interest-Earning Assets = Interest / Average Balance of Interest-Earning Assets
 Costs of Interest-Bearing Liabilities = (Interest Expenses + Bonds and Notes Expenses + Other Expenses) / Average Balance of Interest-Bearing Liabilities

cf.

Interest-Earning Assets = Interest on Loans + Interest on Government Bonds, etc. + Dividends on Investments + Interest Income + Commissions + Profit and Loss Associated with the Valuation of Investment Securities / Affiliated Companies Stock

Average Balance of Interest-Earning Assets = Loans + Investments + Bank Deposits (excluding Checking Accounts)

Interest Expenses = Interest on Borrowings + Interest on Bonds and Notes

Bonds and Notes Expenses = Bonds and Notes Issuance Costs

Other Expenses = Outsourcing Expenses + Personnel Expenses (including Provisions to Allowance for Retirement Benefits/Bonuses) + Property Expenses + Depreciation Costs + Tax

Average Balance of Interest-Bearing Liabilities = Borrowings + Bonds and Notes

Breakdown of Allowance for Possible Loan Losses

(Unit: Millions of yen)

	End of FY2010	End of FY2011
Loans	96,054	131,589
Claims in bankruptcy, rehabilitation, reorganization or other equivalent claims	24,803	24,557
Total	120,857	156,147

Note: The allowance for claims on debtors who are legally bankrupt ("Bankrupt borrowers") or substantially bankrupt ("Substantially bankrupt borrowers") is provided based on the outstanding balance and the deductions of the amount expected to be collected through the disposal of collateral and execution of guarantees. The allowance for claims on debtors who are not legally bankrupt but are likely to become bankrupt ("Potentially bankrupt borrowers") is provided based on an assessment of the overall solvency or the debtors after deducting the amount expected to be collected through the disposal of collateral and the execution of guarantees. The allowance for claims on debtors other than Bankrupt borrowers, Substantially bankrupt borrowers and Potentially bankrupt borrowers is provided primarily based on the default rate, which is calculated based on the actual defaults during a certain period in the past.

All claims are assessed initially by the operational departments and secondly by risk evaluation departments based on internal rules for self-assessment of asset quality. The internal audit department, which is independent from the operational departments, reviews these self-assessments, and the allowance is provided based on the results of the assessments.

Principal Assets in Foreign Currency

(Units: Thousands of US\$, Thousands of INR)

	End of FY2010	End of FY2011
Affiliated companies stock (US \$)	12	—
Investment securities (US \$)	5,814	1,787
Investment securities (INR)	47,044	33,603

Maturity Structure of Loans as of March 31, 2012

(Unit: Billions of yen)

Maturity	Collection from Loans
1 year or less	622.8
over 1 year, up to 2 years	644.9
over 2 years, up to 3 years	666.2
over 3 years, up to 4 years	672.4
over 4 years, up to 5 years	666.8
over 5 years, up to 10 years	3,153.1
over 10 years, up to 15 years	2,106.4
over 15 years, up to 20 years	1,137.9
over 20 years, up to 25 years	773.8
over 25 years, up to 30 years	444.7
over 30 years, up to 35 years	131.4
over 35 years, up to 40 years	19.8
over 40 years	0.0
Total	11,040.4

Note: The figures exclude principal in arrears for over three months as of the end of March 2012 from the total projected collection from "Loans" and "Claims in bankruptcy, rehabilitation, reorganization or other equivalent claims."

Maturity Structure of Long-Term Borrowings as of March 31, 2012

(Unit: Billions of yen)

Maturity	Repayment of Borrowings
1 year or less	323.2
over 1 year, up to 2 years	317.1
over 2 years, up to 3 years	275.9
over 3 years, up to 4 years	244.4
over 4 years, up to 5 years	215.1
over 5 years, up to 10 years	606.9
over 10 years, up to 15 years	138.9
over 15 years, up to 20 years	59.2
over 20 years, up to 25 years	39.3
over 25 years	0.0
Total	2,220.0

Maturity Structure of Bonds as of March 31, 2012

(Unit: Billions of yen)

Maturity	Redemption
1 year or less	0.0
over 1 year, up to 2 years	0.0
over 2 years, up to 3 years	0.0
over 3 years, up to 4 years	10.0
over 4 years, up to 5 years	0.0
over 5 years, up to 10 years	10.0
over 10 years, up to 15 years	15.0
over 15 years, up to 20 years	160.0
over 20 years, up to 25 years	0.0
over 25 years, up to 30 years	5.0
over 30 years	0.0
Total	200.0

Information on the Quality of Assets of Japan International Cooperation Agency (JICA) Finance and Investment Account

Although the Banking Act and Act on Emergency Measures for the Revitalization of the Financial Functions of 1998 (the “Financial Revitalization Act”) do not apply to JICA, JICA has made self-assessments of the quality of its assets since the fiscal year ended March 31, 2001, in accordance with the standards set forth in the Inspection Manual for Deposit-Taking Institutions of the Financial Services Agency of Japan. This was aimed at increasing disclosure on its asset quality and improving the internal management of credit risks.

One characteristic of JICA’s operation is that a considerable portion of its loans is official credit for the governments of developing countries. Thus, when an indebted country is temporarily unable to service debt due to economic difficulties, debt rescheduling will sometimes take place, based on an international agreement among the creditor countries in the Paris Club, in order to ensure sustainable debt service. A debtor country receiving such temporary support for overcoming the liquidity problem will implement economic restructuring programs agreed upon with the IMF to acquire sustainable debt service capacity.

The loans rescheduled under the agreement in the Paris Club have a high probability of repayment, because, unlike loans provided by private financial institutions, their nature as official credit provides an asset-securing mechanism under the above international framework. Nonetheless, to facilitate comparison with private financial institutions, JICA, in principle, discloses the loans rescheduled in the Paris Club and whose debtor countries are categorized as “needs attention” in its self-assessments of asset quality, as loan assets require to be disclosed classifying them either as “Restructured Loans” (under the Banking Act) or “Special Attention Assets” (under the Financial Revitalization Act).

1 Risk Monitored Loans

The following table shows the classification of Risk Monitored Loans based on the self-assessments of asset quality in accordance with the disclosure standard of Risk Monitored Loans applied to commercial financial institutions (under the Banking Act). Each category of Risk Monitored Loans is defined as follows:

(1) Loans to Debtor in Legal Bankruptcy

Among loans that are placed in non-accrual status (except the portion deduced as allowance for loan losses), when collection of either principal or interest becomes doubtful for the reason that principal or interest is past due for a considerable period of time or for other reasons, those loans which there is filing of reorganization procedures under the Corporate Reorganization Act or bankruptcy procedures under the Bankruptcy Act or special liquidation procedures under the Companies Act or other relevant laws, or there is suspension of transactions in promissory notes issued by the borrowers in the clearing house. ^(Note 1)

(2) Past Due Loans

Loans that are placed in non-accrual status except those classified as “Loans to Debtor in Legal Bankruptcy” or those whose interest payments are deferred in order to expedite the borrowers’ business restructuring or support their business operations

(3) Loans in Arrears by 3 Months or More

Loans whose principal or interest is past due three months or more from the date following the contractually scheduled payment date and not classified as “Loans to Debtor in Legal Bankruptcy” or “Past Due Loans”

(4) Restructured Loans

Loans whose terms and conditions are modified in favor of the borrowers in order to expedite the borrowers’ business restructuring or support their business operations by, among others, reducing the stated interest rate, deferring interest payments or write-downs, and that are not classified as

“Loans to Debtor in Legal Bankruptcy,” “Past Due Loans” and “Loans in Arrears by 3 Months or More” ^(Note 2)

(Unit: Millions of yen)

	March 2011 Reporting Period
Loans to Debtor in Legal Bankruptcy	—
Past Due Loans	24,557
Loans in Arrears by 3 Months or More	47,338
Restructured Loans	846,473
Total (1)	918,368
Balance of Loans Receivable (2)	11,056,962
(1)/(2)	8.31%

2 Loan Assets Required to Be Disclosed under the Financial Revitalization Act

The below table shows the classification of loans based on the self-assessments of asset quality in accordance with the disclosure standard of the Financial Revitalization Act.

Each category of Loan Assets to be disclosed under the Financial Revitalization Act is defined as follows.

(1) Bankrupt or De Facto Bankrupt Assets

“Bankrupt or De Facto Bankrupt Assets” are loans and other credits to debtors who have begun proceedings under the Bankruptcy Act, the Corporate Reorganization Act, the Financial Revitalization Act and other similar laws of Japan and have financially failed. In the asset quality self-assessments, these loans are loans to debtors who are legally or substantially bankrupt.

(2) Doubtful Assets

“Doubtful Assets” are loans and other credits to debtors whose financial and operational conditions have deteriorated and who have a possibility that payment of principal and/or interest will not be made on a contractual basis. In the asset quality self-assessments, these loans are loans to the debtors who are likely to become bankrupt.

(3) Special Attention Assets

“Special Attention Assets” are loans to debtors who are categorized as “needs attention borrower” in the asset quality self-assessments, and (i) loans whose principal and/or interest is overdue for three months or more from the date following the scheduled payment date but which are not categorized as “Bankrupt or De Facto Bankrupt Assets” and “Doubtful Assets” (“Past due loans (three months or more)”); (ii) restructured loans on which JICA granted concessions to borrowers in financial difficulties through amending terms and conditions of the loans to assist them to recover and eventually be able to pay to creditors, but which are not categorized as “Bankrupt or De Facto Bankrupt Assets”, “Doubtful Assets” or “Overdue loans (three months or more)”. ^(Note 2)

(4) Normally Performing Assets

“Normally Performing Assets” are loans to borrowers with no particular problem in their financial conditions, categorized in the asset quality self-assessments either as “loans to normal borrowers” or “loans to needs attention borrowers (excluding Special Attention Assets)”, but which are not categorized as “Bankrupt or De Facto Bankrupt Assets”, “Doubtful Assets” and “Special Attention Assets”.

(Note 1)

According to the Ordinance for Enforcement of Banking Law 19, 2-1-5, which establishes the disclosure standards of risk-management loans held by private financial institutions, debt owed by foreign debtors must be disclosed as bankrupt debtor debt for all debtors fulfilling each of the following conditions: 1) nonpayment of interest or principal within the most recent previous three-year period from the end of the term; 2) no contract signed

regarding the extension of the redemption deadline within the most recent previous three-year period from the end of the term; and 3) no specific plans to sign a contract regarding the extension of the redemption at the end of the term. In making disclosures based on the above, JICA, in line with its asset self-assessments and taking into consideration the international framework for cooperation, has classified the aforementioned foreign government debt as debt with bankruptcy concern, while in the disclosure of Risk Monitored Loans, this debt is included as "Past Due Loans".

(Note 2)

An international consensus was reached at the creditor nation conference (Paris Club Meeting) on rescheduling foreign government debt (where the debtor is a country, and debt originates from such government entities as trade insurance or export credit agencies) of debtor nations temporarily unable to make payments due to a deterioration in their balance of

payments. As a result, a temporary liquidity support program for debtor nation governments (balance of payments assistance under the framework of international cooperation) will be shortly executed. In conjunction with this temporary liquidity assistance, debtor nations will implement an economic reform program agreed upon with the International Monetary Fund (IMF), making it possible for the country to continue to service its debt obligations.

The total foreign government debt principal applicable to the debt rescheduling agreement at the Paris Club Meeting held in JICA's Finance and Investment Account was ¥1,130,262 million as of the end of FY2010. Debt from debtor nations classified as debtor nation of concern that received approval for rescheduling measures, in principle, classified as "Restructured Loans", excluding debt classified as "Loans in Arrears by 3 Months or More". These debts account for ¥593,826 million (of this amount the deferred principal totals ¥517,230 million) under the category "Restructured Loans" in the above chart.

(Unit: Millions of yen)

March 2011 Reporting Period			
Loans Payable*1 (% of total credit transactions)	Bankrupt or De Facto Bankrupt Assets	-	(-)
	Doubtful Assets	24,557	(0.22)
	Special Attention Assets	893,811	(8.05)
	Sub Total	918,368	(8.27)
	Normally Performing Assets	10,185,579	(91.73)
Loan-loss Reserve*1	Bankrupt or De Facto Bankrupt Assets	-	
	Doubtful Assets	24,557	
	Special Attention Assets	91,054	
	Sub Total	115,611	
	General Loan-loss Reserve for loans not requiring close monitoring	40,535	
	Special Allowance for Foreign Debt	-	
	Total	156,147	
Collateral / Guarantees	Bankrupt or De Facto Bankrupt Assets	-	
	Doubtful Assets	-	
	Special Attention Assets	-	
	Sub Total	-	
Coverage Amount*2 Coverage Ratio, (%)	Bankrupt or De Facto Bankrupt Assets	-	(-)
	Doubtful Assets	24,557	(100.00)
	Special Attention Assets	91,054	(10.19)
	Sub Total	115,611	(12.59)

*1 Based on JICA's self-assessments of assets, the difference between the debt exposure to bankrupt debtors and debtors in bankruptcy and the amount recognized as recoverable by means of collateral or guarantees is considered as the projected amount that cannot be collected on, and so is subtracted directly from the total debt exposure. As such, this figure is not included in the above chart under "Loans Payable" or "Loan-loss Reserve".

*2 Coverage amount refers to the combined total of the loan-loss reserve set aside for each debt and the value of collateral and guarantees, while the coverage ratio represents the ratio of the coverage amount as a percentage of total loans payable.

(Note 1)

Under the framework of the Ordinance for Enforcement of Banking Law 19, 2-1-5, which establishes the disclosure standards of risk-management loans held by private financial institutions, debt owed by foreign debtors must be disclosed as bankrupt debtor debt for all debtors fulfilling each of the following conditions: 1) nonpayment of interest or principal within the most recent previous three-year period from the end of the term; 2) no contract signed regarding the extension of the redemption deadline within the most recent previous three-year period from the end of the term; and 3) no specific plans to sign a contract regarding the extension of the redemption at the end of the term. In making disclosures based on the above, JICA, in line with its asset self-assessments and taking into consideration the international framework for cooperation, has classified the aforementioned foreign government debt as debt with bankruptcy concern, while in the disclosure of Risk Monitored Loans, this debt is included as "Past Due Loans".

(Note 2)

An international consensus was reached at the creditor nation conference (Paris Club Meeting) on rescheduling foreign government debt (where the debtor is a country, and debt originates from such government entities as trade insurance or export credit agencies) of debtor nations temporarily unable to make payments due to a deterioration in their balance of payments. As a result, a temporary liquidity support program for debtor nation governments (balance of payments assistance under the framework of international cooperation) will be shortly executed. In conjunction with this temporary liquidity assistance, debtor nations will implement an economic reform program agreed upon with the International Monetary Fund (IMF), making it possible for the country to continue to service its debt obligations.

The total foreign government debt principal applicable to the debt rescheduling agreement at the Paris Club Meeting held in JICA's Finance and Investment Account was ¥1,096,140 million as of the end of FY2011. Debt from debtor nations classified as debtor nation of concern that received approval for rescheduling measures, in principle, classified as "Restructured Loans", excluding debt classified as "Loans in Arrears by 3 Months or More". These debts account for ¥846,473 million (of this amount the deferred principal totals ¥742,850 million) under the category "Restructured Loans" in the above chart.

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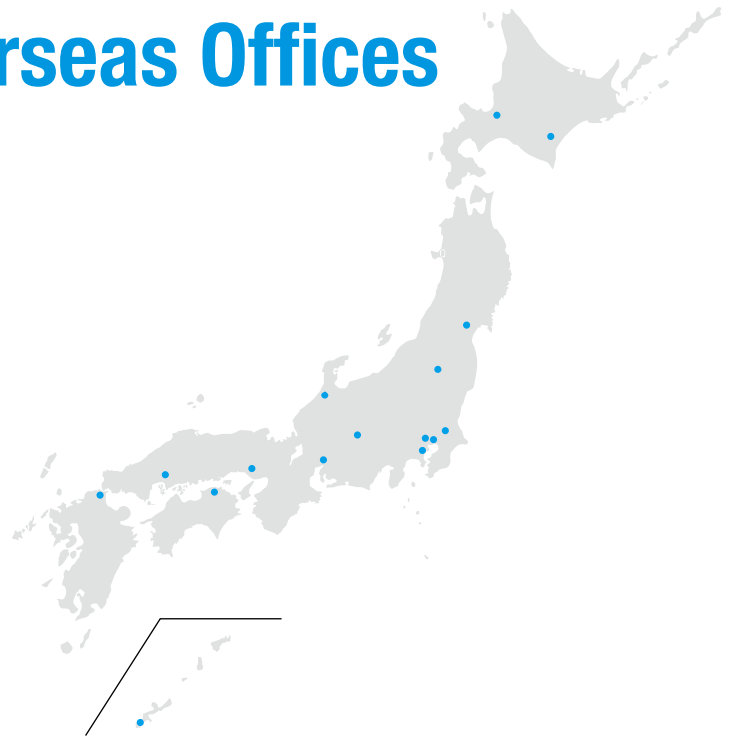
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Overseas Offices (Alphabetical order)



Asia

- Afghanistan Office
- Bangladesh Office
- Bhutan Office
- Cambodia Office
- China Office
- India Office
- Indonesia Office
- Kyrgyz Office
- Laos Office
- Malaysia Office
- Maldives Office
- Mongolia Office
- Myanmar Office
- Nepal Office
- Pakistan Office
- Philippines Office
- Sri Lanka Office
- Tajikistan Office
- Thailand Office
- Timor-Leste Office
- Uzbekistan Office
- Viet Nam Office

Pacific

- Fiji Office
- Marshall Islands Office
- Micronesia Office
- Palau Office
- Papua New Guinea Office
- Samoa Office
- Solomon Islands Office
- Tonga Office
- Vanuatu Office

North & Latin America

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- Bolivia Office
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- Chile Office
- Colombia Office
- Costa Rica Office
- Dominican Republic Office
- Ecuador Office
- El Salvador Office
- Guatemala Office
- Honduras Office
- Jamaica Office
- Mexico Office
- Nicaragua Office
- Panama Office
- Paraguay Office
- Peru Office
- Saint Lucia Office
- Uruguay Office
- U.S.A. Office
- Venezuela Office

Africa

- Benin Office
- Botswana Office
- Burkina Faso Office
- Cameroon Office
- Côte d'Ivoire Office
- Democratic Republic of Congo Office
- Djibouti Office
- Ethiopia Office
- Gabon Office

- Ghana Office
- Kenya Office
- Madagascar Office
- Malawi Office
- Mozambique Office
- Namibia Office
- Niger Office
- Nigeria Office
- Rwanda Office
- Senegal Office
- South Africa Office
- South Sudan Office
- Sudan Office
- Tanzania Office
- Uganda Office
- Zambia Office
- Zimbabwe Office

Middle East

- Egypt Office
- Iran Office
- Iraq Office
- Jordan Office
- Morocco Office
- Syria Office
- Tunisia Office
- Office in Gaza
- Yemen Office

Europe

- Balkan Office
- France Office
- Turkey Office
- U.K. Office

Please refer to the JICA website for contact information regarding each overseas office.

Glossary

A African Union (AU)

The world's largest regional organization consisting of 54 member countries and regions in Africa. The AU is based in Addis Ababa, Ethiopia's capital city. The AU was inaugurated with the reorganization and enhancement of the Organization of African Unity (OAU) in July 2002. In January 2010, the New Partnership for Africa's Development (NEPAD) was integrated into the AU. The organization has since increased its role in development activities.

Asian Development Bank (ADB)

An international financial institution whose purpose is the promotion of economic and social development in Asian countries. ADB carries out lending on a semi-commercial basis.

B Base of the Pyramid (BOP)

People living in poverty with incomes below US\$3,000 a year. Approximately four billion people around the world are estimated to form the BOP. "BOP business" refers to business which has the potential to improve a variety of issues that face people in poverty in developing countries as well as people who are excluded from society and development processes.

Biodiversity Hot Spot

Regions with significant reservoirs of biodiversity where the activities of people have created the danger of the destruction of biodiversity. A concept originated by Professor Norman Myers of Oxford University, this term refers to areas that have at least 0.5% or 1,500 species of vascular plants where at least 70% of these species have lost their original habitat. There are 25 areas that qualify under this definition, with nine other possible candidates in the world.

C Capacity Development (CD)

The process by which a developing country strengthens its own capacity for solving development issues. In contrast to capacity building, which is driven from the outside, capacity development refers to the endogenous process of a developing country improving the capacity of individuals, institutions, systems and society as a whole. JICA's cooperation plays a role in supporting developing countries' efforts at capacity development as a facilitator for such efforts.

Counterpart

Refers to government officials and technicians from partner countries in international cooperation projects who receive policy advice and technology transfer through such projects.

D Developing Countries

Countries whose level of economic development is low compared with developed countries. JICA generally uses it in reference to countries and regions of the DAC List of ODA Recipients.

Development Assistance Committee (DAC)

One of the three major committees of the Organisation for Economic Co-operation and Development (OECD). It is comprised of aid donor countries to discuss issues surrounding aid, development and poverty reduction in developing countries. Japan became a member in 1964 at the same time it became a member of the OECD.

E Education for All (EFA)

An international initiative commenced in 1990 with the aim of providing education opportunities to people around the world. Specifically, the current EFA has established six goals to be achieved by all countries and regions by 2015, including ensuring access to and complete free and compulsory primary education, eliminating gender disparities in education, and achieving a 50% improvement in levels of adult literacy (The Dakar Framework for Action).

Emerging Countries

Developing countries which achieved rapid economic growth in recent years in such regions as Central and South America, Southeast Asia and Eastern Europe.

F Food and Agriculture Organization of the United Nations (FAO)

A specialized agency of the United Nations. FAO's mission is stated as: "achieving food security for all is at the heart of FAO's efforts—to make sure people have regular access to enough high-quality food to lead active, healthy lives."

G Governance

This refers to the building and management of a country's overall framework of institutions to facilitate stability and development. Good governance should enable the efficient mobilization, allocation and management of a country's resources while also reflecting the will of its citizens. Governance also refers to a government's systems for cooperation between government agencies, civil society and the private sector as well as mechanisms for decision-making. Governance encompasses three main dimensions—the national political system, the capability of the government to formulate and implement policy, and systems relating to the interaction between the government and civil society and the private sector.

Gross National Income (GNI)

The total value of goods and services produced by the citizens of a country domestically and overseas during a specified period.

I Inclusive Development

A development approach in which everyone receives benefits. JICA has for many years been guided by the vision of "Inclusive and Dynamic Development." The aim is to use inclusive development to achieve poverty reduction through sustained growth. To accomplish this, JICA strives to enable as many people as possible to participate in "the growth process" broadly and equitably in order to receive benefits.

International Monetary Fund (IMF)

A United Nations specialized agency whose purpose is to provide comparatively short-term funding facilities to member countries necessary to ensure trade payments and other normal financial flows are maintained.

L Least Developed Countries (LDC)

Countries that have been designated by the U.N. General Assembly as significantly lagging in development based on standards established by the U.N. Committee for Development Policy (CDP). These countries have a per capita GNI of less than \$992, are falling behind in human resources development, and have extremely fragile economies. The LDC list is reexamined once every three years. There are currently 48 LDCs: 33 in Africa, 14 in Asia and one in Latin America.

M Master Plan

The basic plan for the implementation of many types of long-term development projects.

Medium-developed Countries

Countries with a per capita GNI between \$3,976 and \$6,925 (based on U.N. and World Bank categories).

Millennium Development Goals (MDGs)

These serve as the goals of the international community for the 21st century. They draw together the United Nations Millennium Declaration and earlier international development targets agreed at major international summits during the 1990s, forming a unified common framework. There are eight MDGs, which the international community has agreed to achieve by 2015.

N New Growth Strategy

A policy for promoting the growth of the Japanese economy. The Japanese government announced the basic policies in December 2009. The six strategic areas are: Strategy for becoming an environment and energy power through green innovation; Health power strategy through life innovation; Asian economic strategy; Strategies for promoting a tourism-oriented nation and local revitalization; Science-and-technology-oriented nation strategy; and Employment and human resources strategies.

O ODA Graduate Country

Countries removed from the List of ODA Recipients created by the OECD Development Assistance Committee (DAC) due to an increase in income or for other reasons. This list is reexamined once every three years. Countries that have recorded a per capita GNI above the middle-income country level for the previous three consecutive years or that meet other conditions are removed from the list.

ODA Review Final Report

A set of recommendations presented by the Ministry of Foreign Affairs in June 2010 regarding the way forward for ODA in view of the changes in the domestic and international environments. The report discusses, among other items, the ODA philosophy, priorities, strengthened cooperation with the private sector and NGOs, strategic and effective aid, information disclosure, and wider public participation in ODA activities.

P Package of Infrastructure-related System Export

A concept for the export of comprehensive packages that include the provision of products and the construction of infrastructure facilities incorporating advanced Japanese technologies as well as the provision of operation and management know-how. This is also a strategic approach using public private-partnerships within the New Growth Strategy of the Japanese government that encompasses 11 fields: water, coal power generation, coal gasification plants, electricity transmission, nuclear power, railroads, recycling, space, smart grids and smart communities, renewable energy, information and communication, and urban development and industrial parks.

Public Private Partnership (PPP)

Utilizing the private sector for the provision of public services, PPP is a method of implementing programs through the coordination of the public and private sectors. It includes a wide range of schemes which are tailored to the level of participation of the private business, ranging from a simple consignment of a project to build-operate-transfer (BOT) and full privatization. "PPP infrastructure project" refers to infrastructure projects implemented through PPP.

S Sound Material-Cycle Society

A society that decreases consumption of natural resources and reduces the environmental burden. To establish a recycling-oriented society, the Japanese government established the Basic Act on Establishing a Sound Material-Cycle Society in 2000 in place of the traditional concept of the mass production, mass consumption and mass disposal society. The practical action guideline for realizing this sound material-cycle society called for the 3Rs of reduce (smaller volume of waste materials), reuse (reuse of resources) and recycle (recycling as resources).

South-South Cooperation

The implementation of cooperation programs for least developed countries lagging behind in development by developing countries which are relatively more developed through the use of their own development experience and human resources.

Special Terms for Economic Partnership (STEP)

Terms for ODA Loans introduced in 2002 to raise the visibility of Japan's ODA through technical transfers for developing countries by utilizing Japan's advanced technologies and know-how. More concessional terms are applied compared with Japan's tied procurement and other loan terms.

T Tokyo International Conference on African Development (TICAD)

An international forum focusing on African development. Since 1993, TICAD has been co-hosted by the Government of Japan together with the United Nations, the United Nations Development Programme (UNDP), the World Bank and other agencies. TICAD has been held every five years, and TICAD V will be held in Yokohama in June 2013.

Triangular Cooperation

The implementation of cooperation programs by donor countries or international aid organizations, jointly with other developing countries, aimed at the further development of other developing countries.

U United Nations Children's Fund (UNICEF)

A United Nations organization which provides assistance to children with a focus on health in developing countries, through improving nutrition, supplying drinking water, promoting the welfare of mothers and children, and providing education, among other approaches.

W World Bank

The world's largest development assistance agency. Carries out lending to member-country central governments and agencies that have received debt guarantees by those governments.

World Food Programme (WFP)

The United Nations' food aid agency, which strives to eradicate hunger and malnutrition.

World Health Organization (WHO)

A United Nations specialized agency whose purpose is to combat disease on a worldwide scale and enhance health and nutritional standards through international cooperation.

World Trade Organization (WTO)

An international organization established in 1995 to promote non-discriminatory free trade.

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