

A large, semi-transparent blue circle with a bright sunburst effect in the center, serving as a background for the main title.

JICA 2016

JAPAN INTERNATIONAL COOPERATION AGENCY

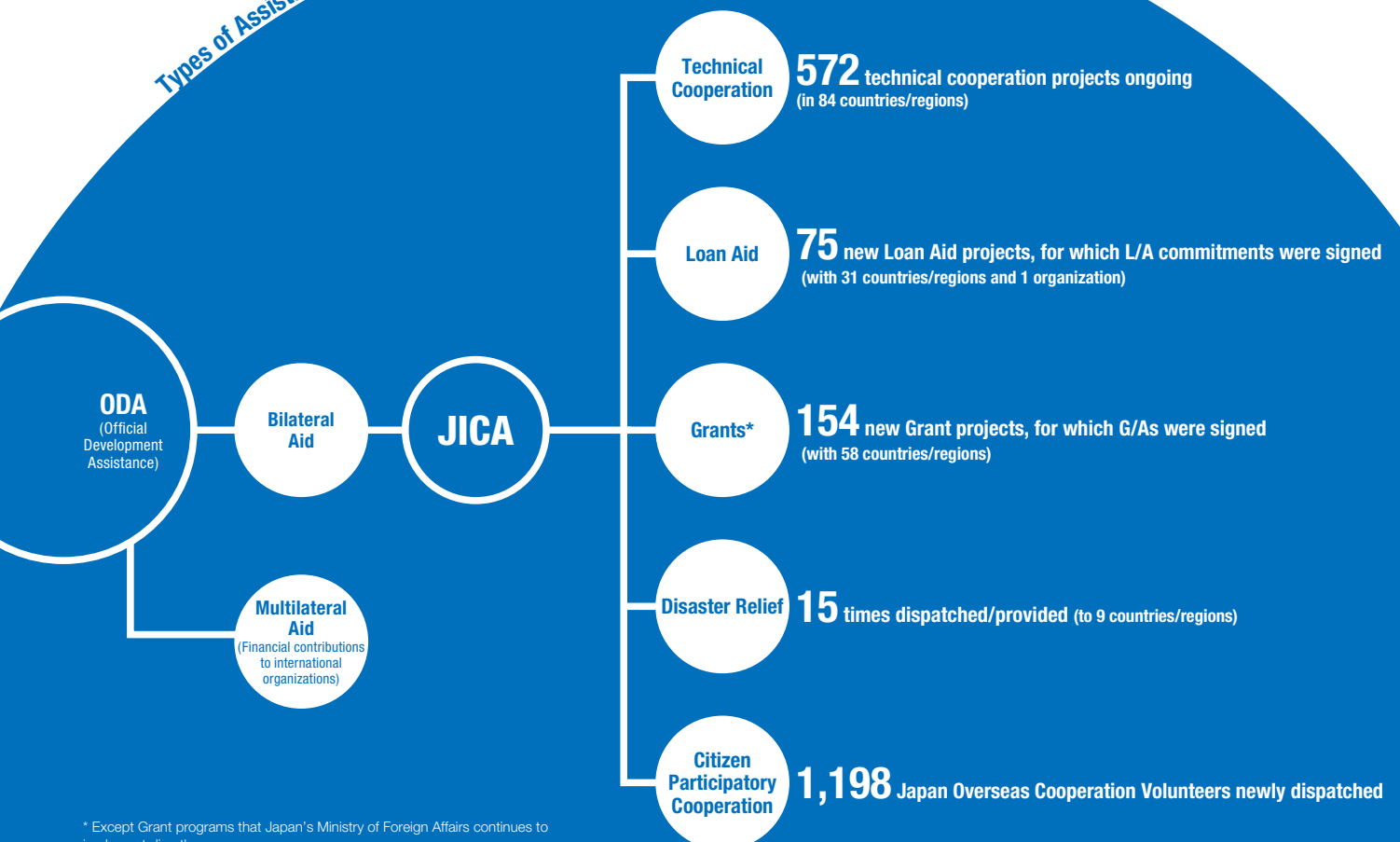
ANNUAL REPORT



JICA, in charge of administering Japan's ODA, is one of the world's largest bilateral aid agencies.

In accordance with its vision of "Inclusive and Dynamic Development," JICA supports the resolution of issues in developing countries through a flexible combination of various types of assistances as illustrated below.

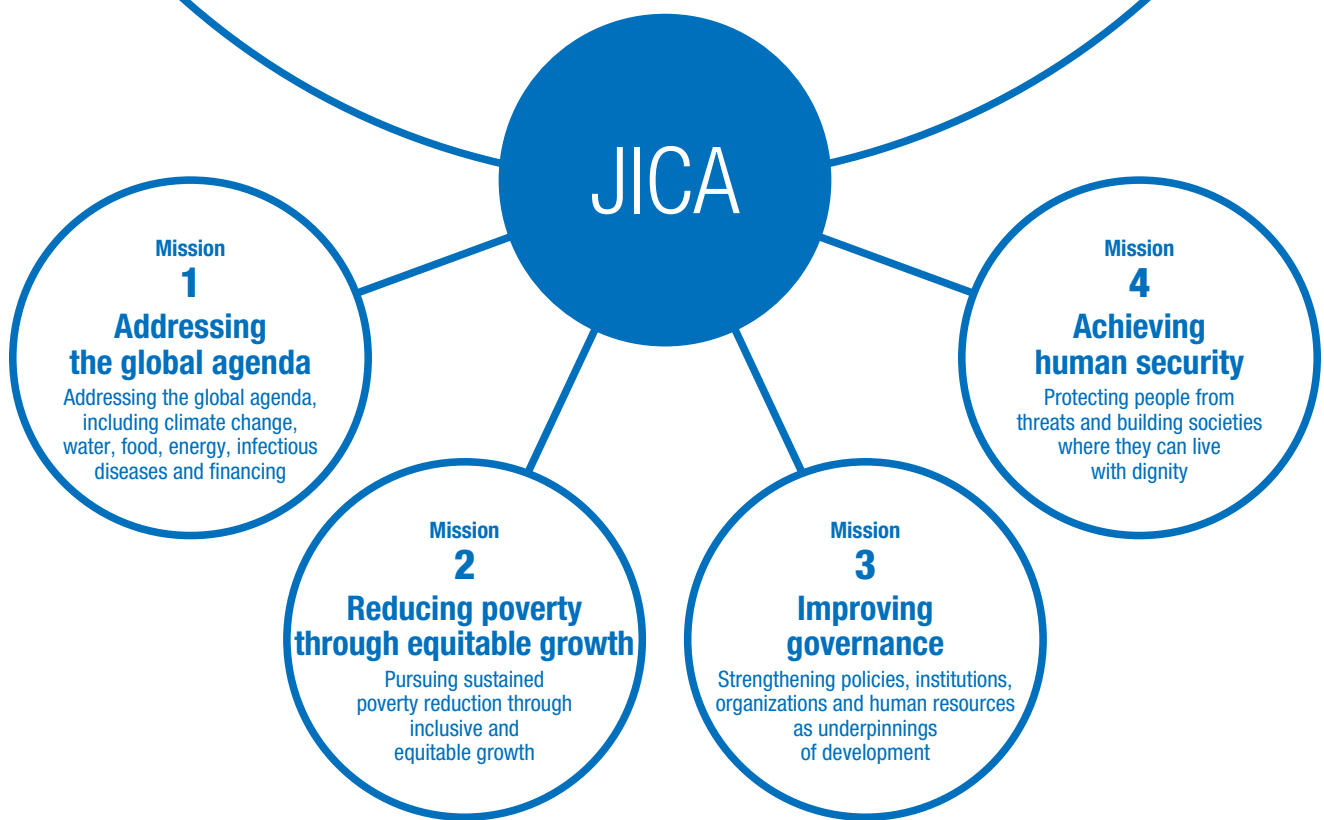
Types of Assistance and Outline of JICA's Operations in FY 2015



* Except Grant programs that Japan's Ministry of Foreign Affairs continues to implement directly.

Vision

Inclusive and Dynamic Development



Number of developing countries/regions targeted for assistance
150

Number of newly dispatched experts
11,134

Number of overseas offices
96

Number of domestic offices
14

Number of staff
1,864

JICA at a Glance

JICA's Contributions in Figures

Contribution to the MDGs

The international community has unanimously worked on the Millennium Development Goals (MDGs), including, most notably, the target of halving the proportion of people in extreme poverty in the 15 years from 2000.

Here are some examples of how JICA has contributed to the achievement of MDGs' eight goals.

Goal
1

Eradicate extreme poverty
and hunger

29,988
farmers

The total number of farmers in Africa who practice the SHEP approach¹ designed to increase the income of small farmers.
(FY2014–2015)

Goal
2

Achieve universal
primary education

26.79 million
children

The total number of children who have been given a quality educational environment through JICA's assistance.²
(FY2011–2015)

Goal
4

Reduce child mortality

28.8 million
children

The total number of children under age five in Pakistan who were vaccinated for polio with JICA's assistance in cooperation with the Bill & Melinda Gates Foundation. An immunization rate of 90% has been achieved in the national vaccination campaign.
(FY2011–2014)

Goal
3

Promote gender equality
and empower women

33%

The proportion of gender projects³ among all JICA projects in three schemes (Technical Cooperation, ODA Loans, and Grants) that were launched in fiscal 2014.

(Note) The logos in the circles for individual MDGs were designed by non-profit organization "Hottokenai Campaign" in Japan.

1 The Smallholder Horticulture Empowerment Promotion (SHEP) approach seeks market-oriented agriculture that JICA has been promoting for small farmers in Africa. It has produced favorable outcomes, including increased income of the targeted farmers.

2 Japan's Education Cooperation Policy 2011–2015, which is designed to achieve the MDGs, sets out the target of helping to create a quality educational environment for 25 million children in five years.

3 Projects that pay special attention to a gender perspective. They are classified into three types: (1) gender equality projects; (2) women-targeted projects; and (3) gender-integrated projects.

4 The relevant target is 6 million in the Yokohama Action Plan 2008–2012, which was adopted at the Fourth Tokyo International Conference on African Development (TICAD IV), and 10 million in the Yokohama Action Plan 2013–2017 at TICAD V.

5 The figure for the JICA Partnership Program with NGOs or local governments represents the cumulative total from FY2002 to FY2015, while the figure for SATREPS denotes the cumulative total from FY2008 to FY2015.

Goal
5

Improve maternal health
8 million copies

The total number of copies of the Maternal and Child Health (MCH) Handbook distributed outside Japan in one year. This figure is eight times as many as the number of copies distributed in Japan. With JICA's assistance, the Japan-originated MCH Handbook is now used in over 20 countries.

Goal
7

Ensure environmental sustainability

17.61 million people

The total number of beneficiaries of JICA's assistance in water and sanitation in Africa. (FY2008–2015)⁴

Goal
6

Combat HIV/AIDS, malaria and other diseases

720,000 sets

The total number of personal protective equipment sets for infectious diseases that JICA distributed in emergency response to Ebola outbreaks in Guinea, Sierra Leone, and Liberia, in cooperation with the Japan Self-Defense Forces, the Tokyo Metropolitan Government, WHO, etc. (FY2014)

Goal
8

Develop a global partnership for development

561 projects

The total number of projects adopted under JICA's Private Sector Partnership Programs (FY2012–2015). Separately, a total of 1,035 projects have been adopted under the JICA Partnership Program, which builds on partnerships with NGOs or local governments. In addition, a total of 101 projects have been adopted under the Science and Technology Research Partnership for Sustainable Development (SATREPS), a joint program with universities.⁵

New Development Goals: **SDGs**

In September 2015, the United Nations Sustainable Development Summit adopted the 2030 Agenda for Sustainable Development. Calling for ensuring that “no one will be left behind,” the 2030 Agenda sets out the Sustainable Development Goals (SDGs) to be attained in 15 years from 2016 to eradicate poverty and achieve sustainable development.

→ See page 17 and Case Study on page 123 for more details.



April
2015



The bridge was named "Tsubasa Bridge" as it has the appearance of two birds spreading their wings (*tsubasa* in Japanese). The name symbolizes Cambodia's aspirations for further friendly relations with Japan. (Photo by Shinichi Kuno)

The Southern Economic Corridor now connects Viet Nam with Bangkok via Cambodia. With Japanese Grants, Tsubasa Bridge has been constructed across the Mekong River, the remaining major bottleneck along the corridor. The large-scale construction, covering a total length of over 5 km, was completed within schedule owing much to Japan's advanced technology, despite the detonation of unexploded ordnance and heavy floods. To help enhance ASEAN connectivity, JICA also provided ODA Loans to support National Road No. 5, which connects Phnom Penh and the Cambodia-Thailand border.

→ See Case Study on page 32

Support for Connectivity for ASEAN Integration with "Quality Infrastructure"

Assistance for the Mekong Southern Economic Corridor in the Mekong Region: Tsubasa Bridge and National Road No. 5 in Cambodia

HIGHLIGHTS 2015

April
2015

Assistance for Reconstruction from the Nepal Earthquake

Delivering Prompt Assistance for "Build Back Better"

Local stonemasons receive training in building quake-resilient houses.



The massive earthquake that occurred in Nepal on April 25, 2015, caused serious damage to the country, leaving more than 9,000 people dead, over 22,300 injured, and in excess of 880,000 homes destroyed or damaged. A day after the earthquake, JICA dispatched its Japan Disaster Relief Team to Nepal, and supported urgent recovery and rehabilitation of roads and schools. Furthermore, under the concept of Build Back Better, JICA assisted in reconstructing housing and schools, strengthening the resilience of the capital city, Kathmandu, and developing infrastructure in two districts that suffered the greatest damage from the earthquake.

→ See Case Studies on pages 91 and 119

September
2015



From left: The chiefs of the J.League, JICA, and JFA, as well as Mr. Tsuyoshi Kitazawa (© JFA)

Contributing to "Sport for Tomorrow" International Cooperation through Sports

JFA, the J.League, and JICA Sign a Partnership Agreement

JICA is engaged in international cooperation through sports with sports associations. In 2015, JICA concluded a partnership agreement with the Japan Football Association (JFA) and the Japan Professional Football League (J.League) to support regional development, promote peace, and improve the quality of people's lives through soccer and other sports widely loved by children who forge the future in developing countries.

This initiative also contributes to Sport for Tomorrow, a Japanese government program promoting international cooperation through sports.

2015



African students learn as interns at a Japanese firm.

Internship at Japanese Firms for Students from Africa

African Business Education Initiative for Youth

Japan has launched the African Business Education Initiative for Youth (ABE Initiative), a program that combines master's courses and internships to develop Japan-savvy human resources. To date, a total of 473 participants came to Japan from 33 African countries since 2014. In the summer of 2015, participants who came in 2014 engaged in internships at 65 Japanese companies. Participants who have learned Japanese technology, corporate culture, and business mind are expected to serve as "navigators" who assist Japanese companies in doing business in Africa.

→ See Case Study on page 59

November–
December,
2015



A JICA official presents the system at a COP21 side event.

JICA-JAXA Partnership Addresses Climate Change

Tropical Forest Monitoring System Using ALOS-2 Satellite Showcased at COP21

Recently JICA and the Japan Aerospace Exploration Agency (JAXA) jointly initiated a monitoring system designed to track deforestation by utilizing JAXA's Advanced Land Observing Satellite-2 (ALOS-2). Earlier in December 2015, JICA announced the Initiative for Improvement of Forest Governance, which aims to curb deforestation, at a side event of the 21st session of the Conference of the Parties (COP21) to the United Nations Framework Convention on Climate Change (UNFCCC) in Paris. COP21 adopted the Paris Agreement, the post-2020 international framework for climate change.

→ See Case Study on page 88

Major Topics of Fiscal 2015

2015



The ceremony marking the 50th anniversary of the JOCV Program was attended by some 4,500 people.

50 Years On: Japan Overseas Cooperation Volunteers Program

Tangible and Intangible Outcomes Highly Appreciated

The year 2015 marked the 50th anniversary of the Japan Overseas Cooperation Volunteer (JOCV) Program. In November, the ceremony to celebrate the occasion was held, attended by Their Majesties the Emperor and Empress of Japan and about 4,500 people. Since it was established in 1965, the JOCV Program and two other JICA volunteers programs—Senior Volunteers and Youth and Senior Volunteers for *Nikkei* Communities—have sent some 49,000 volunteers* to 96 countries around the world. Many of the former JOCVs are taking advantage of their experience in developing countries in addressing a number of challenges facing Japanese society. The outcomes of JOCV activities are highly evaluated in Japan as well as around the world because of their tangible and intangible contribution and development.

*As of March 2016

→ See Volunteer Programs on pages 114–115

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JICA Annual Report 2016 Figures and Maps

1. This annual report summarizes the activities of JICA in fiscal 2015 (April 1, 2015 to March 31, 2016).
2. The figures contained in the report are those for the fiscal year mentioned above in the case of JICA and for the calendar year 2015 (January 1, 2015 to December 31, 2015) in the case of ODA. Please note that some figures are provisional values and figures may vary according to the timing and method of calculation.
3. All sums indicated with a dollar sign (\$) refer to US dollars and are calculated at an exchange rate of \$1.00 = ¥121.0 (the official Development Assistance Committee [DAC] rate in 2015).
4. All maps contained in the report are approximate. National borders that are under dispute or unclear have been entered merely for convenience.

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Data Book



* For statistics on program results, financial statements and financial conditions, please refer to the JICA Annual Report Data Book 2016.

<https://www.jica.go.jp/english/publications/reports/annual/index.html>

JICA Websites and Others

For detailed information of JICA's activities, please see our websites. "ODA *mieruka* site" is a website for visualizing ODA, which presents information such as photos of ODA projects. JICA also publishes Annual Evaluation Reports, which provide information on current evaluation activities as well as summaries of evaluation results.

JICA Website

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



ODA *mieruka* site

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



Annual Evaluation Report 2015

https://www.jica.go.jp/english/our_work/evaluation/reports/2015/index.html



Message from the President

Toward the Realization of a World in Which No One Will Be Left Behind



Shinichi Kitaoka
President,
Japan International Cooperation Agency
(JICA)

Profile
Born in 1948. Graduated in law from the University of Tokyo. Obtained his PhD from the Graduate Schools for Law and Politics of the University of Tokyo. Has served as professor in the Faculty of Law of the University of Tokyo, Ambassador Extraordinary and Plenipotentiary, deputy permanent representative of Japan to the United Nations (2004–6), professor at the National Graduate Institute for Policy Studies (GRIPS), and president of the International University of Japan. Appointed to his current post in October 2015.



In his first trip overseas after his appointment as president, Mr. Kitaoka visited Ethiopia and Kenya. In talks with the Ethiopian prime minister, they announced a further strengthening of their partnership toward the holding of TICAD VI.



In the Kenyan port of Mombasa, Mr. Kitaoka inspected a new terminal scheduled to be completed soon with a Japanese ODA Loan.

A Year in Which Japan Undertook Initiatives to Meet the Expectations of the International Community

The modern world is becoming increasingly chaotic. Problems related to conflicts, violent extremism, poverty, disparities, infectious diseases, and natural disasters are threatening the lives and dignity of many people across national borders and around the world. In September 2015, the international community agreed upon the Sustainable Development Goals (SDGs) at a United Nations summit and took a first step toward realizing a world in which no one is left out of the benefits of development. The philosophy of “human security,” which Japan has advocated for many years, is incorporated throughout the SDGs. In tackling the SDGs, Japan must display leadership as a global player in the international community. In this regard, JICA, a comprehensive development cooperation agency charged with implementing Japan’s ODA, has a grave responsibility.

At the G7 Ise-Shima Summit held in May of this year, with Japan serving as the chair, the G7 leaders discussed the important

challenges facing the world. Japan cited quality infrastructure, global health, and the empowerment of women as important issues, and the G7 Ise-Shima Leaders’ Declaration expressed their determination to take action to tackle these issues. Furthermore, at the Sixth Tokyo International Conference on African Development (TICAD VI), held in Kenya in August, the participants discussed issues that African countries and the international community should cooperate in addressing, such as their responses to the recent outbreak of Ebola virus disease, the proliferation of terrorism and violent extremism, and the drop in international resource prices.

In this way, beginning with the agreement on the SDGs, this has been an important year in which Japan has displayed initiative to meet the expectations of the international community. JICA must play a major role toward the realization of these commitments.

Reevaluating Japan’s Aid Philosophy and JICA’s Role

After the adoption of the Paris Declaration on Aid Effectiveness in 2005, “ownership” became something of a buzzword. Based on its own experiences before then, however, Japan was already adopting the stance that the main actors in a country’s economic development are that country’s people, placing importance on relations with people in the field and an approach of mutually learning from each other in an equal partnership. This approach has become the foundation of relations of trust between Japan and counterpart countries. From now on I think it will be necessary to set forth this approach more clearly as our philosophy of international cooperation and to announce it strategically.

Looking at JICA’s work once again from my position as president, I feel that JICA, as a comprehensive development cooperation agency at the center of Japan’s official development assistance (ODA), has established a good track record of assistance to developing countries. There must be few development cooperation agencies in the world that, like JICA, have a diverse range of functions and capabilities and can confront challenges in developing countries by combining a variety of menus. In addition to the construction of infrastructure through ODA Loans and Grants, JICA offers technical cooperation, including the building of human resources and systems.



In collaboration with the Bill & Melinda Gates Foundation, JICA implemented an extensive polio vaccine campaign in Pakistan. (Photo: UNICEF/PAK2016/Waseem Niaz)



The Delhi Metro in India, constructed with assistance from JICA, fully opened in 2011. The subway network, which has the same scale as the Tokyo Metro, has become an indispensable means of transport for the citizens of Delhi. (Photo: Shinichi Kuno)

While we are seeing the appearance of many new donors, including newly emerging economies, new challenges are becoming evident, such as the emergence of new infectious diseases, violent extremism, and large numbers of refugees. As the number of actors involved in development cooperation

increases and the issues that should be addressed become more diverse, we should not be content with the status quo but rather ask how Japan's ODA can be utilized for the future. I believe that is the challenge for JICA at the moment.

Challenge of the New Framework: Sustainable Development Goals (SDGs)

So, specifically, what should be done? Bearing in mind the results of our efforts so far, I would like us to turn our attention to the SDGs adopted in 2015.

The Millennium Development Goals (MDGs), which the international community concentrated on achieving for 15 years beginning in 2000, stipulated eight development goals, including eradicating extreme poverty and hunger, achieving universal primary education, and reducing child mortality. A lot of progress has been made. For example, the population suffering poverty in developing countries has been reduced to one-third of the level in 2000, and the mortality rates for children and pregnant women have been halved. JICA also has achieved significant results. For example, we have been involved in the building of a quality educational environment for more than 26 million children throughout the world. Also, in collaboration with the Bill & Melinda Gates Foundation, we provided polio vaccine for 28.8 million children in Pakistan. In Africa, we supplied safe drinking water and hygienic facilities for 17.61 million people. Furthermore, among these activities, outstanding systems initiated by Japan are spreading throughout the world. For instance, through JICA's assistance, the Maternal and Child Health Handbook has spread to more than 20 countries, and more than eight million are being issued every year, which is eight times more than the number issued in Japan.

Nevertheless, some of the goals have still not been achieved

in Africa and other regions. Domestic wealth gaps have widened even in countries that have made improvements, and also issues like climate change and natural disasters demand a response. Therefore, the SDGs were agreed upon in September 2015 as a framework to succeed the MDGs. The SDGs emphasize a balance between the three aspects necessary for sustainable development, namely economic, social, and environmental, and cite 17 goals that should be achieved by 2030. Furthermore, in a major difference from the previous framework, the goals cover the developed as well as the developing nations. Not only agencies involved in assistance to developing countries but also citizens, private companies, NGOs and NPOs, government organizations, and others in Japan are required to work together in making efforts to achieve the goals. As explained above, as an advocate of the realization of human security, Japan is in a position to lead the international community in its efforts to achieve the SDGs as well. Fully utilizing the experience, know-how, and networks that it has accumulated, JICA is playing a leading role in opening up this frontier.



Held in 2011 with assistance from JICA, the first national sports event in South Sudan since its independence saw athletes from different regions and ethnic groups competing in a spirit of fair play.



The world's first halal-certified sweet-bean-jam rice cakes went on sale in Malaysia. At a locally held international trade fair, they received favorable notices from Malaysian Prime Minister Najib Razak, left. On the right is the president of Tokachi Seika Co., Ltd.

Message from the President

Issues Being Tackled by JICA

As a specific response to the achievement of the SDGs, JICA so far has made efforts to contribute in the three areas of promoting quality growth, realizing peaceful and secure societies, and addressing global issues.

Promotion of “quality growth”

“Quality growth” emphasizes growth combining three factors: inclusiveness, in which the fruits of growth extend throughout society and no one is left behind; sustainability, in which proper consideration is given to the environment and social aspects and necessary measures are taken to carry over the fruits of growth for succeeding generations, including measures to combat global warming; and resilience, in which societies have a strong resistance to various shocks, such as economic crises and natural disasters. This is genuinely one of the targets that the SDGs are trying to achieve. As a good example of quality infrastructure emphasizing safety and environmental and social concerns, one can cite the Delhi Metro subway in India, which was financed by Japanese ODA. The Delhi Metro is used by 2.4 million people every day and has become a new means of transport for citizens. As a result, the number of vehicles on the roads in Delhi has been reduced by 120,000, so traffic congestion in the city has been relieved. Furthermore, Japan’s outstanding operation system technology, including subway safety measures and train maintenance, has been transferred to the Indian side.

Realization of a peaceful and secure society

Such risks as international terrorism, humanitarian issues in vulnerable states, and regional conflicts exert a serious social and economic impact on countries around the world, including Japan. As well as positive contributions to peacebuilding, it is important to share universal values through support for governance and the establishment of legislation. Recently a new attempt took place

as a means of promoting reconciliation among ethnic and tribal groups after a civil war. With assistance from JICA, the first national sports event since independence was held in South Sudan with the aim of promoting peace and unity. The realization of peace is no easy matter, but nevertheless more than 20,000 spectators turned up to cheer on the athletes, far more than expected. This spectacle made us aware once again of the power of sports to help restore trust among different ethnic and tribal groups.

Contribution to global issues

As a result of the advance of globalization, transborder global issues faced in common by humankind, such as climate change, large-scale natural disasters, and infectious diseases, are becoming increasingly evident. Bearing in mind the frameworks agreed upon at the 21st Session of the Conference of the Parties to the UN Framework Convention on Climate Change (COP21) and the UN World Conference on Disaster Risk Reduction, the international community must join together and formulate countermeasures. For this purpose, partnerships with various bodies are essential, including private companies, NGOs, local governments, and universities. In particular, the role of scientific and technological innovations in solving such issues as the reduction of greenhouse gas emissions, the development of vaccines for infectious diseases, the securing of food materials, and water purification is attracting attention, and interest in the advanced technologies of Japanese companies is growing. Good examples here include the introduction of waterless toilets in Kenya, Indonesia, Viet Nam, and elsewhere by LIXIL Corporation of Japan, and the introduction by the state-run bus company in Bangladesh of the FeliCa noncontact IC card developed by Sony Corporation.



Message from the President

New Efforts toward Regional Revitalization in Japan

Next I would like to turn our attention to the impact of assistance to developing countries in Japan. At the moment I feel very concerned about the fact that Japan is becoming increasingly inward-looking. But when I see the many young Japanese who have grown immensely after experiencing reality on the ground in developing countries, I also feel reassured that the human resources needed to change Japan are being fostered. More and more, after their return to Japan, Japan Overseas Cooperation Volunteers are becoming active in Japanese society. For example, they are playing an active role in supporting rural areas or disaster-hit reconstruction areas in Japan, or starting up businesses from a new perspective, thereby using their experience in international cooperation for the benefit of society.

Furthermore, there are cases of participation in JICA projects opening up new possibilities, with the value of technologies possessed by Japan's regions being rediscovered as a means

of contributing to the solution of problems in developing countries and small and medium-sized enterprises finding new markets overseas as a result of assistance to developing countries. For example, in the Tokachi region of Hokkaido, as a part of the Food Valley Tokachi regional industrial policy, Obihiro City and the local Chamber of Commerce and Industry are collaborating with JICA. In a project targeting Thailand and Malaysia, they have conveyed the safety and high quality of Japanese food to food product and distribution personnel, and the Japanese side in turn has learned about the importance of halal foods in Muslim countries. As a result, they introduced the world's first halal-certified sweet-bean-jam rice cakes, known as *daifuku*, and sales in Malaysia have steadily grown. Such examples build win-win-win relationships, in which the scope of assistance by JICA is broadened, issues in the developing countries are solved, and regions in Japan are revitalized. JICA will continue to focus efforts in this direction.

National Interest in an Interdependent World and JICA's Contribution

For Japan, which largely depends upon its relationships with the rest of the world, it is a matter of national interest for the world to be peaceful, stable and prosperous. Japan imports goods from around the world, and imports from developing countries actually account for around 50% of the total. The stability and peace of surrounding countries and their ability to engage in free trade are a foundation supporting our lives.

Japan was the first non-Western nation to become a major developed country and has presented a model for modernization. At the same time, by conducting assistance utilizing Japan's principles of development cooperation and experience, Japan has supported the growth of countries in Asia and other regions.

During this period, Japan has experienced various successes and failures and learned many lessons. Since this wealth of information and lessons will be helpful in solving the development issues currently facing the world, I believe that Japan and JICA have a major role to play.

Toward the realization of the SDGs' aim of realizing a world in which no one will be left behind, JICA will continue to serve as a bridge linking Japan and the developing nations and, in collaboration with various actors, it will promote international cooperation.

Reflecting the Terrorist Attack in Dhaka, Bangladesh

Seven consultants engaged in survey work for JICA died, and one was injured, in the terrorist attack that occurred in Dhaka on July 1, 2016. Eight of them were taking part in a preparatory survey related to an infrastructure project to improve the urban transit situation in Dhaka, where traffic is rapidly increasing.

The Japanese caught up in this incident were all enthusiastic about development cooperation and had high levels of expertise. Together with JICA, it was expected that they would contribute to the development of developing countries. In this sense, I feel heartbreaking grief over the fact that such important colleagues lost their lives or were injured. I sincerely pray that those who lost their lives will rest in peace and offer my condolences to their loved ones. I also pray for the earliest possible recovery of the person who was injured.

A week after the Dhaka incident, the security situation in South Sudan deteriorated as well, and JICA personnel were forced to leave the country. Fortunately all of our personnel were safe, but there is no doubt that the evacuation operation was like treading on thin ice, and many issues remained.

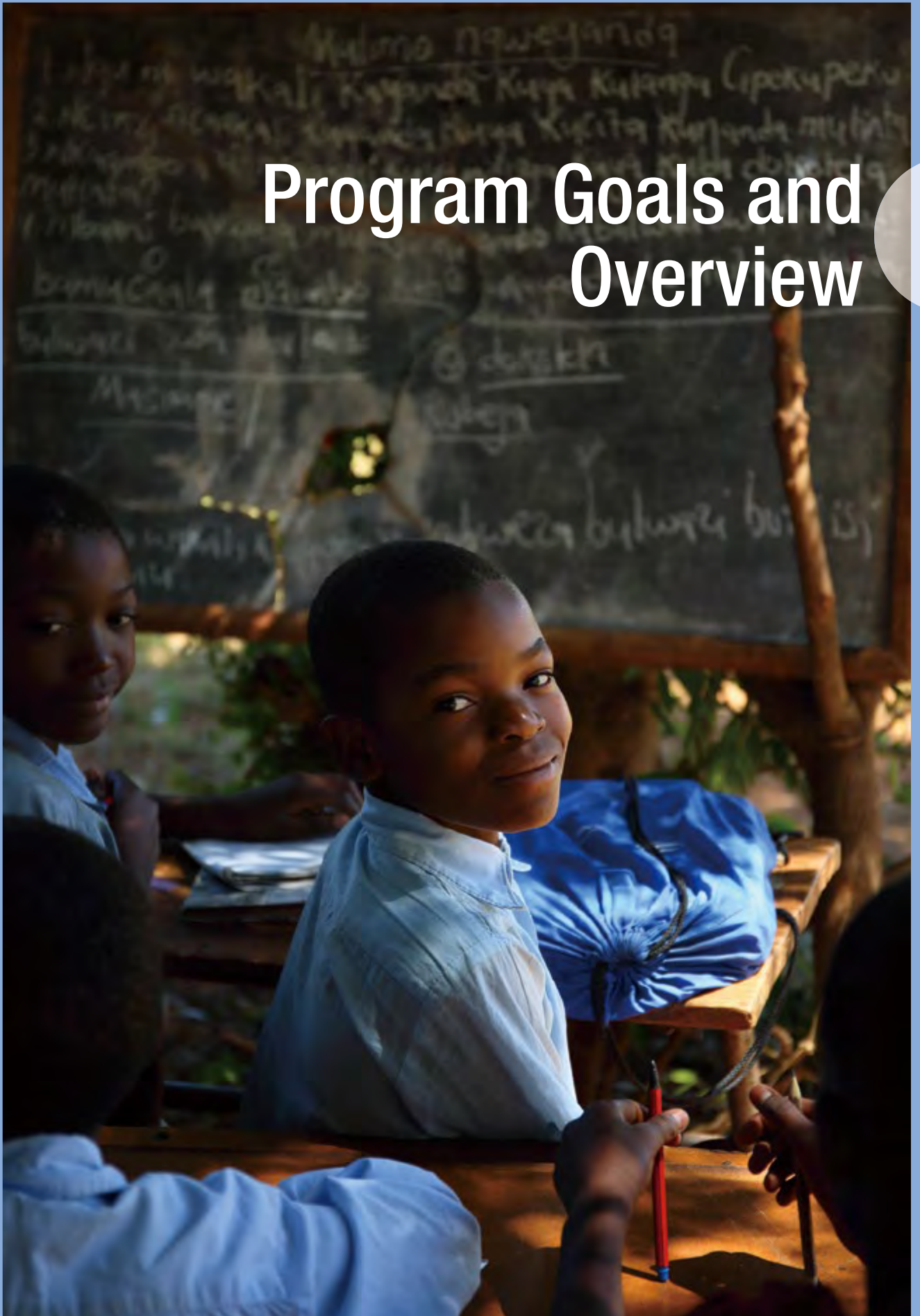
In response to these incidents, the Japanese government and JICA set up a council on safety measures for international cooperation projects under the Ministry of Foreign Affairs and formulated new safety measures for personnel involved in international cooperation projects and Japanese NGOs.

As specific measures based on the report, JICA is making efforts as swiftly as possible to (1) strengthen the collection, analysis, and sharing of information on threats; (2) ensure the execution of the code of conduct and share it with project personnel and NGO members; (3) strengthen protective measures and training on both the hard and soft sides; (4) be ready to respond when incidents occur; and (5) raise crisis management awareness and strengthen the organizational setup.

Through these safety measures, JICA will make its utmost efforts to ensure that such incidents will never be repeated. We intend to carry on the noble aspirations of the deceased toward development and tenaciously do our best for the peace and development of the world.

Shinichi Kitaoka
President, JICA

Program Goals and Overview



Zambia: Having lessons outside at Linda West Elementary/Junior High School. (Photo by Atsushi Shibuya)

A New Framework and Goals of Development Cooperation

The Development Cooperation Charter

Setting Out the Clear Philosophy and Principles of Development Assistance of the Japanese Government

1 Philosophy of Japan's Development Cooperation

(1) Objectives

Japan will contribute even more actively to the peace and prosperity of the international community. Also, such cooperation will contribute to securing national interests such as maintaining Japan's peace and security and achieving further prosperity

(2) Basic Policies of Japan's Development Cooperation

- A. Contributing to peace and prosperity through cooperation for non-military purposes
- B. Promoting human security
- C. Cooperation aimed at self-reliant development through assistance for self-help efforts, as well as dialogue and collaboration based on Japan's experience and expertise

2 Priority Issues

- (1) "Quality growth" and poverty eradication through such growth
- (2) Sharing universal values and realizing a peaceful and secure society
- (3) Building a sustainable and resilient international community through efforts to address global challenges

The Development Cooperation Charter shows the directions for Japan's development cooperation in the international community today, which is characterized by three factors: (1) growing challenges and risks associated with globalization; (2) increasingly diverse, complex, and broader-based development challenges, as exemplified by the fact that some countries are becoming fragile due to conflicts, etc. while more and more emerging countries are coming to the fore; and (3) the growing presence of emerging countries and private funds in the development sphere.

The new charter has clarified the objectives and basic policies of Japan's development cooperation, as shown above. Based on these, the charter sets out three priority issues: (1) "quality growth" that is inclusive, sustainable, and resilient and poverty eradication through such growth, (2) sharing universal values

and realizing a peaceful and secure society, and (3) building a sustainable and resilient international community through efforts to address global challenges.

Furthermore, the new charter states that Japan should continue to seek mutually beneficial relations of cooperation with developing countries based on an equal partnership amid changing circumstances in and outside Japan. It also says that Japan should strengthen partnerships with various actors in and outside Japan, such as the private sector, including small and medium-size enterprises, local governments, universities and research institutions, NGOs, international organizations, and emerging country donors. These new directions are reflected in the renaming of the ODA Charter to the Development Cooperation Charter.

As Japan and the international community are undergoing significant changes, the roles expected to be played by official development assistance (ODA) are changing as well. Under these circumstances, the Japanese government formulated the Development Cooperation Charter in February 2015. This charter comes as the first revision of the ODA Charter in eleven and a half years. The ODA Charter, which dictated Japan's ODA policy, was formulated in 1992 and revised in August 2003.

For its part, the international community formulated the 2030 Agenda for Sustainable Development in September 2015. As the successor to the Millennium Development Goals (MDGs), which were drawn up in 2001, the new agenda is designed to address the unresolved issues under the MDGs as well as new and emerging issues.

JICA implements its programs in accordance with the national and global policies and goals.

The Sustainable Development Goals (SDGs)

Seeking for a World Where No One Will Be Left Behind

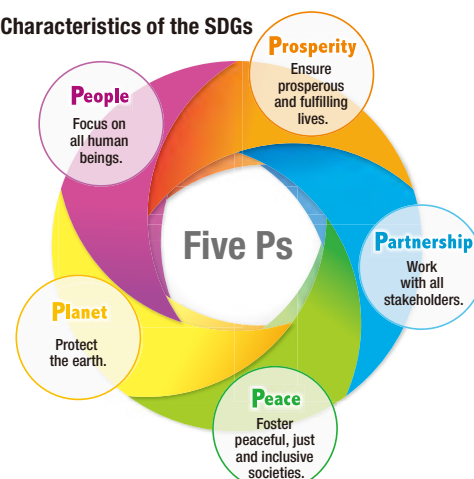
The United Nations Sustainable Development Summit, held in New York in September 2015, adopted "Transforming Our World: the 2030 Agenda for Sustainable Development." Calling for ensuring that "no one will be left behind," the 2030 Agenda sets out the Sustainable Development Goals (SDGs) as guidelines for eradicating poverty and achieve sustainable development over a period of 15 years from 2016 to 2030.

Made up of 17 goals, 169 targets, and 230 indicators, the SDGs call for action by the entire world, developed and developing countries alike. Many aspects of the SDGs can be addressed effectively by Japan's experience and the strength of its ODA, which offers many opportunities for JICA to contribute more.

The Sustainable Development Goals (SDGs)



Characteristics of the SDGs



Five Ps
With the key phrase "no one will be left behind," the SDGs focuses on the Five Ps: people, planet, prosperity, peace, and partnership.

JICA's Efforts to Contribute to the SDGs

1 Addressing Issues That Have Not Been Resolved under the Millennium Development Goals (MDGs) and New and Emerging Issues

For achieving human security, JICA seeks a world that ensures "no one will be left behind." JICA will continue efforts to address the underachieved goals of the MDGs era, including those related to maternal and child health and access to sanitation. JICA will also focus on the regions that faced big challenges in

achieving the MDGs, most notably Sub-Saharan Africa. Moreover, JICA will address the issues that were not covered by the MDGs, such as inequalities in terms of geographical differences, gender, and persons with disabilities within and among countries, as well as climate change and natural disasters.

2 Focused on Sustainable "Quality Growth"

To achieve these goals in a sustainable manner, JICA will offer assistance that will contribute to "quality growth." Such growth is (1) *inclusive* in that the fruits of growth are shared within society as a whole, leaving no one behind; (2) *sustainable* over generations in terms of, among other things, respecting the environment and society and addressing global warming; and (3) *resilient*, able to withstand and recover from economic

crises, natural disasters, and other shocks. It is difficult to provide the enormous funds needed to achieve the SDGs with ODA alone. This situation calls for innovation. More than ever, JICA will involve private-sector financing and technology and promote partnerships with all kinds of stakeholders, including civil society, universities, and research institutions.

Japan's ODA

What is ODA?

Various organizations and groups, including governments, international organizations, non-governmental organizations (NGOs) and private companies, carry out economic cooperation to support socioeconomic development in developing countries. The financial and technical assistance that governments provide to developing countries as part of this economic cooperation are called Official Development Assistance (ODA).

ODA is broadly classified into two types: bilateral aid and multilateral aid. Multilateral aid consists of financing and financial contributions to international organizations, while bilateral aid is provided in three forms: Technical Cooperation, Loan Aid and Grants. In addition, other schemes of bilateral aid include the dispatch of volunteers.

Table 1 Economic Cooperation and ODA

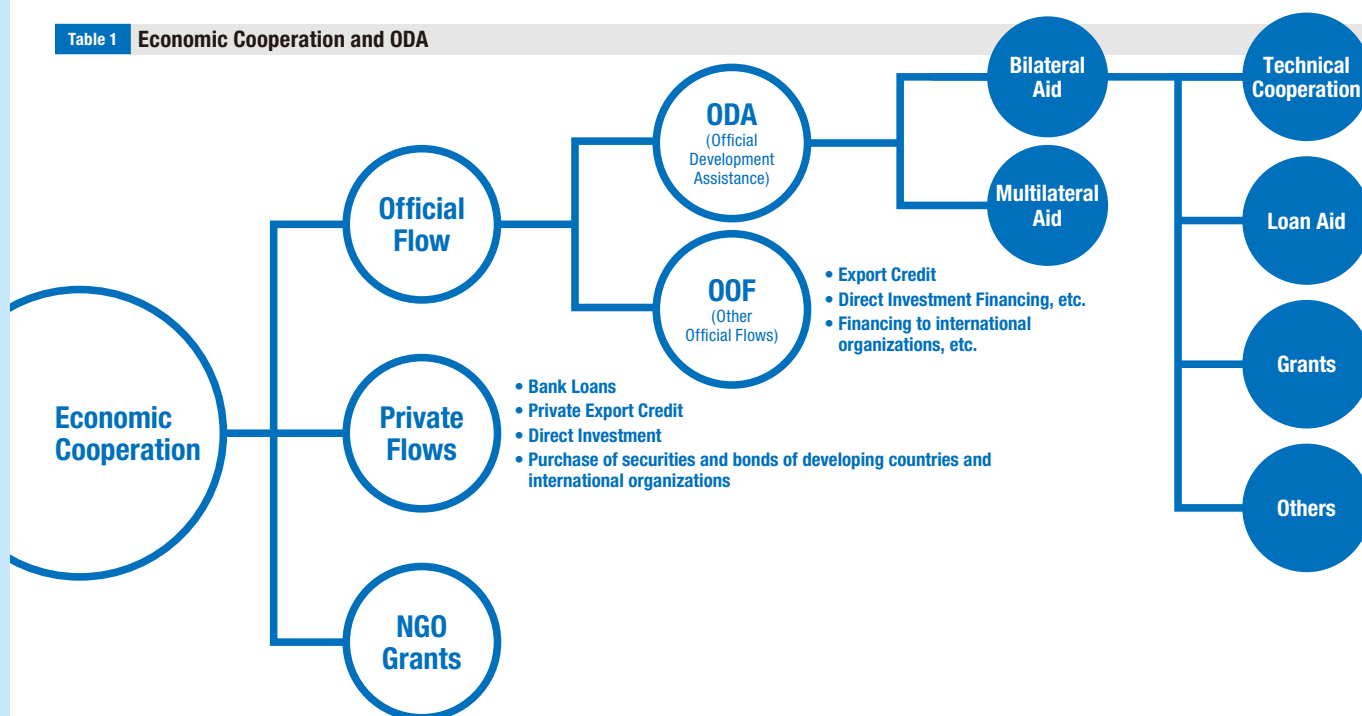


Table 2 Japan's ODA by Type 2015 (Provisional Figure)

Type	ODA Disbursements (Calendar Year 2015)	Dollar Basis (US\$ million)			Yen Basis (¥ billion)			Percent of Total ODA Total
		Current Year	Previous Year	Change from the Previous Year (%)	Current Year	Previous Year	Change from the Previous Year (%)	
Bilateral ODA	Grants	2,765.91	2,450.01	12.9	334.681	259.328	29.1	29.8
	Technical Cooperation*	2,369.75	2,633.84	-10.0	286.745	278.786	2.9	25.5
	Total Grants	5,135.65	5,083.85	1.0	621.426	538.113	15.5	55.3
	Loan Aid	1,116.83	884.42	26.3	135.139	93.614	44.4	12.0
	Total Bilateral ODA (Net Disbursement Basis)	6,252.49	5,968.28	4.8	756.565	631.727	19.8	67.3
	Contributions and Subscriptions to International Organizations (Net Disbursement Basis)	3,036.08	3,254.66	-6.7	367.372	344.498	6.6	32.6
	Total ODA (Net Disbursement)	9,288.56	9,222.94	0.7	1,123.938	976.225	15.1	100.0
	Preliminary Estimate of Nominal Gross National Income (GNI) (US\$ billion, ¥ billion)	4,313.63	4,786.40	-9.9	521,958.60	506,628.60	3.0	
	% of GNI	0.22	0.19		0.22	0.19		

(Notes) 1. Figures include disbursements for graduate countries. Please see JICA Annual Report Data Book 2016, Table 1, P.5 for figures excluding disbursements for graduate countries.

2. The following 17 countries/regions are graduate countries other than OECD member states that have received ODA: [Hong Kong], Singapore, Brunei, United Arab Emirates, Israel, Oman, Kuwait, Saudi Arabia, Bahrain, Saint Christopher and Nevis, Trinidad and Tobago, Bahamas, Barbados, [New Caledonia], [French Polynesia], Hungary, and Romania.

3. 2015 DAC designated exchange rate: US\$1.00 = ¥121.0023 (a depreciation of ¥15.1548 compared with 2014)

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

5. In the past, grants through international organizations were treated as "contributions and financing to multilateral organizations." However, from 2006, donations for recipient countries identified at the time of contribution are treated as "Grants" for these countries.

6. Starting with 2011 results, NGO project grants have been included in grants for individual countries.

* Technical Cooperation includes administrative and development education expenses.

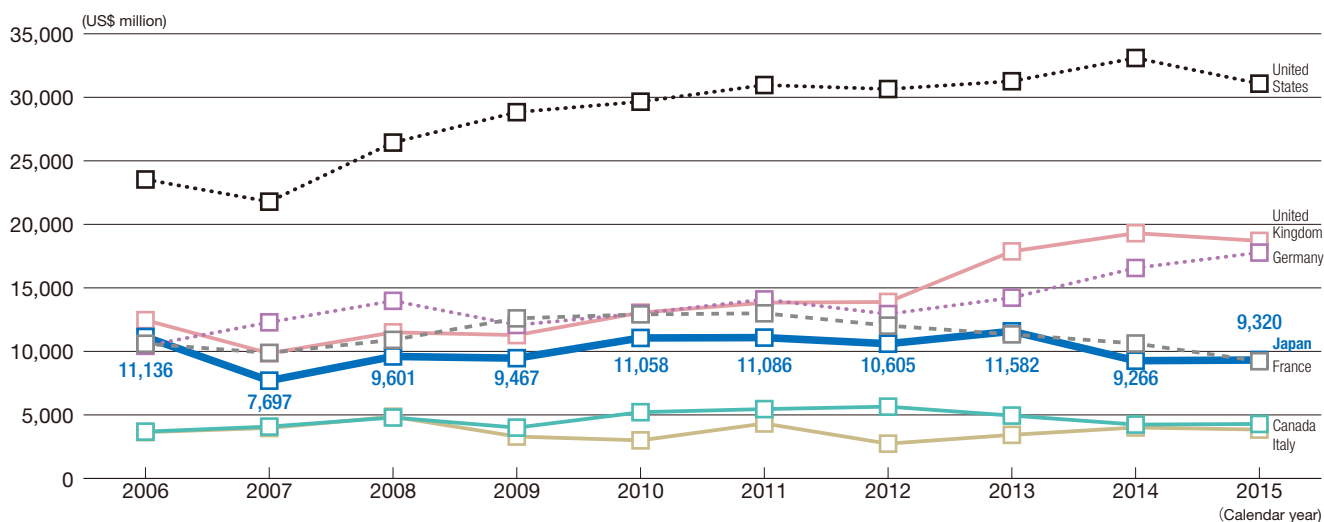
Japan's ODA Contribution Level

On a net disbursement basis, in 2015 Japan contributed approximately US\$6,252.49 million (approximately ¥756.6 billion) in bilateral ODA (including aid to graduate nations) and contributed and financed approximately US\$3,036.08 million (approximately ¥367.4 billion) to international organizations. Accordingly, total ODA contributions amounted to approximately US\$9,288.56 million, a 0.7% increase from the previous year (a year-on-year increase of 15.1% to ¥1,123.9 billion on a yen basis). With this amount, Japan ranked fourth among the member countries of the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD), after the United States, the United Kingdom and Germany.

Historically, Japan became the world's top contributor of ODA in 1989, surpassing the United States, which until that time had held the top position. Japan then remained the leader among the DAC countries, maintaining its top rank for 10 years from 1991 to 2000. However, the country's contribution dropped in 2001 and began a gradual decline.

Japan's ODA was equivalent to 0.22% of its gross national income (GNI) in 2015, ranking it at the low level of 18th among the 28 DAC countries.

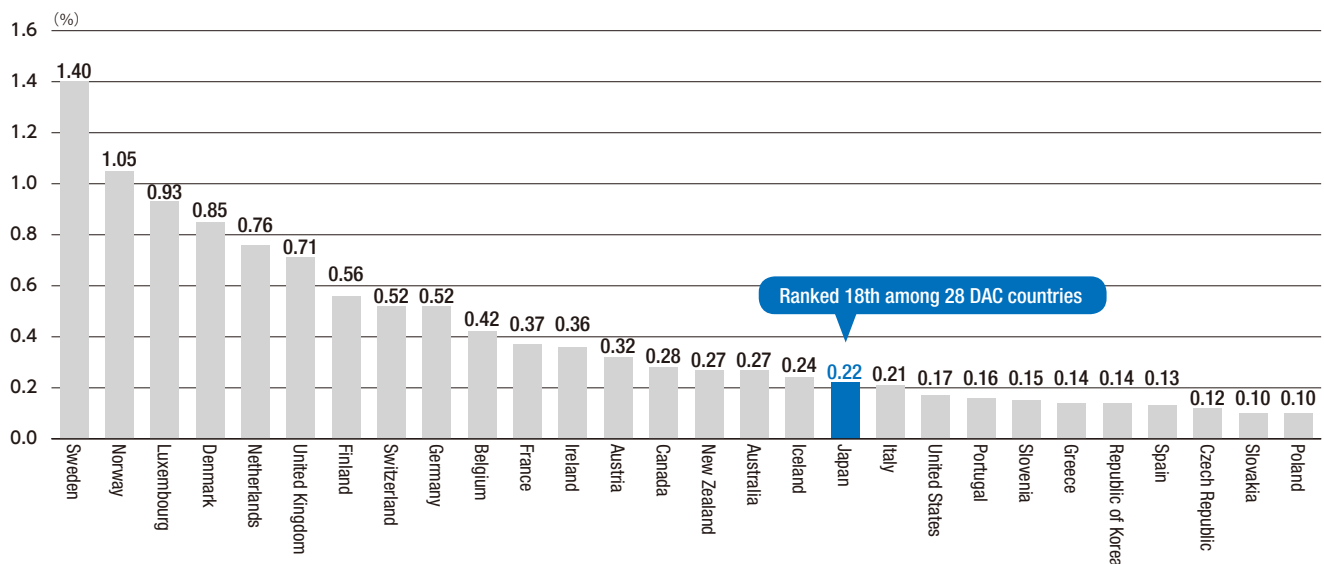
Table 3 Trends in Major DAC Countries' ODA (Net Disbursement)



Source: OECD DAC

(Note) Figures exclude disbursements to graduate countries. For details of Japan's ODA disbursements in 2015 please see *JICA Annual Report Data Book 2016*, Table 1, P5.

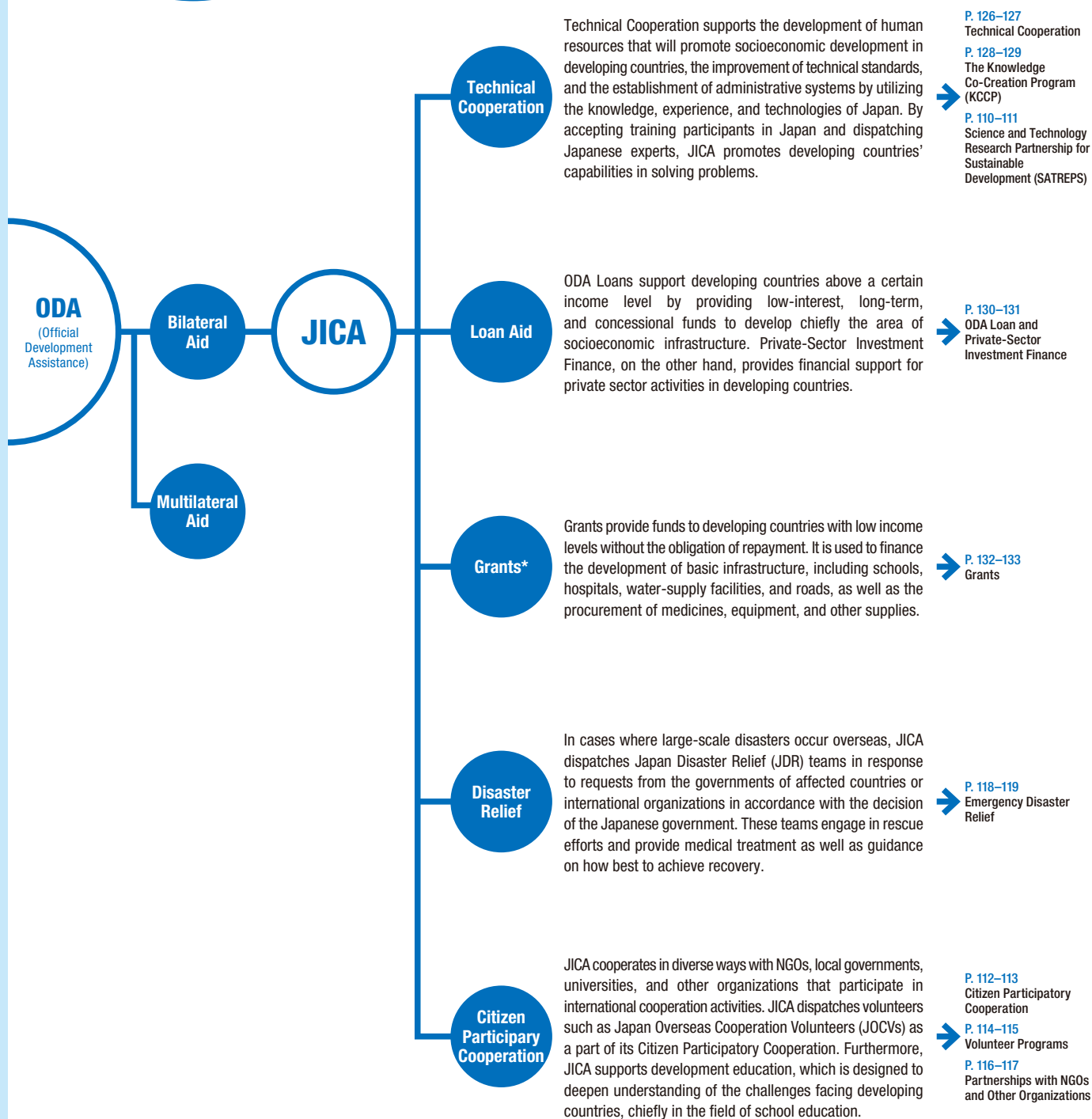
Table 4 Proportion of ODA to Gross National Income of DAC Countries



Source: Ministry of Foreign Affairs of Japan

JICA: Delivering Japan's ODA

JICA, in charge of administering Japan's ODA, is the world's largest bilateral aid agency. JICA supports socioeconomic development in developing countries through a flexible combination of various types of assistance methods, such as Technical Cooperation, Grants, and Loan Aid. It operates in over 150 countries and regions of the world.



*Excluding Grants that the Ministry of Foreign Affairs provide out of diplomatic necessity.

Program Goals and Overview

JICA's Path for Development Activities

Based on the Development Cooperation Charter, JICA will focus on the following priority issues with a view to putting human security into practice and attaining the Sustainable Development Goals (SDGs).



Ethiopia: Project on Capacity Building for Dissemination of Quality and Productivity Improvement (KAIZEN)

1 Contributing to Global Issues

JICA will commit itself to strengthening its organization-wide efforts to achieve the SDGs and incorporate this commitment in its assistance in individual partner countries. It will further promote cooperation in addressing climate change based on the 21st Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21) and reducing disaster risks based on the Sendai Framework for Disaster Risk Reduction and the Sendai Cooperation Initiative for Disaster Risk Reduction, as well as in such sectors as global health and food security. JICA also proactively shared its activities at the G7 Ise-Shima Summit, the World Humanitarian Summit, and other international forums.

2 Promoting "Quality Growth"

JICA will offer assistance in a range of fields—including the development of industrial human resources, health, education, support for persons with disabilities, and agriculture—for "quality growth" that is inclusive, sustainable, and resilient. To promote "quality infrastructure investment," JICA will steadily implement follow-up measures for the "Partnership for Quality Infrastructure" that the Japanese government recently announced. It will also work to strengthen activities that include external communication. In addition, JICA will put more effort into narrowing the development gap. Moreover, it will take into consideration "Sport for Tomorrow," a program that the Japanese government is promoting in light of the 2020 Tokyo Olympic and Paralympic Games.

3 Realizing a Peaceful and Secure Society

JICA will promote the sharing of universal values through its assistance in strengthening governance and establishing legal and judicial frameworks. It will appropriately provide peacebuilding assistance that flexibly accommodates political and security situations while paying adequate attention to ensuring the safety of the personnel involved. As part of its support for Syria, JICA will steadily provide assistance to the regions and local governments in neighboring countries that accept refugees. While actively supporting an active role for women and their empowerment, JICA will work on appropriate measures for the Japanese government's national action plan based on UN Security Council Resolution 1325.

4 Promoting Regional Initiatives

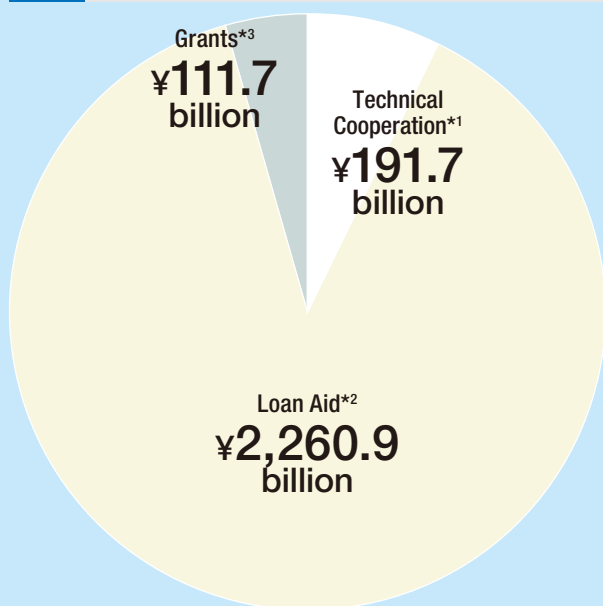
JICA will conduct activities that will help to enhance regional connectivity in ASEAN, Africa, South Asia, and other regions based on JICA's economic corridor development approach. It will also provide assistance that is associated with the Fifth Tokyo International Conference on African Development (TICAD V) and contribute to TICAD VI in August 2016. In addition, JICA will extend support related to strategic master plans in Africa and deliver on Japan's commitments in Southeast Asia that were made at the Japan-ASEAN Summit. For the Pacific region, JICA will support human resources development under its program titled "Pacific Leaders' Educational Assistance for Development of State."

Overview of JICA's Activities in Fiscal 2015

Overview of Operations

Looking at JICA's operations in fiscal 2015 (Table 5 and Table 6), Technical Cooperation implemented by JICA amounted to ¥191.7 billion, an increase of 8.7% from the previous fiscal year. Turning to Grants, JICA implemented 154 projects amounting to ¥111.7 billion (Grant Agreement amount). Of Loan Aid, ODA Loan was provided through 71 projects amounting to ¥2,074.5 billion (commitment basis), while Private-Sector Investment Finance amount totaled ¥186.4 billion and was provided to four organizations.

Table 5 Scale of Operations in Fiscal 2015



Note) Exchange rate: US\$1.00 = ¥121.0 (the official Development Assistance Committee [DAC] rate in 2015)

*1 Technical Cooperation expenses excluding management expenses.

*2 Total commitment amounts of ODA Loans and Private-Sector Investment Finance.

*3 Amount of concluded Grant Agreements. However, for projects running over several fiscal years, the maximum amount allowed for each fiscal year is counted for that fiscal year.

Table 6 Operations by Type in Fiscal 2015 (Unit: ¥ billion)

	FY2015	FY2014
Technical Cooperation *1	191.7	176.4
Acceptance of training participants	18.6	17.3
Dispatch of experts	64.1	61.4
Dispatch of study team members	47.5	38.2
Provision of equipment	4.4	4.5
Dispatch of Japan Overseas Cooperation Volunteers	8.9	8.3
Dispatch of other volunteers	3.5	3.4
Others	44.6	43.2
Loan Aid *2	2,260.9	1,015.9
Grants *3	111.7	111.2

Note) Because the numbers for each program are rounded to the nearest whole number, the figures do not always match the total numbers.

*1 Technical Cooperation expenses excluding management expenses.

*2 Total commitment amounts of ODA Loans and Private-Sector Investment Finance.

*3 Amount of concluded Grant Agreements. However, for projects running over several fiscal years, the maximum amount allowed for each fiscal year is counted for that fiscal year.

Overview of Trends for the Past 10 Years

Tables 7 to 9 show trends in the scale of JICA's programs for Technical Cooperation, Loan Aid and Grants over the past 10 years.

In fiscal 2015 the Loan Aid commitment amount increased largely from the previous fiscal year by 122.6%, totaling ¥2,260.9 billion. Meanwhile, the scale of Grants increased by 0.4% to a total amount of ¥111.7 billion in fiscal 2015.

Table 7 Technical Cooperation Expenses for the Past 10 Years (Unit: ¥ billion)

FY2006	151.2
FY2007	146.1
FY2008	150.8
FY2009	176.0
FY2010	168.8
FY2011	188.9
FY2012	167.8
FY2013	177.3
FY2014	176.4
FY2015	191.7

Table 8 Loan Aid Commitment Amounts for the Past 10 Years (Unit: ¥ billion)

FY2006	763.7
FY2007	901.2
FY2008	929.4
FY2009	967.6
FY2010	538.9
FY2011	949.4
FY2012	1,226.7
FY2013	985.8
FY2014	1,015.9
FY2015	2,260.9

Note) Total amounts of ODA Loan and Private-Sector Investment Finance.

Table 9 Scale of Grants for the Past 10 Years (Unit: ¥ billion)

FY2006	110.4	The total amount provided under Exchange of Notes concluded in the relevant year (that portion for which JICA was responsible for the promotion of Grants)
FY2007	96.4	
FY2008	74.0	37.1
FY2009	34.8	102.0
FY2010	12.9	105.2
FY2011	3.6	107.4
FY2012		141.6
FY2013		115.8
FY2014		111.2
FY2015		111.7

The total amount provided under Grant Agreement concluded in the relevant year (that portion for which JICA was responsible for the implementation and management of Grant projects after October 2008)

Note) JICA was responsible for expedition of implementation of Grants until fiscal 2007. From October 2008, JICA has also been performing project management of a portion of Grants.

Assistance by Region

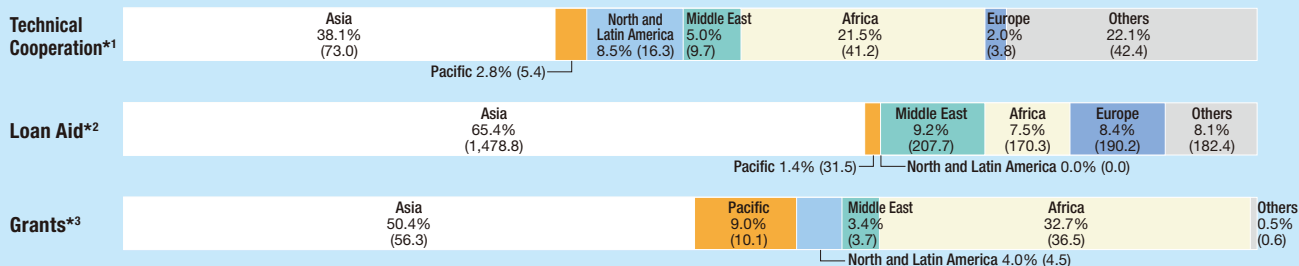
Looking at disbursements of Technical Cooperation by geographic region, Asia accounted for 38.1%, Africa 21.5% and North and Latin America 8.5%, in descending order.

Looking at commitment amounts for new Loan Aid by region in fiscal 2015, Asia accounted for 65.4%, Middle East 9.2% and Europe 8.4%. Continuing from fiscal 2014, Asia's share has been considerably high.

On the other hand, as for Grants, Asia accounted for 50.4%, Africa 32.7% and the Pacific 9.0%. As in fiscal 2014, Asia and Africa accounted for a large proportion of Grants.

"Others" include disbursements for and commitment amounts with international organizations and worldwide projects across countries and regions.

Table 10 Composition of Assistance by Region in Fiscal 2015 (Unit: %, ¥ billion)



*1 Expenses that include expenses required for dispatching volunteers and Japan Disaster Relief Team.
 *2 Total commitment amounts of ODA Loans and Private-Sector Investment Finance. Commitments with the African Development Bank are included in "Africa" not "Others."
 *3 Amount of concluded Grant Agreements. However, for projects running over several fiscal years, the maximum amount allowed for each fiscal year is counted for that fiscal year.

Assistance by Sector

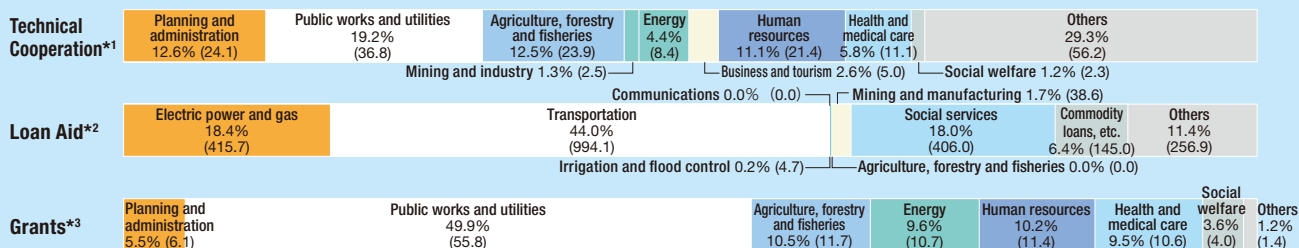
Disbursements of Technical Cooperation by sector were, in descending order, 19.2% for public works and utilities, 12.6% for planning and administration, 12.5% for agriculture, forestry and fisheries, and 11.1% for human resources.

For Loan Aid, the largest share is 44.0% for projects in the transportation sector, including railways and roads. This was

followed by electric power and gas at 18.4% and 18.0% for social services.

For Grants, the largest share was made to public works and utilities at 49.9%, followed by agriculture, forestry and fisheries at 10.5% and human resources at 10.2%.

Table 11 Composition of Assistance by Sector in Fiscal 2015 (Unit: %, ¥ billion)



*1 Expenses that include expenses required for dispatching volunteers and Japan Disaster Relief Team.
 *2 Total commitment amounts of ODA Loan and Private-Sector Investment Finance.
 *3 Amount of concluded Grant Agreements. However, for projects running over several fiscal years, the maximum amount allowed for each fiscal year is counted for that fiscal year.

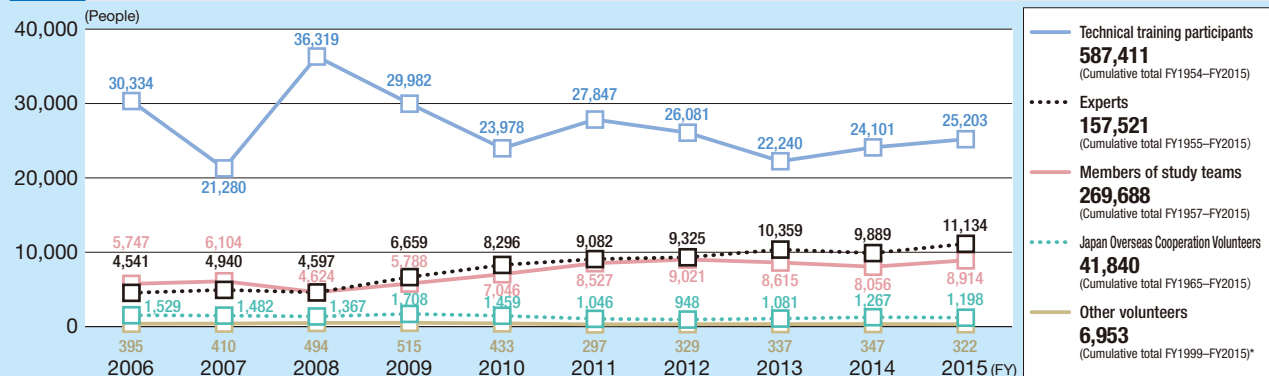
Trends in Number of Personnel by Type of Technical Cooperation

The number of newly dispatched personnel by type of JICA program in fiscal 2015 was as follows. The number of technical training participants was 25,203, while JICA dispatched 11,134 experts, 8,914 study team members, 1,198 Japan Overseas Cooperation Volunteers and 322 other volunteers. As a result, to date JICA has accepted a total of 587,411 technical training participants (FY1954–FY2015) and dispatched a

total of 157,521 experts (FY1955–FY2015), 269,688 study team members (FY1957–FY2015), 41,840 Japan Overseas Cooperation Volunteers (FY1965–FY2015), and 6,953 Other Volunteers (FY1999–FY2015).

Trends in the number of personnel by type of cooperation since fiscal 2006 are shown in Table 12.

Table 12 Trends in Number of Personnel by Type of Technical Cooperation (cumulative total)



* Includes Senior Volunteers, Senior Volunteers for Japanese Communities Overseas, Youth Volunteers for Japanese Communities Overseas and UN Volunteers. Until 1998, these figures had been included in other types of cooperation.
 Note) The dispatch of emigrants ended in FY1995. The cumulative total from fiscal years 1952 to 1995 was 73,437.

Overview of Financial Statements

General Account

1. Overview of Balance Sheet

For the business year ended March 31, 2016, total assets amounted to ¥252,012 million, increasing ¥13,515 million from the previous business year, primarily due to the ¥23,060 million increase in cash and bank deposits. Total liabilities were ¥199,871 million, increasing ¥12,999 million year-on-year, primarily due to the ¥13,703 million increase in funds for grant aid.

(Unit: Millions of yen)

Assets	Amount	Liabilities	Amount
Current assets		Current liabilities	
Cash and deposits	97,615	Operational grant liabilities	46,637
Securities	84,000	Funds for grant aid	130,378
Others	26,311	Others	19,792
Non-current assets		Non-current liabilities	
Tangible assets	41,901	Contra accounts for assets	2,531
Intangible assets	54	Others	531
Investments and other assets	2,132		
		Total liabilities	199,871
		Net assets	
		Capital	
		Government investment	63,217
		Capital surplus	(17,867)
		Retained earnings	6,792
		Total net assets	52,142
Total assets	252,012	Total of liabilities and net assets	252,012

2. Overview of Statement of Income

For the business year ended March 31, 2016, ordinary expenses amounted to ¥246,619 million, decreasing ¥6,700 million from the previous business year. The major factor of the decrease was the ¥15,376 million year-on-year decrease in expenses for grant aid. Ordinary revenues totaled ¥248,252 million, decreasing ¥6,087 million year-on-year. The major factor of the decrease was the ¥15,376 million decrease in revenues from grant aid.

(Unit: Millions of yen)

	Amount
Ordinary expenses	246,619
Operating expenses	236,630
Expenses for technical cooperation projects	73,433
Expenses for public participation-based cooperation	16,513
Expenses for assistance promotion	16,373
Expenses for operation support	28,288
Expenses for grant aid	91,152
Others	10,872
General administrative expenses	9,631
Financial expenses	324
Others	33
Ordinary revenues	248,252
Revenues from operational grants	152,871
Revenues from grant aid	91,152
Others	4,230
Extraordinary losses	38
Extraordinary income	48
Reversal of reserve fund carried over from the previous Objective period	253
Total income for the current business year	1,896

Note) • Because the amounts are rounded to the nearest million, the total amount does not always match the sum of each amount.
• See JICA Annual Report Data Book 2016 for detailed financial conditions.

Finance and Investment Account

1. Overview of Balance Sheet

For the business year ended March 31, 2016, total assets amounted to ¥11,578,306 million, increasing ¥241,584 million from the previous business year, primarily due to the ¥278,610 million increase in loans. Total liabilities were ¥2,311,215 million, increasing ¥110,645 million year-on-year, primarily due to the ¥52,945 million increase in borrowings from government fund for Fiscal Investment and Loan Program.

(Unit: Millions of yen)

Assets	Amount	Liabilities	Amount
Current assets		Current liabilities	
Loans	11,502,091	Current portion of borrowings from government fund for Fiscal Investment and Loan Program	219,212
Allowance for loan losses	(153,208)	Others	72,220
Others	177,155	Non-current liabilities	
Non-current assets		Bonds	477,305
Tangible assets	8,610	Borrowings from government fund for Fiscal Investment and Loan Program	1,537,319
Intangible assets	236	Others	5,159
Investments and other assets		Total liabilities	2,311,215
Claims probable in bankruptcy, claims probable in rehabilitation and other	63,845	Net assets	
Allowance for loan losses	(63,845)	Capital	
Others	43,422	Government investment	7,862,158
		Retained earnings	
		Reserve fund	1,369,796
		Others	102,762
		Valuation and translation adjustments	(67,625)
		Total net assets	9,267,091
Total assets	11,578,306	Total of liabilities and net assets	11,578,306

2. Overview of Statement of Income

For the business year ended March 31, 2016, total income amounted to ¥102,762 million, decreasing ¥11,676 million from the previous business year. This decrease resulted from ordinary revenues which decreased ¥19,014 million to ¥190,130 million and ordinary expenses which decreased ¥4,286 million to ¥90,402 million. The major factor of decrease in ordinary revenues was the decrease in dividends on investments which decreased ¥11,817 million year-on-year, while the decrease in ordinary expenses was primarily due to the decrease in provision for allowance for loan losses, decreasing ¥6,278 million from the previous business year.

(Unit: Millions of yen)

	Amount
Ordinary expenses	90,402
Expenses related to operations of cooperation through finance and investment	90,402
Interest on bonds and notes	5,751
Interest on borrowings	21,180
Interest on interest rate swaps	8,228
Operations consignment expenses	22,204
Operating and administrative expenses	12,542
Provision for allowance for loan losses	10,798
Others	9,699
Ordinary revenues	190,130
Revenues from operations of cooperation through finance and investment	189,266
Interest on loans	161,474
Dividends on investments	24,369
Others	3,423
Others	864
Extraordinary losses	6
Extraordinary income	3,041
Total income for the current business year	102,762

Note) • Because the amounts are rounded to the nearest million, the total amount does not always match the sum of each amount.
• See JICA Annual Report Data Book 2016 for detailed financial conditions.

Concrete Initiatives



Bhutan: Children playing games using bamboo poles during physical education class. (Photo by Kensaku Seki)

Region-Specific Activities and Initiatives

Middle East and Europe

Supporting Inclusive Growth for Regional Stability

25 countries/regions targeted for assistance

Total value of JICA programs
¥155,983 million

→ P.62-67

East Asia and Central Asia

Toward Stability and Sustainable Development in a Geopolitically Important Region

10 countries targeted for assistance

Total value of JICA programs
¥66,825 million

→ P.36-41

South Asia

Contributing to Dynamic Growth in the Region That Serves as the Center of the Indian Ocean-Rim Economic Region

8 countries targeted for assistance

Total value of JICA programs
¥322,957 million

→ P.42-47

Africa

Toward Transforming the Economic Structure and Building Resilient Societies in Africa

49 countries targeted for assistance

Total value of JICA programs
¥129,821 million

→ P.56-61

JICA operates in 150 countries and regions in response to Japan's assistance policy and the ever-changing international situation. JICA has six departments specializing in six world regions, shown below, to strategically and effectively deliver assistance tailored to address issues facing each country.

Southeast Asia and the Pacific

To Contribute to Improved Regional Connectivity, Reduced Disparities, and "Quality Growth"

24 countries targeted for assistance

Total value of JICA programs
¥413,697 million

→ P.28-35

Latin America and the Caribbean

Addressing Global Issues and Economic Infrastructure Development That Supports "Quality Growth"

33 countries targeted for assistance

Total value of JICA programs
¥39,378 million

→ P.48-55

Concrete Initiatives

Region-Specific Activities and Initiatives

Issue-Specific Activities and Initiatives

Other Activities and Initiatives

1. Figures show the number of countries/regions targeted for assistance and total value of JICA programs in fiscal 2015.
2. Total value of JICA programs include Technical Cooperation (Training Participants, Experts, Study Teams, Provision of Equipment, JOCV and Other volunteers, and Other costs), Loan Aid (Disbursements), and Grants (Newly concluded G/As) in fiscal 2015.

Note:

- Figures exclude JICA's cooperation for multiple countries and/or multiple regions and international organizations.
- The regional total for Southeast Asia and the Pacific; East Asia and Central Asia; and Middle East and Europe includes JICA's costs for dispatching Study Teams to developed countries.



Southeast Asia and the Pacific

To Contribute to Improved Regional Connectivity, Reduced Disparities, and “Quality Growth”



Director General’s Message

Yasushi Tanaka Director General, Southeast Asia and Pacific Department

Regional Issues

- ➔ In Southeast Asia, the ASEAN Community was launched in December 2015. Even at this major milestone, the region remains in great need of infrastructure development. It is also seeing the emerging challenges associated with the maturing of society.
- ➔ For the Pacific island countries, the challenge is vulnerability to climate change and environmental issues.

Fiscal 2015 Initiatives

- ➔ As part of its assistance for strengthening physical, institutional, and people-to-people connectivity as called for by ASEAN, JICA worked on a wide range of areas, from the development of hard infrastructure, including the East-West Economic Corridor and the Southern Economic Corridor, to institutional development, including the digitalization of a customs clearance system.
- ➔ JICA also extended cooperation to address cross-border issues such as disaster risk reduction and climate change mitigation and adaptation.

Future Cooperation

- ➔ In order to help achieve the Sustainable Development Goals (SDGs), JICA is aiming at promoting “quality growth” through “quality infrastructure investment,” support for women’s empowerment, and the development of human resources by means such as scholarship programs.
- ➔ JICA will focus on formulating and implementing programs and projects in line with the initiatives the Japanese government has announced, including the Partnership for Quality Infrastructure in ASEAN, the Industrial Human Resource Development Cooperation Initiative, and assistance pledges made at the Seventh Pacific Islands Leaders Meeting.

pick up
A look at
programs by
numbers

1.9 days

In 2015, JICA signed an ODA Loan agreement for the East-West Economic Corridor Improvement Project with the Myanmar government. Through this project and other improvements to adjacent sections supported by other donors, the travel time between Bangkok and Yangon by car is expected to drop from the current 3.5 days to 1.9 days.

Laos: Japanese engineers and local staff in action on the Vientiane International Airport Terminal Expansion Project, an ODA Loan project (photo by Shinichi Kuno)

Southeast Asia

Key Aid Strategies

Promoting Regional Initiatives, Encouraging “Quality Growth,” Realizing a Peaceful and Secure Society, and Addressing Global Issues

The ASEAN Community was launched at the end of 2015. Southeast Asian nations have a total population of some 630 million. This huge market is expected to serve as an engine of the global economy.

Viewing Southeast Asian nations as the most important region for Japan in political, economic, and security terms, JICA focuses its development cooperation in, among other sectors, the development of human resources and

infrastructure that supports mutual growth. The specific fields of JICA’s cooperation include the development of soft and hard infrastructure designed to support “quality growth,” as well as regional initiatives aimed at narrowing the development gap within ASEAN and among its member states. In these and many other fields, JICA capitalizes on Japanese knowledge, technology, and experience.

Promoting Regional Initiatives

The Association of Southeast Asian Nations (ASEAN), an intergovernmental organization that comprises 10 of the 11 countries that make up Southeast Asia (Timor-Leste is the only non-member of ASEAN), continues its efforts to deepen regional integration even after the launch of the ASEAN Community. In order for ASEAN countries to develop and deepen integration, it will be necessary to strengthen connectivity within ASEAN member states, between ASEAN and Japan, and between ASEAN and the world, both in hard and soft aspects.

The original ASEAN member states (Brunei, Indonesia, Malaysia, the Philippines, Singapore, and Thailand) need to promote high-value-added industries and train human resources that support industrial development in order to sustain economic growth without being caught in the so-called “middle-income trap.”¹ The newer

ASEAN member states (Cambodia, Laos, Myanmar, and Viet Nam) have also been undergoing the development of economic corridors in recent years. Those are the fruits of the ASEAN integration and enable them to unleash their growth potential. They will need to achieve high economic growth and thereby improve people’s lives in order to further narrow the gaps with the original ASEAN member states.

JICA is participating actively in a joint public-private sector taskforce that comprises Japanese government ministries and private-sector organizations, established by the Japanese government in order to support the strengthening of ASEAN connectivity. Aligning itself with ASEAN’s various policies on and plans for deepening connectivity from the formulation

¹ An economic situation in which a fast-growing developing country has reached a middle-income level and successfully reduced poverty, but has lost its international competitiveness in export manufacturing and its past growth momentum, due mainly to rising wages.

JICA Programs in Southeast Asia (Fiscal 2015)



Concrete Initiatives
Region-Specific Activities and Initiatives
Issue-Specific Activities and Initiatives
Other Activities and Initiatives

stage through dialogue with ASEAN, JICA is providing support for economic and social infrastructure development, investment climate and business environment improvement, and legal systems development. Furthermore, JICA is also supporting ASEAN in its efforts to strengthen connectivity among the member states by cooperating with the member states, particularly the newer ASEAN member states, in improving basic education, governance, health, agriculture, and water supply, with a view to narrowing the prevalent development gaps within and among the member states. Where appropriate, JICA promotes such cooperation in the forms of South-South cooperation and tripartite or triangular cooperation.

JICA is currently contributing significantly to promoting government-to-government dialogue, most notably to fulfill Japanese government commitments mainly at the Japan-ASEAN Summit to implement development cooperation programs in the region. It also contributes to the ASEAN Economic Community (AEC) to establish economic partnerships, namely Trans-Pacific Strategic Economic Partnership (TPP) and a Regional Comprehensive Economic Partnership (RCEP), in line with the pertinent policies of the Japanese government.

With Timor-Leste, the only non-member state of ASEAN in Southeast Asia, JICA is cooperating in formulating a comprehensive urban master plan that covers multiple sectors, including transportation and water supply, needed for sustainable economic growth.

● Encouraging “Quality Growth”

JICA promotes development of “quality infrastructure” that supports sustainable growth in Southeast Asia, based on Japan’s initiative called “Partnership for Quality Infrastructure: Investment for Asia’s Future” to meet the growing need of infrastructure development in ASEAN by building “quality infrastructure,” which is easy to use, durable, environmentally friendly, and disaster resilient, as well as cost-effective in the long run. “Quality infrastructure” also supports significantly improvement of people’s lives through

enhancing connectivity among ASEAN member states, creating jobs for local people, increasing local skills, and providing better access to social services. JICA takes an inclusive approach to infrastructure development in which the process mobilizes a wide range of financial resources, including those from the private sector and development financial institutions, as well as strengthening partnerships with international organizations and private businesses. In addition, JICA considers life-cycle costs and implications for the environmental and social aspects in consideration of extending various types of assistance in human resources development, which include support for the development of industrial human resources, the empowerment of women, and the nurturing and networking of pro-Japanese individuals and groups. JICA also works to make the process of formulating each project prompt.

● Realizing a Peaceful and Secure Society

JICA’s bilateral assistance in this context focuses on strengthening governance and supporting the democratization process. This involves support for ethnic minorities in Myanmar and the prevention of human trafficking in Viet Nam [→ see the Case Study on page 33]. JICA also addresses regional issues, extending assistance in establishing legal and judicial frameworks and enhancing maritime security capabilities.

● Addressing Global Issues

JICA’s development cooperation in the health sector focuses on universal health coverage (UHC) in accordance with, among other policies, the ASEAN-Japan Health Initiative, which Prime Minister Shinzo Abe announced at the 17th Japan-ASEAN Summit in November 2014. JICA’s cooperation in disaster risk reduction, on the other hand, builds largely on the Sendai Cooperation Initiative for Disaster Risk Reduction, which was set out at the Third UN World Conference on Disaster Risk Reduction in March 2015. It seamlessly covers the whole cycle of natural disaster management, ranging from developing early warning systems and addressing climate

Case Study

Indonesia: Indonesia-Japan Project for Development of REDD+ Implementation Mechanism (IJ-REDD+)

Contributing to Building Mechanism for Climate Change Mitigation with Measures against Deforestation and Forest Degradation

JICA assists Indonesia, which is facing rapid deforestation and forest degradation, in building a structure for REDD+ implementation, including sustainable forest management in collaboration with the organizations and local communities concerned.

Developing an Implementation Model in a National Park

With the third-largest rainforest area in the world, Indonesia is endowed with some of the world’s rare biodiversity reserves. The country, however, is undergoing rapid deforestation and forest degradation due to conversion to farmland, illegal logging, forest fires, and other factors. The resultant increase in greenhouse gas emissions to an alarming level poses a global challenge in the context of addressing climate change.

JICA supports the development of a REDD+ implementation structure in West Kalimantan and Central Kalimantan provinces. REDD+ is twofold.

“REDD” signifies reducing emissions from deforestation and forest degradation in developing countries. The “+” symbol denotes the role of conservation, sustainable management of forests, and enhancement of forest carbon stocks in developing countries. REDD+ is a climate change initiative that offers financial and economic incentives for these two types of activity.

In this project, JICA works with local authorities and national park offices to gather forest carbon stock data, analyze the drivers of deforestation and forest degradation, and research biodiversity with a view to building a structure for monitoring carbon stocks in forests and peatlands as well as



A forest biomass survey by officials at a national park office

to developing associated capacities.

In Gunung Palung National Park, one of the project sites, local residents who lived on illegal logging and slash-and-burn farming were increasingly discontent with the clampdown by the national park office. JICA developed the facilitation capacity of officials at the park office, which in turn rebuilt the relationship with local residents through honest, down-to-earth dialogue. JICA now supports the introduction of the cultivation of organic vegetables and the breeding of ducks as alternative revenue sources. It also promotes collaborative management with various stakeholders. In this way, JICA supports the development of a model for implementing REDD+ in a national park.

change management in the mitigation and preparation phases, extending humanitarian assistance and strengthening community support in the response phase, and promoting Build Back Better in the recovery phase.

Country Overviews and Priority Issues

● Indonesia

Although Indonesia's real GDP growth rate in 2015 decelerated slightly to 4.8%, with the nation's young population of about 250 million, the growth is expected to remain strong in the medium term. To ensure Indonesia's stable economic growth, it is necessary to improve the investment climate and narrow regional disparity by promoting infrastructure development that supports economic activities as well as human resources development with advanced knowledge and skills.

JICA is also supporting infrastructure development through using the knowledge and know-how of the private sector. Some examples are the country's first subway project in Jakarta, aimed at easing traffic congestion in the metropolitan area, and the development of geothermal power generation, in which Japan has great technological advantages.

Indonesia also frequently suffers from natural disasters, and based on Japan's experience with similar disaster-prone settings, JICA is providing support for measures to reduce the risk of disasters as well as countermeasures for climate change issues by strengthening regional connectivity, promoting regional development, reducing regional disparity, and strengthening the social security system.

● Philippines

In 2015, the Philippines economy continued its steady growth with GDP rising by 5.8%. Philippines does, however, face a number of challenges for sustainable development, including insufficient infrastructure investment, frequent natural disasters, and the long-standing Mindanao peace process.

JICA's cooperation in the Philippines focuses on the following priority issues: (1) sustainable economic growth by promoting investment; (2) overcoming the country's vulnerabilities; and (3) support for the peace process in the conflict-affected areas in Mindanao.

In Metro Manila, JICA supports the development of mass transit infrastructure to address traffic congestion, among other urban problems, based on the Roadmap for Transport Infrastructure Development for Metro Manila, which calls for expanding the urban region north-south. This involves the construction of a commuter railway. JICA's assistance in disaster risk reduction is aimed at putting into practice Build Back Better, a concept agreed on at the Sendai Framework for Disaster Risk Reduction. To this end, JICA supports river improvement projects that will support urban areas and contribute to a better investment climate. It also assists in efforts to make the country more resilient to natural hazards by taking advantage of financial instruments. In Mindanao, JICA continued its technical cooperation designed to support the peace process. It also encourages private-sector activities aimed at increasing employment opportunities through innovative financial

mechanisms [→ see the Case Study on page 71].

● Thailand

With a GNI per capita of \$5,620 in 2015, Thailand has joined the ranks of upper-middle income countries. However, many issues still need to be addressed to achieve sustained social and economic development: making industries more competitive, measures for an aging population, and environmental problems and climate change. In addition, there are several issues common throughout the ASEAN region, such as strengthening ASEAN connectivity and narrowing the development gap.

JICA focuses on three priority areas. The first area is sustainable development of the economy and coping with a maturing society. In fiscal 2015, JICA continued its assistance for the development of a mass transit network in the Bangkok Metropolitan Area, designed to alleviate traffic congestion. An expert was dispatched to Thailand to provide advice in the overall transportation sector. Furthermore, JICA completed the construction of flood gates and rehabilitation of national roads in Ayutthaya in response to 2011 floods. The second area is coping with common issues in ASEAN countries. JICA extends a wide range of assistance, which includes extending support to the victims of human trafficking and supporting the development of human resources for addressing such issues as the tariff system and climate change. The third priority area is promoting cooperation with countries outside the ASEAN region. Behind this concept is the recognition that Thailand plays an increasingly important role as a springboard for extending assistance to other ASEAN countries and beyond. In this regard, JICA supports the acceptance of training participants from Africa and elsewhere.

● Cambodia

Cambodia's economy has been achieving steady growth with real GDP rising by an annual average of about 7% since 2010, and per capita GNI reaching \$1,070 in 2015. The poverty rate has been on a sharp decline. However, Cambodia still faces a number of development challenges. Infrastructure remains inadequate, especially power supply facilities and roads, which are fundamental requirements for industry and people's daily lives. Health and education are not faring well, either. Although indicators for these two sectors are on an upward trend, many remain relatively low within ASEAN.

JICA assists Cambodia in its nation building process to overcome these challenges and achieve steady and sustainable economic growth and balanced development at the same time. To these ends, JICA focuses on three priority areas: (1) strengthening the economy's foundations, (2) promoting social development, and (3) strengthening governance.

With the ASEAN Economic Community established, Cambodia has reached the stage where it can strive for further economic development through the diversification and upgrading of its industries. In providing support for the reinforcement of the Southern Economic Corridor extending from Ho Chi Minh City in Viet Nam to Bangkok in Thailand through construction of the Tsubasa Bridge and improvement of National Roads No. 1 and No. 5, JICA is contributing to strengthening connectivity within the Mekong region, and economic growth within Cambodia [→ see the Case Study on page 32]. JICA is also contributing to the

strategic and sustainable development of Cambodia through human resources development in various sectors.

● Laos

The real GDP of Laos has been increasing in a stable manner at an annual rate of between 7% and 8% as the country makes progress toward graduating from the ranks of least developed countries, with a GNI per capita of \$1,730 in 2015.

JICA provides cooperation for building a foundation for economic growth that will be a driving force for the country's self-reliant and sustainable growth. In detail, JICA focuses on cooperation for the following priority areas: (1) development of economic and social infrastructure; (2) agricultural development and forest conservation; (3) improvement of basic education; and (4) improvement of health care services. JICA is also involved in removal of unexploded ordinance and improvement of legal systems as a cross-sectoral issue.

Laos has recently been attracting attention for its investment opportunities. Accordingly, JICA has to date extended cooperation for improving the investment climate, including development of the East-West Economic Corridor through ODA Loans and Grants.

● Myanmar

In Myanmar, general elections were held in November 2015, paving the way for the inauguration of a new administration in March 2016. In anticipation of further economic growth and reforms toward democratization, JICA provides assistance based on three priority areas that are set out in the Japanese government's economic cooperation policy for Myanmar announced in 2012.

The first area is assistance for improvement of people's livelihoods. JICA focuses on assistance for ethnic minorities and regional development, support for the poor, development of the agriculture sector, and improvement of health care. The second is assistance for capacity building and institutional development to sustain the economy and society. JICA supports the nation's

democratization process, including assistance for economic reforms and legal and judicial development [→ see the Case Study on page 102]. The third area of priority is assistance for development of infrastructure and related systems necessary for sustainable economic development. JICA assists Myanmar in transportation, communications, water supply, and electricity, among other sectors. Apart from these three areas, JICA also provided emergency relief supplies, including mosquito nets, and supported the recovery of school facilities during fiscal 2015, in the aftermath of the torrential rains from July 2015 onward that inundated many parts of the country.

● Viet Nam

Viet Nam is continuing to achieve stable economic growth through the transition to a market economy and the policy of openness toward other countries under the Doi Moi (renovation) policy, with GNI per-capita of \$1,980 in 2015 and an annual real GDP growth rate of 5–6% in recent years. Meanwhile, abolishing customs within the ASEAN region by fiscal 2018 has made the strengthening of industrial competitiveness an urgent task for Viet Nam. There is also a need to redress regional disparities between urban areas and rural areas, which account for roughly 70% of the population; as well as to improve the urban hygienic environment; to reduce risks of natural disasters, including climate change; and to improve medical services.

The goal of the national development strategy of Viet Nam is industrialization of the country by 2020, putting priority on economic and administrative reforms as well as human resources and infrastructure development. In this regard, JICA is extending cooperation with a focus on (1) promotion of economic growth and strengthening international competitiveness; (2) response to fragility, the negative impacts brought by economic development; and (3) good governance. Specifically, JICA is extending cooperation over a broad range of fields, including infrastructure development, reforms of state-owned enterprises and the banking sector, enhancement of

Case Study Cambodia: Infrastructure Development Assistance for the Southern Economic Corridor

Contributing to Better Connectivity for the ASEAN Economic Community

JICA's infrastructure development assistance for the Southern Economic Corridor contributes to improved physical connectivity for the ASEAN Economic Community, which was launched at the end of 2015, and supports economic development in the Mekong region.

Connecting Thailand, Cambodia, and Viet Nam

The opening of Tsubasa Bridge (known as Neak Loeng Bridge) in April 2015 means that Thailand, Cambodia, and Viet Nam are now connected by a single road. The bridge spans the Mekong River, which used to be the largest bottleneck for the Southern Economic Corridor, which connects the Thai capital, Bangkok; the Cambodian capital, Phnom Penh; and Ho Chi Minh City, the largest business center in Viet Nam.

As part of its support for the development of the Southern Economic Corridor, JICA has

assisted in the construction of the Tsubasa Bridge and the improvement of National Road No. 1 in Cambodia. The Southern Economic Corridor is now a major artery that supports economic growth in the Mekong region. The movement of people and goods along the corridor is increasing more than ever. A growing number of Japanese businesses operate in cities and special economic zones along the corridor.

National Road No. 5, which, together with National Road No. 1, constitutes the Southern Economic Corridor, is not only a vital trunk road for Cambodia but also an essential route for the Mekong region as a whole. JICA's ODA Loan



Rendering of the upgraded National Road No. 5

project is underway to upgrade the full length of National Road No. 5, which connects Phnom Penh and the Cambodia-Thailand border. Specifically, this project is designed to pave the road with asphalt and widen it to four lanes by 2020. The purpose of this road infrastructure development project is to meet the anticipated growth in traffic demand associated with progress in ASEAN integration, for safer and smoother traffic.

JICA will continue with its assistance for the development of quality infrastructure in the Mekong region, thereby contributing to better physical connectivity for the ASEAN Economic Community and supporting economic development in the region.

higher education and vocational training, improvement of the urban environment, countermeasures against climate change, promotion of high-value-added agriculture, development of the systems in the fields of the health care sector, and improvement of the judiciary and administrative functions [→ see Case Studies on pages 33, 82, and 96].

● Timor-Leste

In Timor-Leste, which achieved independence in 2002, a transition from post-conflict reconstruction to development is ongoing. Although its per-capita GNI reached \$1,920 in 2015 with stable economic growth, the reality is that the majority of national revenue depends on oil and natural gas. One of the urgent issues is to diversify industry and create job opportunities in order to reduce the overreliance on revenue from natural resources. In order to achieve all this, developing human resources is key.

JICA assists Timor-Leste in laying the groundwork for industrial promotion, revitalizing the rural economy, and developing human resources in general and building the capacity of the government in particular with a view to acceding to ASEAN. This assistance is provided under three cooperation programs: (1) the Program for Establishing a Foundation for Promoting Economic Activities, (2) the Program for Agriculture and Rural Development, and (3) the Program for Capacity Development of the Government and Public Sector. Specific focus is placed on the development of transportation infrastructure, such as roads; the training of high-level industrial human resources; technical cooperation and policy recommendations to promote agriculture; and technical cooperation for the government's capacity development in formulation and implementation of development plans.

● Malaysia

Due to low crude oil prices, Malaysia's real GDP slowed to around 5.0% for 2015. This did not, however, discourage Malaysia from continuing to seeking balanced development that is aimed at attaining two goals—sustainable economic growth with increased labor productivity, and environmental conservation and support for the socially vulnerable—at the same time, with a view to achieve

an advanced economy status by 2020, with a GNI per capita of \$15,000 or more.

Under such circumstances, JICA's cooperation to Malaysia focuses on three priority areas: (1) supporting balanced development toward Malaysia becoming a high-income nation and contributing to the mutually beneficial relations between Malaysia and Japan; (2) responses to common issues in the Southeast Asian region; and (3) Japan-Malaysia Development Partnership beyond the Southeast Asian region. JICA is implementing projects in the following fields: development of human resources for industry with advanced technological skills; higher education for utilizing advanced scientific technologies and development of human resources for industry; protection of socially vulnerable people including persons with disabilities; and cooperation for environmental conservation, including disaster risk reduction measures. JICA is also assisting Malaysia in providing South-South cooperation to ASEAN, African, and Islamic countries and supporting such countries by utilizing Malaysia's development experience.

● Singapore

After concluding the Japan-Singapore Partnership Programme in 1993, Singapore and JICA have been cooperating as partners in conducting approximately 10 to 15 training courses a year since fiscal 1994 covering various fields mainly for other ASEAN member states. In addition to courses provided with a view to the establishment of the ASEAN Economic Community, including courses on intellectual property rights, customs operations, maritime safety management, border controls, and other areas for strengthening ASEAN connectivity, and courses for newer ASEAN member states (Cambodia, Laos, Myanmar, and Viet Nam) aimed at narrowing the development gap within the ASEAN region, Singapore and JICA are also running courses for Africa, Small Island Developing States, and others. By fiscal 2015, around 360 courses had been conducted, with participation of about 6,300 trainees from 95 countries.

Case Study Viet Nam: Project for the Establishment of Anti-Trafficking in Persons Hotline

Preventing Trafficking in Persons

JICA supports efforts against trafficking in persons (TIP), which poses a challenge for the Mekong region.

Establishing and Operating an Anti-TIP Hotline

Viet Nam is undergoing economic development and, at the same time, seeing a widening gap between rural and urban areas. As more and more people move within the country and beyond, TIP is becoming more serious. The Vietnamese Ministry of Public Security has reported a total of 2,015 TIP cases for the six-year period from 2004 to 2009, with 4,924 persons being trafficked and 3,571 traffickers arrested for the same period.

To prevent such cases, the Vietnamese

Ministry of Labour—Invalids and Social Affairs (MOLISA) and JICA worked together to build a framework for operating a telephone counseling service, or hotline, that offers counseling and information specialized in relocation as a means of staying away from the possibility of falling victim to TIP.

Telephone counselors who have received counseling training now offer counseling in accordance with the guidelines that have been developed in this project. From October 2013 to March 2016, three hotline centers, in Hanoi and



A hotline counselor talks to a caller

An Giang and Ha Giang provinces, received a total of 5,257 calls. Among them, there was a call from the family of a girl who had been taken to a neighboring country for a forced marriage. This girl was rescued and taken into custody with the help of the local police.

This project also mounted an information campaign that involved awareness-raising materials, including about 240,000 copies of calendars, about 8,000 copies of leaflets, and standing signboards, as well as radio and TV advertisements. This campaign successfully raised the public awareness of the anti-TIP.

The Pacific

Key Aid Strategies

Providing Effective Cooperation by Applying Japanese Knowledge and Experience

The Pacific island countries have a number of common characteristics. They have small-scale domestic markets (small size), comprise many islands separated by vast expanses of ocean (isolation), and have limited access to international markets (remoteness). They are also prone to environmental degradation and extremely vulnerable to natural disasters, climate change, and sharp increases in the prices of fuel and food.

JICA's development cooperation for this region builds on the assistance pledges that the Japanese government made at the Seventh Pacific Islands Leaders Meeting in May 2015. It addresses different issues for different countries and common concerns throughout the region, such as disaster risk reduction, climate change management, and environmental protection.

JICA provides assistance to the 14 Pacific island countries (see the map below). These countries have diverse languages and their own distinct cultures and customs. While they differ in their status of development, they face common issues derived from the common characteristics unique to island nations: small size, isolation, and remoteness. JICA's development cooperation for the region is twofold: bilateral cooperation designed to overcome each country's priority issues, and regionwide cooperation designed to address common issues. As appropriate, JICA's development cooperation also takes advantage of the knowledge and experience of Okinawa, an island prefecture in Japan.

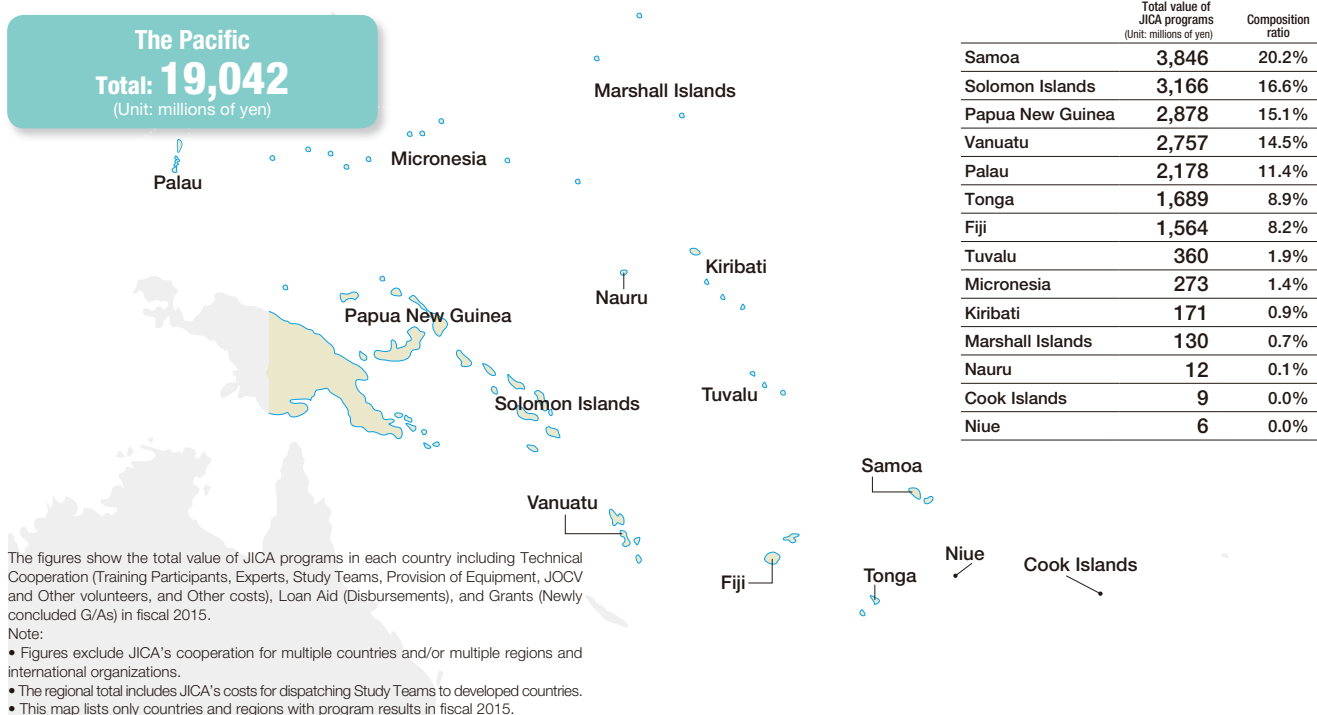
Priority Issues and Activities

● Environmental Management

Solid waste poses a serious problem to the small islands of the Pacific region. JICA works with the Secretariat of the Pacific Regional Environment Programme (SPREP) to support institution building for sustainable waste management at the regional and national levels.

In recent years, coastal ecosystems have been damaged by multiple factors, including the overexploitation of marine resources and coastal development. To address this problem, JICA assists the management of coastal resources in Vanuatu and the Solomon Islands. It also works with universities and research institutions in Japan to support the Palau International Coral Reef Center in building its capacities in research as well as operations

JICA Programs in the Pacific (Fiscal 2015)



and maintenance.

● Disaster Risk Management and Climate Change

With many isolated islands, the Pacific island countries are prone and vulnerable to natural disasters such as cyclones, floods, earthquakes, and tsunamis. JICA's assistance includes a program designed to train meteorological personnel using the Fiji Meteorological Service as the regional hub, support for the establishment of the Pacific Climate Change Center in cooperation with SPREP, and training for working-level officials responsible for addressing climate change in the region. Through these activities, JICA is engaged in the establishment of an early disaster warning system at the regional level and the development of planning and implementing capacities for climate change strategies [→ see the Case Study below].

JICA is also conducting a pilot project for gravel beach nourishment¹ against coastal disasters in Tuvalu, a low-lying atoll country vulnerable to sea level rise.

● Transport Infrastructure Development

Transport infrastructure for carrying people and supplies constitutes a lifeline indeed for the Pacific island countries, whose territories cover a vast area of ocean. JICA's assistance in this sector involves the development of airports, roads, bridges, and harbors and the provision of passenger and cargo vessels through financial assistance to individual countries, as well as technical cooperation for the operation and maintenance of vessels and

port facilities through the dispatch of regional advisors.

● Stable Supply of Energy

The Pacific island countries, with limited natural energy resources, face the challenge of how to reduce their reliance on diesel power generation—which is subject to the fluctuations of international fuel prices—and secure the stable supply of renewable energy.

JICA extends bilateral financial assistance and regional technical cooperation to promote the optimal introduction of renewable energy while stabilizing electric power systems and making efficient use of diesel power generation.

● Social Services

Until recently, JICA's assistance in health for the Pacific region centered on the control of infectious diseases such as malaria. From fiscal 2015, however, it is shifting to technical cooperation that focuses on controlling non-communicable diseases (NCDs) and encouraging health promotion in the face of the disease structure tilting toward NCDs in recent years.

In the education sector, JICA has been working to increase access to education in remote areas and isolated islands. Grants and technical cooperation for the University of the South Pacific, which was established by 12 countries in the region, are designed to establish an information and communication technology (ICT) center and to train ICT staff.

¹ A coastal protection method using shingles to bed the coast

Case Study

Fiji: (Regional) Project for Reinforcing Meteorological Training Function of FMS

FMS as a Base for Building Resilience in the Region

Because the Pacific island countries are generally small in scale, it is difficult to train meteorological personnel at the national level. JICA is assisting the Fiji Meteorological Service (FMS) in building its training capacity to train meteorological personnel and strengthen relevant institutions in nine neighboring countries, including the Solomon Islands and Samoa.

Upgrading Meteorological Skills in the Neighboring Countries

The Pacific island countries are vulnerable to natural disasters. Flooding and other damage brought about by cyclones is increasing year by year as the weather conditions are changing and socioeconomic activity is increasing in the region. In February 2016, Cyclone Winston, the

most powerful cyclone in history in the southern hemisphere, hit Fiji, leaving 44 people dead and causing economic losses totaling \$900 million.

The Fukushima Iwaki Declaration, adopted at the Seventh Pacific Islands Leaders Meeting (PALM7) in May 2015, stressed the need to build resilience to natural hazards. Yet the Pacific island countries, which are small in scale, have

difficulty in working on disaster risk reduction on their own. A regional framework is essential in this regard. It is therefore necessary to further strengthen the FMS, which has been designated as the Regional Specialized Meteorological Centre (RSMC) in the Southwest Pacific Basin by the World Meteorological Organization (WMO) and plays a pivotal role in making weather forecasts and training related human resources development (HRD) in the region.

Japan has been assisting the FMS since 1995. The assistance involves capacity development for FMS through the provision of meteorological observation equipment and a third country training program, as well as capacity development for meteorological personnel and organizations in the Pacific island countries. These cooperation arrangements serve as a model for South-South cooperation.

Building on this track record, this project aims to ensure that FMS will be able to train meteorological personnel for the region on its own. Specifically, the project involves assessment of HRD needs in each country, development of HRD tools, and support for capacity building for FMS personnel so that they will be able to serve as lecturers.



FMS staff members and a Japanese expert provide meteorological training.



East Asia and Central Asia

Toward Stability and Sustainable Development in a Geopolitically Important Region



Director General's Message

Toshinobu Kato Director General, East and Central Asia and the Caucasus Department

Regional Issues

- ➔ Most countries in this region are landlocked, and those countries that are poor in natural resources have to address the issue of insufficient basic social services, while those that are rich in natural resources face the challenge of widening economic disparity and the economic vulnerability of the fluctuation of resource prices.
- ➔ Development of human resources with a global perspective is still important for further development of market economies.

Fiscal 2015 Initiatives

- ➔ Prime Minister Shinzo Abe's visits to Mongolia and Central Asia in October 2015 served as a trigger for the agreements on Japanese assistance with the governments of three countries in the region. This assistance focuses on water supply and agriculture in Tajikistan, power supply and health care in Uzbekistan, and infrastructure development in the Kyrgyz Republic.
- ➔ In Mongolia, the Higher Engineering Education Program is fully in progress, and the first group of 15 Mongolian students came to Japan to study at Japanese graduate schools and *kosen* (Japanese colleges of technology). This kind of cooperation under the program promotes closer human relations between Japan and the countries in the region.

Future Cooperation

- ➔ JICA has consistently provided assistance for the human development of technocrats by providing the opportunity to study at universities of social sciences in Japan. JICA will expand the assistance to its area to include the development of industrial human resources. JICA will also continue to support infrastructure development in the field of improvement of energy efficiency and disaster risk reduction where Japan's technology and expertise can be utilized.
- ➔ As for China, JICA will focus on technical cooperation, among other modalities, in areas that concern the two countries and have a direct bearing on the lives of the Japanese people.

pick up
A look at
programs by
numbers

47,670 persons

This figure represents the number of people who participated in business courses offered by the four Japan Centers for Human Development in the region (Mongolia, Uzbekistan, Kazakhstan, and the Kyrgyz Republic) from their foundations to the end of 2015. JICA takes advantage of these centers to develop human resources for the business sector in the region and strengthen business relations with Japan for the purpose of supporting further development of the market economy.

Tajikistan: JICA supports the construction of deep wells and water supply facilities, including conveyance and distribution pipes, in Khatlon Province with ODA Grants. (Photo by Shinichi Kuno)

East Asia

Key Aid Strategies

Support Regional Stability and Growth That is Sound and Sustained

East Asia contains China, a country dealing with numerous issues that include environmental problems resulting from its dramatic economic growth, and Mongolia, which is pursuing rapid development underpinned by its abundant mineral resources. The sound and sustained

development of these countries has become increasingly important for Japan as well as the rest of the world.

JICA's cooperation in this region is contributing to building stronger economic relationships with China and Mongolia that are both reciprocal and mutually beneficial.

Country Overviews and Priority Issues

● China

Not only has China achieved economic development, its technological level has also increased. To some extent ODA has already played a role in development aid for China; consequently, JICA's additional contribution through providing ODA Loans and Grants was ended.

In line with policies of the Japanese government, JICA's cooperation is currently extended to the common challenges faced by both countries. Examples include measures against cross-border pollution, infectious diseases, and food safety related issues. Furthermore, in terms of technical cooperation, a mechanism for both Japan and China to properly share costs is being implemented in a phased manner, as a new approach of Japan-China cooperation.

Major projects in this region for priority issues include the Project for Environment Friendly Society Building. For "building

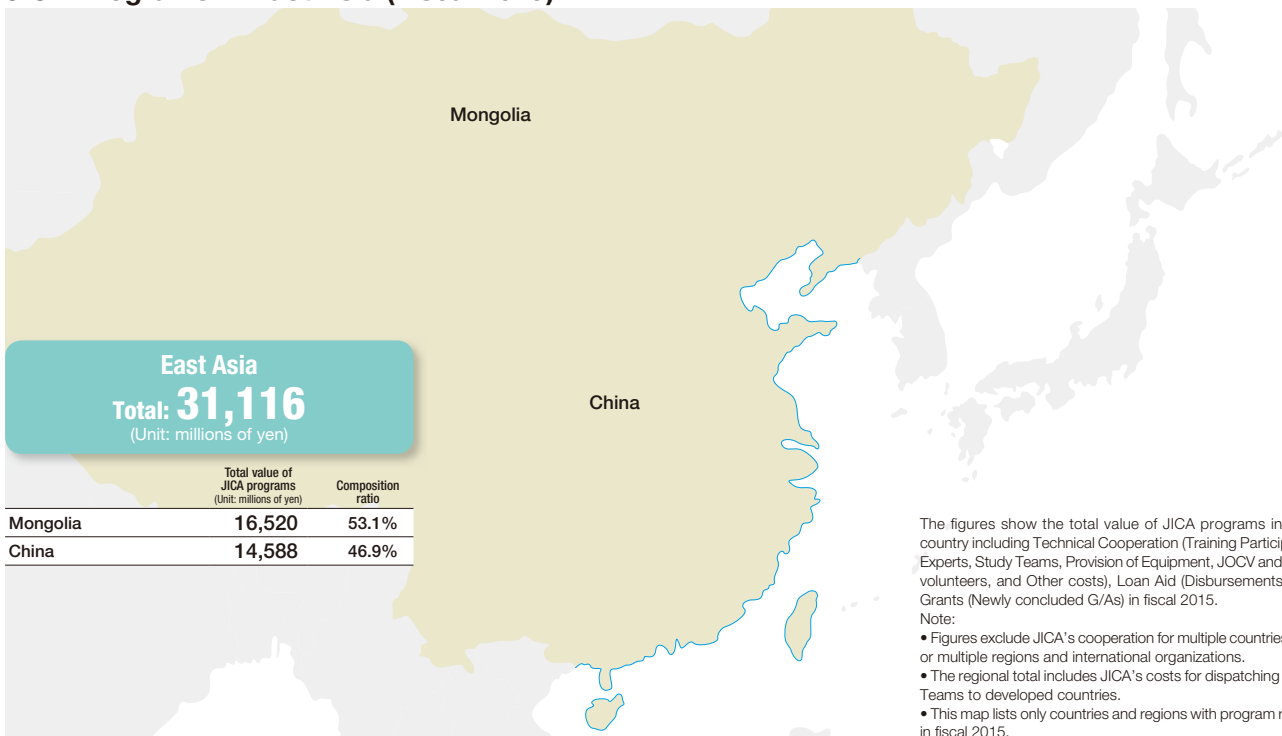
an environment friendly society," which the Chinese government plans to achieve, the project aims to strengthen China's capability in environmental management through initiatives to overcome environmental challenges, mainly focusing on air pollution, which is a common challenge to both Japan and China, such as capacity building for air pollution monitoring, analysis and evaluation, enhancement of local government officials' capabilities to manage air pollution, and support to improve private companies' capabilities in environmental management.

● Mongolia

JICA is focusing on cooperation in accordance with the three priority areas stated in the Country Assistance Policy for Mongolia, announced in April 2012.

(1) Sustainable development of the mining sector and enhancement of governance: establishing systems and training personnel to achieve sustainable development of mineral resources, the key element in Mongolia's economic

JICA Programs in East Asia (Fiscal 2015)



The figures show the total value of JICA programs in each country including Technical Cooperation (Training Participants, Experts, Study Teams, Provision of Equipment, JOCV and Other volunteers, and Other costs), Loan Aid (Disbursements), and Grants (Newly concluded G/As) in fiscal 2015.

Note:

- Figures exclude JICA's cooperation for multiple countries and/or multiple regions and international organizations.
- The regional total includes JICA's costs for dispatching Study Teams to developed countries.
- This map lists only countries and regions with program results in fiscal 2015.

Concrete Initiatives

Region-Specific Activities and Initiatives

Issue-Specific Activities and Initiatives

Other Activities and Initiatives

advancement, as well as establishing systems including those for the proper management of revenues from natural resources.

- (2) **Assisting inclusive growth:** creating employment primarily at micro, small and medium-sized enterprises to diversify industrial activities, and improving basic social services, such as education, health care, and social security.
- (3) **Enhancement of the capacity and function of Ulaanbaatar as an urban center:** improving the city's infrastructure facilities, and upgrading urban planning and management capabilities.

Major projects in Mongolia for priority issues are as follows.

The New Ulaanbaatar International Airport Construction Project: Construction of a new airport in the suburbs of Ulaanbaatar will improve the safety and reliability of air access for the capital city and provide greater convenience for travelers, contributing to further economic development in Mongolia. JICA is also extending technical cooperation for establishing smooth management and maintenance systems to be applied when the airport starts operations.

Two-Step-Loan Project for Small and Medium-Scaled Enterprises Development and Environmental Protection: JICA assists development of SMEs by providing them with low-interest and long-term financing and supports job creation and diversification of industries. JICA also provides financing for environmental improvement efforts by these enterprises such as equipment investment for the measures against ever-worsening urban air pollution. JICA has provided financing for over 650 companies to date, and created new jobs for over 2,100 people. JICA has provided approximately 80 cases of financing for environmental protection, which contributed to a reduction of

34,000 tons of CO₂ emissions annually.

The Project for Strengthening Teachers' Ability and Reasonable Treatments for Children with Disabilities (START): JICA is engaged in development of assessment tools and establishment of a developmental support system to enable every child with a disability to receive developmental support and education in accordance with each child's needs. In collaboration with the Project for Promoting Social Participation of Persons with Disabilities in Ulaanbaatar City, JICA supports the establishment of a cohesive society in Mongolia by providing consistent cooperation from entry (early detection of disabilities) to exit (promotion of employment, social participation, and independence) of assistance to persons with disabilities.

Meanwhile, considering the current conditions and issues of population concentration in Ulaanbaatar, the capital city, where half of the country's population resides, and where population inflow continues, JICA is running a basic study on comprehensive regional development to identify a suitable way to develop the country in a balanced manner, including development of regional cities. The relationship between Japan and Mongolia is becoming stronger, as seen in an example of Mongolia's first Economic Partnership Agreement (EPA), with Japan, that came into force in June 2016. To enable expansion and investment by Japanese private corporations in Mongolia to become a driver for the development of Mongolia's private sector, JICA has also conducted a study on the investment environment and promotion, and is preparing to publish the results as a guidebook for investment in Mongolia.

Through these new initiatives, JICA is reviewing directions for medium- and long-term cooperation in the future.

Case Study Mongolia: JICA Training Participants Alumni Association

Knowledge and Findings from Training are Disseminated through Activities of the Alumni Association

JICA accepts more than 200 training participants from Mongolia every year, and the cumulative total number of participants exceeds 4,000. In Mongolia, the JICA training participants alumni association disseminates nationwide the knowledge and findings acquired from training in Japan.

The Alumni Association Network Expands Nationwide in Mongolia

There is a proverb in Mongolia, "seeing is believing," the same as in Japan. The alumni association of former participants in JICA training courses contributes to sharing and disseminating knowledge and findings nationwide from "seeing" in Japan and fostering Japanophiles. The association was established in 2000, and more than 800 members are engaged in constructive activities.

A core part of the activities is follow-up seminars. They are planned every year in various fields, such as education, health and medical care, and environmental issues, and the former training participants promote what they have learned and perceived in Japan to

peers at workplaces, local governments, and industry groups as well as to other entities. The seminars have the synergistic effect of disseminating knowledge from the training as well as the motivation enhancement or career development of former training participants, who act as lecturers at the seminars.

Furthermore, based on suggestions by members of the alumni association, publicity activities such as publishing a newsletter and producing a TV program, and social contribution activities such as essay contests at primary schools as well as cleaning and tree-planting events, are carried out proactively.

"We want to present the high-level technologies of Japan to many of our people. We want to continue to disseminate what we



Human resources development training at Narita Airport for the personnel to be responsible for operation of the New Ulaanbaatar International Airport.

learned in the training," says Mr. Oyunbaatar, a former deputy prime minister of Mongolia and the chairperson of the alumni association. He participated in JICA training in 2008 as the commissioner of the General Department of Taxation, and has led the alumni association activities ever since.

JICA will continue to support the alumni association as a key partner.

Central Asia and the Caucasus

Key Aid Strategies

Supporting Regional Cooperation for Stable Economic Development

The Central Asia and the Caucasus region, located roughly in the center of the Eurasian continent, comprises five Central Asia countries — Kazakhstan, the Kyrgyz Republic, Tajikistan, Turkmenistan, and Uzbekistan — and three Caucasus countries — Armenia, Azerbaijan, and Georgia — that gained their independence from the

former Soviet Union in 1991.

Achieving balanced development in the entire region is an important global issue because of the increase in economic disparities within this region. Furthermore, Afghanistan, a country that is still unstable, is located nearby.

In this region, JICA is concentrating on regional cooperation and the promotion of democracy and market economies. Cooperation priorities are: (1) programs for improving electric-power and transportation infrastructure in Central Asia and (2) programs to enhance market economies by activating the private sector.

Country Overviews and Priority Issues

● Uzbekistan

Uzbekistan’s economy is underpinned by natural resources such as natural gas and gold, and by the export of cotton. To achieve sustainable economic growth in future, the country imports technology from other countries and promotes advancement and diversification of its industries.

JICA’s basic policy is to provide support for promoting economic growth and to narrow disparity. Under this policy,

JICA is providing aid in three areas: (1) improving and building economic infrastructure for the electricity and transportation sector, such as modernizing thermal-electric power stations; (2) supporting human resources development and system-building that contributes to activating the private sector by nurturing human resources for businesses and other measures through the Uzbekistan-Japan Center for Human Development; and (3) providing cooperation in the priority fields of improving agricultural infrastructure, which raise income levels in rural areas, and expanding and improving health care.

● Kazakhstan

Kazakhstan, endowed with abundant natural resources, including the world’s second-largest uranium reserves is seeking to change its resource-dependent economic structure, and pursuing industrial diversification to achieve balanced and sustained economic growth.

JICA Programs in Central Asia and the Caucasus (Fiscal 2015)



Concrete Initiatives

Region-Specific Activities and Initiatives

Issue-Specific Activities and Initiatives

Other Activities and Initiatives

The level of Kazakhstan's economic development is high, and JICA's basic aid policy is to support the balanced socioeconomic development of the country. JICA selects and implements projects in the sectors where Japan's knowledge and technology can be utilized, including disaster risk management, energy conservation, and the promotion of small and medium-sized enterprises (SMEs). Further, rapidly developing Kazakhstan is building a system to provide support to other countries and play the role of a donor country. In fiscal 2014, JICA conducted a seminar to support the country's transformation to a donor country.

● Tajikistan

Neighboring Afghanistan with a lengthy 1,344-km border, Tajikistan is positioned at the juncture of Central Asia and Southwest Asia. A civil war broke out in the year following independence from the former Soviet Union. The country's economy and society deteriorated until the 1997 peace accord that ended the war. Currently Tajikistan is working on achieving economic and social stability, enacting structural reforms, and improving the living standard of its people.

JICA's basic policy is to contribute to Tajikistan's nation building, which will lead to the sustainable socioeconomic development of the country. Priority areas for assistance include (1) improving rural development, including essential social services in Khatlon Province, bordering on Afghanistan; and (2) establishing transportation and small-scale electric power infrastructure at the crossroads of Central Asia and Southwest Asia. In addition, JICA cooperates with other international organizations to achieve safety and stabilization, and to improve

people's lives, in the border regions of Tajikistan and Afghanistan [→ see the Case Study below].

● Kyrgyz Republic

After its independence from the former Soviet Union, the Kyrgyz Republic was one of the first countries in the region to actively pursue a market economy. However, as a mountainous country with few significant natural resources other than gold, the Kyrgyz Republic has been unable to attain stable economic growth. The basic policy of JICA's assistance is to contribute to sustainable and balanced economic growth that will support the establishment of democracy in the country. With that in mind, JICA is focusing on the priority fields of (1) building transportation infrastructure and (2) developing agriculture and business. Therefore, JICA is providing aid such as road and bridge improvements, aid to strengthen road administrative and maintenance capacity, the One Village One Product approach, support for agriculture promotion, and human resources development for the business sector through the Japan Center for Human Resources Development.

● Turkmenistan

Turkmenistan has been strengthening ties with the United States, Europe, and its neighboring countries, with its economy supported by large reserves of natural gas. JICA's cooperation concentrates mainly on supporting the development of the economy and society through providing training in such fields as transportation, health care, agricultural development, and promotion of SMEs. The Technical Cooperation Agreement was signed between the governments of Japan and Turkmenistan in

Case Study

The Project for Livelihood Improvement in Tajik-Afghan Cross-border Areas (LITACA)

Sharing Knowledge of Communities across the Border

JICA is providing ODA Grants, in collaboration with the United Nations Development Programme (UNDP), to promote stability and security of the region by improving livelihoods in Tajik-Afghan rural border communities in both countries.

Implementing Various Sub-projects on Community Infrastructure, Vocational Training, etc.

The regions along the border of the two countries are important areas for the stability of Central Asia. While they enjoy various socioeconomic opportunities, including the possibility for cross-border trade, there is a lack of basic community infrastructure, and employment and economic opportunities for residents are limited.

LITACA is implementing various sub-projects that contribute to improvement of livelihoods of the local residents in Tajik-Afghan cross-border areas. More specifically, the objectives of the sub-projects include (1) development of basic community infrastructure such as schools, clinics, and water supply; (2) vocational training where training targets include women

and persons with disabilities, and expansion of chances for employments and economic opportunities by adoption of the One Village One Product approach; and (3) promotion of cross-border trade by establishing cross-border markets that are accessible from communities in both countries. Decisions on which sub-projects are to be implemented are made in discussions in each local community.

Furthermore, the project proactively carries out mutual learning, such as information exchange and experience exchange visits between the two countries. There are positive results, as seen in an example where Afghan project stakeholders visited and observed a relevant project site in Tajikistan and identified



In Chubek Village in Tajikistan, access to safe water became possible by redeveloping a dilapidated water supply system.
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ways to improve their own project management.

By supporting communities on both sides of the border with this mutual approach, the project, among other objectives, aims to create an effective assistance program in which experiences and knowledge that have been gained through implementation of the project in both countries are shared.

September 2013. Based on this agreement, the first technical cooperation project in Turkmenistan, which is planned to start in 2016, will support enhancement of resilience against earthquake disasters.

● Azerbaijan

With large reserves of oil and natural gas, Azerbaijan has built up its international standing as a natural resource exporter to neighboring countries and to Europe. However, the country needs to diversify its industries to achieve sustainable economic growth. Response to the recent decline in global oil prices is also necessary. From a viewpoint that renewing economic and social infrastructure and developing human resources supporting industrial development are indispensable to sustaining the country's economic growth, JICA is providing assistance for construction of a power plant near the capital, Baku; construction of water and sewer systems in provincial cities; and training in fields such as health care, promotion of SMEs, disaster risk management, and agriculture.

● Armenia

From an early stage after its independence from the former Soviet Union, Armenia has pursued a market economy. In 1991 Armenia allowed privatization of land as the first former Soviet Union country outside the Baltic nations. Furthermore, the country carried out reforms such as privatization of state enterprises, succeeded in joining the World Trade Organization in 2003, and is firmly progressing in implementation of its open trade system. Meanwhile, approximately 60% of GDP is concentrated in the capital city, Yerevan, resulting in a wide disparity between urban

areas and provincial areas, and the poverty rates in rural areas is increasing. In addition, given the dilapidated infrastructure built during the Soviet era and Armenia being an earthquake-prone country where many active faults exist, the issues facing Armenia are infrastructure improvement and the strengthening of disaster prevention and reduction measures.

Therefore, JICA is focusing on assistance for economic infrastructure, rural development and strengthening of disaster prevention measures, guided by a basic policy of achieving balanced, sustainable economic growth in Armenia [→ see the **Case Study below**].

● Georgia

Situated at the crossroads of Asia and Europe, Georgia puts priority on increasing its competitiveness as a logistics hub for the Caucasus by leveraging its geopolitical predominance. While the country is actively involved in attracting inward investment by promoting democratization and the market-oriented economic reforms of recent years, domestic development of its export industry is regarded as a challenge. JICA puts focus on (1) building economic infrastructure that is a base to boost economic growth and (2) stabilization of people's livelihoods that contributes to stabilization of the society and provides assistance for improvement of the East-West Highway, a lifeline for the country's economy, as well as for training programs for local industry development and the creation of a more attractive business environment.

Case Study **Armenia: Project for Development of Local Production and Promotion of Local Brands**

Added Value for Local Brands by Making Use of the One Village One Product Movement

JICA provided assistance to create local brands by making use of the One Village One Product movement, add value to local brands, improve market competitiveness, develop SMEs, and create jobs in seven of the ten provinces in Armenia.

Toward Development of SMEs and Creation of Jobs

Based on a market survey conducted by the project that confirmed a potential demand for olives, Bagratashen village in Tavush Province was highlighted as a place with rare conditions suitable for olive cultivation, and the cultivation started. To produce products with market competitiveness, the project conducted training on olive processing techniques. Products with carefully designed packaging were displayed at a food exhibition held in Yerevan, the capital, in April 2015, and gained a good reputation.

Meanwhile, the Tatev area had the longest cableway in the world (at the time of the project), which offered gratifying views of a monastery with great historical and cultural value as well as natural attractions. However, JICA's market survey revealed that potential

demand was not fully met, as evidenced by a lack of accommodations facilities for tourists and room for improvement in customer service. The project conducted training on opening businesses with a dedicated focus on hospitality improvement. After the training, eleven facilities, including B&Bs (small accommodations suppliers) and restaurants,



Olive products that were developed based on a market survey

A B&B that started business in the Tatev area



started business.

Furthermore, although the cheese products of Khndzoresk village in Syunik Province had been well-known nationally, it was identified that consumers demand more hygienic cheese products for safe consumption by children. The project implemented food hygiene management applying the 5S principle—Sort, Set, Shine, Standardize, and Sustain—to produce safer products. This resulted in the production of products in a cleaner and more hygienic environment.



South Asia

Contributing to Dynamic Growth in the Region That Serves as the Center of the Indian Ocean-Rim Economic Region



Director General's Message

Toru Arai Director General, South Asia Department

Regional Issues

- ➔ Although the South Asian economy has been expanding remarkably in recent years, some 230 million people in the region remain poor, living on less than \$1.90 a day.
- ➔ Ending poverty in the region requires sustaining dynamic and quality growth that takes human security into account.

Fiscal 2015 Initiatives

- ➔ JICA promoted the development of large economic corridors in India and Bangladesh that boost the economic activities of the private sector.
- ➔ Under the Sendai Framework for Disaster Risk Reduction, JICA supported the reconstruction after the major earthquake that hit Nepal in April 2015, as well as strengthening the disaster response capacities of the countries in the region.
- ➔ JICA supported the peacebuilding and reconstruction processes in the region by, for example, inviting core personnel in Afghanistan to Japan to study and providing assistance to conflict-affected areas in Sri Lanka.

Future Cooperation

- ➔ In order to help achieve the Sustainable Development Goals (SDGs), JICA will promote cooperation in areas that support job creation and balanced development, including economic corridor development.
- ➔ JICA will support efforts to address the global issues that are particularly serious in South Asia, including climate change, natural hazards, and health risks.
- ➔ JICA will also support the enhancement of intra- and inter-regional connectivity in both tangible and intangible aspects to help fulfill growth potential.

pick up
A look at
programs by
numbers

476 km

This figure represents the total length of urban Metro railways that are already in operation or in the planning phase in six cities in India. JICA actively supports urban railway development in India, where traffic congestion and air pollution are worsening due to rapid economic growth. The daily average number of passengers for the lines in operation in the capital city of Delhi alone, totaling 193 km in length, stands at some 2.4 million. This figure outnumbers that for all the subways in Osaka, which amounts to about 2.3 million.

India: Students cheerfully put up awareness posters they have drawn on the theme "Precious Water" for the Agra Water Supply Project. (Photo by Osamu Funao)

South Asia

Key Aid Strategies

Cooperation for Long-Term Growth in Asia While Reflecting the Region’s Diversity: Promoting “Quality Growth,” Cooperation for Global Issues, Realizing a Peaceful and Secure Society, and Facilitating Regional Initiatives

The South Asian region, where 1.7 billion people live in an area about the size of Europe, embraces a variety of religions, races, cultures, and languages. Surrounded by the Pacific Ocean, the Middle East and Africa, this region has great potential for growth, but at the same time, contains income disparities and religious conflicts arising alongside development, instability caused by natural disasters, etc.

Stability and growth of the South Asian region are essential to the stability and growth of the whole of Asia. JICA focuses on human security and extends its assistance to suit needs that are specific to each of these countries, while promoting cooperation to strengthen the connectivity among the countries and areas, under the concept of the Indian Ocean-Rim Economic Region.

JICA has set the following four priority areas for its aid programs in South Asia in order to achieve the Sustainable Development Goals (SDGs):

(1) Promoting “quality growth”

Although the impoverished population in South Asia is decreasing, partly due to the recent economic growth, the region is still home to hundreds of millions of impoverished people, a number second only to Sub-Saharan Africa. Poverty reduction continues to be a common issue across all the countries of South Asia.

In order to support the sustainable poverty reduction through “quality growth,” JICA has been supporting the development of the region by building infrastructure such as transportation systems, electricity, water supply and sewerage services, and also by strengthening political systems and promoting cooperation

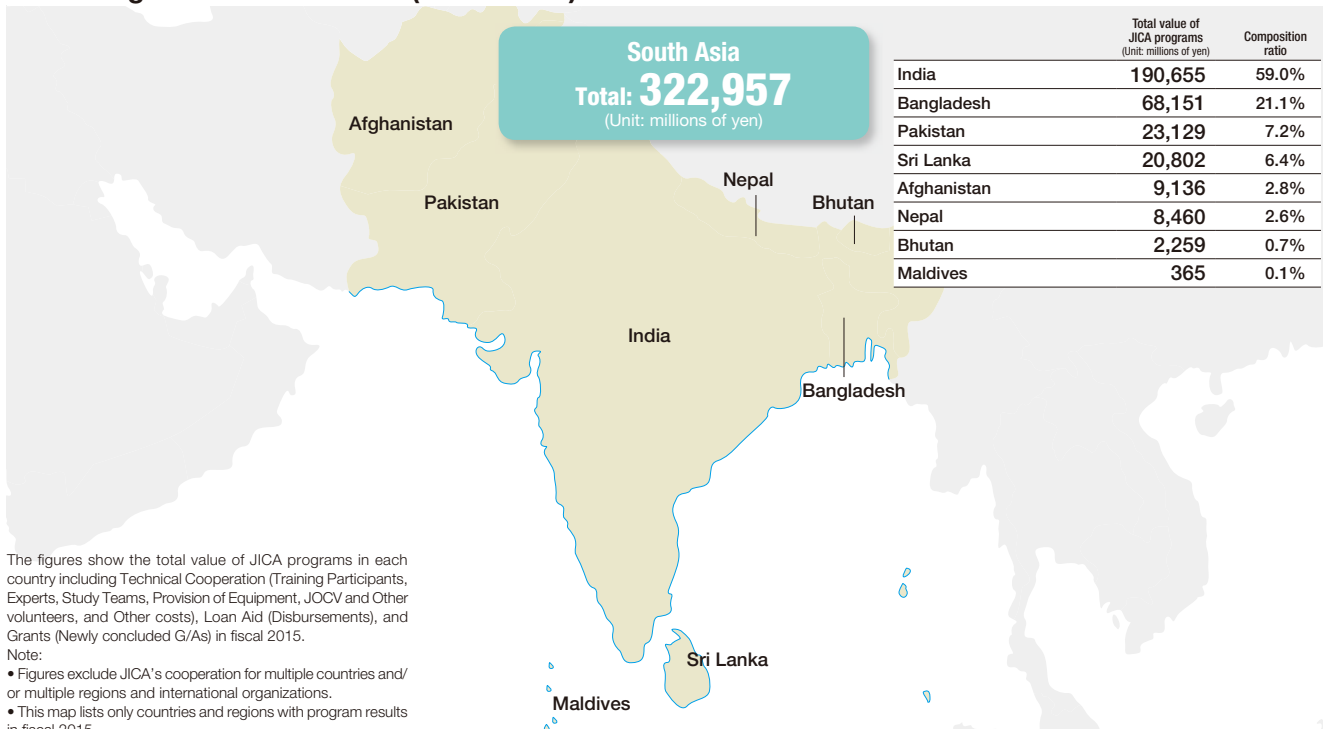
with Japanese private companies.

Also in other fields such as education, agriculture, and rural development, JICA has been making efforts in achieving fair and high-quality growth that enables sustained poverty reduction by delivering projects that take into consideration the socially vulnerable and impoverished segments of the societies.

(2) Cooperation for global issues

JICA promotes assistance to solve global issues, such as disaster prevention from cyclones, floods, and earthquakes that often occur in the South Asian region, as well as measures against climate change. For example, JICA is supporting polio eradication initiatives in Afghanistan and Pakistan, the last two countries in the world where polio virus remains endemic [→ see the Case Study on page 45].

JICA Programs in South Asia (Fiscal 2015)



Concrete Initiatives

Region-Specific Activities and Initiatives

Issue-Specific Activities and Initiatives

Other Activities and Initiatives

(3) Realizing a peaceful and secure society

JICA is working toward regional peace and stabilization in countries such as Afghanistan and Pakistan as well as in Sri Lanka, which has been shifting to the development stage from the early reconstruction stage, after the quarter-century-long internal conflict that ended in May 2009. JICA is also active in Nepal, which is in the process of nation building. JICA also offers support that enhances gender equality and women's empowerment based on the differing circumstances of each country.

(4) Facilitating regional initiatives

The South Asian region is a gateway to East Asia and Southeast Asia, adjoins Central Asia, and furthermore is at the center of the Indian Ocean-Rim and Pacific region that links Africa, the Middle East, and the Pacific via sea-lanes. JICA is engaged in projects that will contribute to enhancement of connectivity within the South Asian region and with other regions.

Country Overviews and Priority Issues

● India

India has been increasing its global presence in recent years. Its growing population exceeded 1.2 billion in 2010, and its economic growth rate in fiscal 2015 is expected to surpass China's rate to become the highest in the world, according to the International Monetary Fund (IMF). As evidenced by the visit of Japan's Prime Minister Shinzo Abe to India in December 2015 and announcement of the joint statement titled "Japan and India Vision 2025: Special Strategic and Global Partnership" with the Indian prime minister, a strong relationship between Japan and India is being firmly maintained.

In order to achieve the annual growth rate of 8% during the 12th Five-Year Plan (2012–2017), the Government of India estimates

\$1 trillion of investment is necessary for building infrastructure in this period (the government is currently developing "The New 15-Year Vision"). Meanwhile, to develop India's manufacturing sector, which currently accounts only for 17% of Indian GDP, Prime Minister Modi is also promoting the "Make in India" initiative to lure manufacturers to India, and the "Skill India" initiative to foster skilled professionals in India. To support these initiatives, JICA is promoting development of the investment environment with two pillars of policy reform: support through program loans for investment promotion, and infrastructure development via individual projects and development of industrial corridors.¹

Furthermore, JICA extends multifaceted support to the socially vulnerable and the poor that require critical attention in the course of social development. As such, in fiscal 2015, JICA signed an ODA Loan agreement for the Jharkhand Horticulture Intensification by Micro Drip Irrigation Project aimed to benefit poor women.

● Bhutan

Bhutan is a landlocked country located at the eastern tip of the Himalayas, with a population of about 770,000. Bhutan is known for its commitment to the fundamental concept of Gross National Happiness (GNH) [→ see the Case Study below]. The concept aims to create a society that focuses not only on economic growth but also on people's happiness. Bhutan's average GDP growth rate has been approximately 4% from 2010 to 2014, and this high economic growth was achieved based on supplies of hydroelectric power utilizing the country's abundant water resources. On the

1. "The Delhi-Mumbai Industrial Corridor" and "the Chennai-Bengaluru Industrial Corridor." The former is a Japan-India joint project of regional development to construct a Dedicated Freight Corridor between Delhi and Mumbai through a Japanese ODA Loan, and to develop infrastructure such as industrial parks, logistics bases, power stations, roads, ports, residences, and commercial facilities along the railroad, mainly through private investments. The latter is a Japan-India joint project of a comprehensive regional development plan in the rapidly growing Chennai-Bengaluru area, succeeding the Delhi-Mumbai Industrial Corridor.

Case Study **Bhutan: Data Collection Survey Report on Gross National Happiness**

Exploring the Roots of Happiness in "the Land of Happiness"

In 2015, JICA provided support for the survey by the Government of Bhutan to collect basic information on Gross National Happiness (GNH).

Toward Maximization of GNH

Gross National Happiness (GNH) is a concept that attaches importance to each citizen's spiritual wealth, with consideration not only for monetary and material wealth but also for other values such as traditional society, culture, and the environment. Maximization of the GNH is a core concept in the development process of Bhutan.

The GNH surveys are conducted approximately once every five years, targeting all areas of the country, and the latest survey was the third. The number of questions added up to 148, including items on the level of well-being as well as on fundamental information (age, gender, etc.), economic conditions (income and occupation), health condition, level of educa-

tion, and questions related to traditional culture and lifestyle.

The survey was conducted by surveyors visiting each household and interviewing household members. The samples covered a little more than 1% of the total population, and the surveyors reached locations difficult to access, such as households to which they had to walk for hours or areas that were blocked by snow during the winter. The survey results revealed, for example, that those who had answered that they had been either "deeply happy" or "extensively happy" accounted for 55% in urban areas, while only 38% in rural areas, indicating challenges to overcome in measures to improve the GNH, and providing important reference information to making



An interview for the Gross National Happiness Survey.

decisions on which policy fields the country has to tackle.

To get accurate survey results, it is important to secure statistical reliability. In addition to funding the survey, JICA has been dispatching Japanese experts to Bhutan periodically to give advice on survey methods and content.

Based on the results of the survey, JICA elaborates ideas for development cooperation toward maximization of the GNH, the development policy of Bhutan.

other hand, a number of challenges have emerged in recent years, such as issues related to the urban environment due to rapid urbanization, unemployment, regional disparities, and vulnerability to natural disasters.

Based on the priority areas of the Government of Bhutan, JICA is focusing its aid programs on the following three main sectors: (1) improving livelihoods in rural areas by dealing with issues including agricultural and rural development, (2) promotion of economic development, and (3) environmental issues and climate change.

● Afghanistan

JICA is implementing projects that contribute to both economic growth and stabilization of households, such as job creation, while taking into account the serious security situation in Afghanistan and taking the maximum necessary safety measures. JICA, together with the Afghan government, has been extending its assistance in priority areas that are closely linked to the improvement of citizens' lives: agricultural and rural development, health and education, and infrastructure development.

In the agricultural and rural development sector, JICA provides support focused on rice cultivation which JICA has supported for years, and enhancement of expertise for maintenance and management of irrigation facilities aiming to improve agricultural productivity along with other issues. JICA also provides support in health and education, for which areas of focus include literacy education, special education, infection control, and maternal and child health [→ see the Case Study below].

In addition, JICA runs the Project for the Promotion and Enhancement of the Afghan Capacity for Effective Development (PEACE), which sends up to 500 government officials and faculty members to Japanese graduate schools, providing opportunities to earn masters or doctoral degrees. This project is a long-term

capacity development project to train future Afghan government executives so that they can play leading roles in policies and technology implementation, especially in our prioritized sectors. JICA has also been cooperating closely with international organizations such as the United Nations Children's Fund (UNICEF) and international NGOs in order to extend its assistance to areas that have been difficult to reach [→ see the Case Study on page 40].

● Pakistan

Pakistan has the world's sixth-largest population of approximately 190 million people. Following the September 11 Attacks in 2001, the role of Pakistan in maintaining peace in the region, including Afghanistan, has been highlighted. As a result, the international community has placed increased importance on the stable and sustainable development of Pakistan. The country's large workforce could be a driving force for economic growth, and Pakistan has much potential as an emerging economic market. However, economic growth has been sluggish in recent years because of the unstable political and security conditions as well as unfavorable factors such as the lack of foreign direct investment. Furthermore, the country faces various development issues, such as just under half of its citizens living in poverty. Recently, the Pakistani government has been making positive efforts toward economic and regulatory reforms in facing these challenges.

Consequently, the emphasis of JICA's assistance for Pakistan is centered on three themes: (1) improvement of economic infrastructure, (2) ensuring human security and improvement of social infrastructure, and (3) stabilization and balanced development of the Pakistan-Afghanistan border areas. JICA is placing priority on the assistance for solving energy shortages, which have been a bottleneck for economic activity, and for enabling the domestic manufacturing industry to produce value-added content. In other areas, JICA is supporting the health sector with a focus on polio

Case Study Afghanistan and Pakistan: Comprehensive Support for Polio Eradication

The Last Step toward Polio Eradication

JICA systematically applies three types of schemes—Grants through collaboration with the United Nations Children's Fund (UNICEF), Technical Cooperation, and ODA Loans—to continuously support polio eradication efforts by both Afghanistan and Pakistan.

The Last Polio-Endemic Countries in the World

Polio is an infectious disease occurring primarily in infants that can result in lifelong paralysis of the limbs. Because polio can be prevented through vaccination, Japan and other members of the international community are focusing efforts on polio eradication as the next eradicable infectious disease after smallpox.

It was reported that there were approximately 350,000 polio victims worldwide in 1988 and only 74 newly infected cases in Afghanistan and Pakistan in 2015, bringing the disease within one step of eradication.

In Afghanistan, in partnership with UNICEF,

JICA has contributed to steady implementation of vaccination initiatives by supporting several rounds of polio vaccination campaigns as well as by providing vaccines and establishing cold chains that are necessary for the Expanded Program on Immunization (EPI) through ODA Grants.

In Pakistan, in addition to the provision of Grants in partnership with UNICEF, JICA has implemented the technical cooperation of the EPI/Polio Control Project, and two ODA Loan projects, the Polio Eradication Project and the Polio Eradication Project (Phase 2). For the ODA Loan projects, JICA adopted an



Training on equipment maintenance and repair for equipment management engineers for EPI in Pakistan.

innovative mechanism in collaboration with the Bill & Melinda Gates Foundation in which the Gates Foundation would repay the loans to JICA for Pakistan if the Government of Pakistan met specific goals set for the projects.

JICA will continue to support the two countries that are taking the last step toward the eradication of polio, making use of a variety of assistance schemes.

eradication and a regular immunization program [→ see the **Case Study on page 45**], the agricultural sector as Pakistan's chief industry, and also building infrastructure and establishing frameworks for water and sewerage systems in urban areas. Furthermore, JICA supports the overall disaster prevention sector in accordance with the National Disaster Management Plan, which JICA assisted in formulating while utilizing Japan's own knowledge. Also, JICA is engaged in anti-terrorism measures for security improvement and support for internally displaced people.

● Sri Lanka

Sri Lanka is an island in the Indian Ocean with a population of 20.77 million. Ever since the end of the 26-year conflict in 2009, the country has achieved stable economic growth, maintaining a real GDP growth rate of 6.1% on average, and its GNI per capita has reached \$3,800 in 2015. Sri Lanka set a target to become an upper-middle income country in a short period of time by furthering economic development. However, to achieve sustainable economic growth, further enhancement of infrastructure in areas such as transportation and electricity is necessary.

Based on these needs, JICA is providing assistance to improve infrastructure. Some examples are expansion of an international airport, the gateway to the country; an increase in electricity supply to meet growing demand for electricity in the future; and formulation of the first-ever national master plan in the sewerage sector [→ see the **Case Study below**].

On the other hand, disparity between urban areas and rural areas remains as a serious development challenge in Sri Lanka. JICA is providing support to mitigate such challenges. For instance, JICA provides assistance for the empowerment of women who

have become breadwinners after the conflict in conflict-affected fishing and agricultural villages in the northern region of Sri Lanka. Furthermore, JICA is also involved in productivity and profitability improvement of agricultural and fishing industries, enhancement of health and medical services, and construction of a disaster-resilient society.

● Maldives

The Maldives is a small island country comprising of 1,190 islands, with a population of 400,000 in 2014. Per capita GNI was \$6,670 in 2015, the highest in South Asia. However, the economy of the Maldives relies largely on tourism and fisheries, and it is vulnerable to external influences such as natural disasters and the shift in market trends of the world economy.

With the decreasing trend in the fish catch in recent years, JICA has extended its support to draw up a master plan for the fishery sector since October 2014, aiming at the diversification of the fishing industry and the sustainable management of fishery resources. JICA will continue to cooperate with the Maldives, focusing on development of local industries, the environment, climate change, and disaster risk reduction.

● Bangladesh

Bangladesh has the eighth-largest population in the world of approximately 160 million people. The country has maintained stable economic growth at an annual average rate of 6% in the past 10 years through development of industries that include garments and apparel. Per capita GNI exceeded \$1,000 in 2014, and the Government of Bangladesh is targeting becoming a middle-income country by 2021. Recently, Bangladesh is emerging as a fascinating market and a destination for investment, due to

Case Study

Sri Lanka: Initiatives for Alleviation of Traffic Congestion in the Colombo Metropolitan Region

A Road Network that Supports Economic Development and Connects Cities and Rural Areas

By improving the transportation network of Colombo, one of the major cities of Sri Lanka, and its surrounding area, JICA supports promotion of economic development and reduction of disparities among regions.

Contributing to Reducing Regional Disparities

In the Colombo Metropolitan Region, with stable economic and population growth in the recent years, the number of vehicles is increasing dramatically and causing chronic traffic congestion. Furthermore, the insufficiency of the existing road network to function as an inter-regional network is becoming a factor for widening disparities between cities and rural areas.

In these circumstances, JICA implemented the ODA Loan project, the Greater Colombo Urban Transport Development Project Phase 2, which consists of construction of an outer circular highway and interchanges in the suburbs of Colombo, and installation of toll facilities. The project provides a route to bypass the city of Colombo and will reduce traffic

congestion. The outer circular highway is also expected to improve access between cities by linking main national roads and the Southern Highway and contribute to the reduction of regional disparities.

At the same time, through the Grant project, the Project for the Development of Intelligent Transport System for Expressways in Sri Lanka, JICA extends assistance for reduction of traffic accidents and improvement of the convenience of expressways by installing the Intelligent Transport System (ITS) on expressways, including the above-mentioned outer circular highway.

In addition to these efforts, to alleviate traffic congestion on the roads connecting Colombo and its suburbs, JICA conducted the Urban Transport System Development Project for Colombo Metropolitan Region and

Suburbs. Based on the detailed research, JICA proposed an improvement plan for urban transport, including plans to develop a public urban transportation system.

In Sri Lanka, road transportation accounts for 90% of land passenger transportation and freight distribution, playing an extremely important role in the country's socioeconomic activities. JICA will continue to support the transportation and traffic sector in future to boost further economic development and reduction of disparity among regions.



The outer circular highway just before opening in September 2015.

its advantages such as rich reserves of low-cost labor and its potential market size. However, the country's investment climate is not necessarily all favorable, due to inadequate infrastructure development in areas such as electricity, transportation, water supply, and sewerage systems.

Based on these needs, and to accelerate the country's economic development, JICA is extending its assistance for building and improving power plants to solve chronic electricity shortages, an urban railroad system to relieve serious traffic congestion in the capital city, a road network and bridges to strengthen intra-regional connectivity, urban infrastructure such as water supply and sewage systems and waste management, and special economic zones for the improvement of the investment environment, toward the realization of the Bay of Bengal Industrial Growth Belt (BIG-B) concept discussed at the Japan-Bangladesh Summit Meeting in 2014.

The country is also highly vulnerable to natural disasters such as cyclones, floods, and earthquakes. Reducing poverty is an enormous challenge, as approximately 25% of the population is impoverished. From the perspective of overcoming the vulnerabilities of Bangladesh's society, JICA is providing assistance to strengthen the country's capability to cope with natural disasters, to improve safety in construction, and also to improve primary science and mathematics education, maternal and child health care, and health systems [→ see the Case Study below]. Furthermore, JICA is providing assistance in building infrastructure in rural areas that have been left behind in economic growth, enhancing local governments' administrative capabilities, as well as giving support to human resources development and anticorruption measures for public officials to improve governance by the Government of Bangladesh.

● Nepal

A landlocked state located between China and India, Nepal is one of the poorest countries in South Asia.

After the civil war that Communist Party of Nepal (Maoist) began in 1996 which lasted for 10 years, the peace process has progressed steadily since the signing of a comprehensive peace agreement in November 2006. For further development of the industries with great potential for growth (i.e. agriculture, hydraulic power generation and tourism), JICA provided assistance in infrastructure development, steady transition to democratic state, and poverty reduction in rural areas, under the basic policy of achieving sustainable and equitable economic growth [→ see the Case Study on page 77].

Just as progress was being made in these areas for development of the country, a major earthquake with a magnitude of 7.8 hit Nepal on April 2015, followed by multiple aftershocks, causing tremendous damage. Meanwhile, in the wake of this incident, after seven years of negotiations, a new constitution came into effect in September 2015. Ever since, the situation in Nepal is changing rapidly, as seen in the subsequent change of government and the crisis due to the blockade of border points with India that took rise from the declaration of the new constitution.

In addition to its past and ongoing cooperation, JICA supports the reconstruction of Nepal through funding for public infrastructure that is essential for reconstruction, as well as through restoration and reconstruction planning to realize "build back better" based on experiences with earthquakes in Japan, and technical cooperation for disaster risk reduction and other relevant fields [→ see the Case Studies on pages 91 and 119].

Case Study Bangladesh: Initiatives to Improve the Earthquake Resistance of Cities

To Save People's Lives with Earthquake-Resistant Buildings

On April 24, 2013, a building housing a garment factory in Dhaka, the capital of Bangladesh, suddenly collapsed, killing more than 1,100 people. In the wake of this accident, JICA engaged in assisting in improving the safety of the buildings in urban areas of Bangladesh.

Making the World's Garment Factory Earthquake Resistant

The danger of the building had been warned about, but the factory operated without applying necessary reinforcement measures, leading to its collapse under its own weight. It was a moment when the Bangladeshi garment industry, which accounted for 80% of the country's exports and made the country known as "the world's garment factory," was put at risk.

After the collapse incident, in October of the same year, JICA started the RMG (ready-made garment) Sector Safe Working Environment Program, together with the Government of Bangladesh. JICA provided medium- and long-term loans for improvement of the earthquake resistance of garment factories under the

already-provided ODA Loan Financial Sector Project for the Development of Small and Medium-sized Enterprises. Support was also provided for seismic assessment and earthquake-resistant designs under the ongoing technical cooperation project, the Project for Capacity Development on Natural Disaster-Resistant Techniques of Construction and Retrofitting for Public Buildings. The first seismic retrofitting for a garment factory was completed in 2015.

To further enhance urban safety, JICA launched an ODA Loan project, the Urban Building Safety Project, in December 2015, aiming to improve safety of the buildings in Dhaka and Chittagong, two major cities that account for approximately 15% of the population and 50% of the country's GDP. In addition to



A JICA expert conducting technical training in a seismic retrofitted fire station.

providing medium- to long-term loans through private financial institutions to improve the safety of buildings including garment factories, loan funds will be allocated to the construction of fire service and civil defense headquarters and seismic retrofitting of fire stations.

This project set up the Technical Review Panel, which supervises the design and construction of buildings, to construct buildings with high earthquake resistance that meets the national building code, with an aim to improve the resilience of the cities.



Latin America and the Caribbean

Addressing Global Issues and Economic Infrastructure Development That Supports “Quality Growth”



Director General’s Message

Takeshi Takano Director General, Latin America and the Caribbean Department

Regional Issues

- ➔ Making much-needed efforts to address global issues such as climate change and disaster risk reduction (DRR).
- ➔ Improving all aspects of economic foundations, including infrastructure improvement and human resources development.
- ➔ Supporting an active role for women and their empowerment, and advancing inclusive development.
- ➔ Redoubling efforts to realize a peaceful and secure society.

Fiscal 2015 Initiatives

- ➔ JICA formulated a project designed to develop an urban monorail system in Panama, and promote renewable energy and energy efficiency in the region.
- ➔ JICA engaged in a study for providing assistance in health care and other sectors in Cuba.
- ➔ JICA reached an agreement on four priority areas of regionwide cooperation in Central America.
- ➔ JICA engaged in human resources development in the area of DRR, education for next-generation *Nikkei* (Japanese emigrants and their descendants), and promotion of business partnerships with *Nikkei* communities.

Future Cooperation

- ➔ JICA will contribute to efforts to address global issues such as climate change and disaster risk by promoting renewable energy, developing human resources in the area of DRR, and strengthening disaster risk management.
- ➔ JICA will promote “quality infrastructure investment” to support sustainable development as well as efforts to meet growing infrastructure demand.
- ➔ JICA will strengthen collaboration with various development partners such as other international development institutions, private sector entities, universities and *Nikkei* communities.

pick up
A look at
programs by
numbers

\$3 Billion

In April 2016, JICA made an agreement with the Inter-American Development Bank to expand Co-financing for Renewable Energy and Energy Efficiency (CORE). Under this agreement, JICA will more actively support the development of renewable energy and the promotion of energy efficiency in the region with the aim of implementing co-financing using ODA Loans worth \$3 billion by fiscal 2020.

Panama: Heavy traffic congestion during the morning and evening commuting hours is taking a toll on a country that has seen car ownership rise along with economic growth.

Central America and the Caribbean

Key Aid Strategies

Improvement of Economic Foundations, Response to Global Issues and Inclusive Development

Mexico, Central America and the Caribbean region,¹ consisting of 23 countries, has generally been achieving relatively steady economic development, while a portion of people still remains living in poverty. Moreover, many countries in the region are vulnerable to natural disasters and other risks.

Taking into consideration the unique context of each country as well as their respective countermeasures

against common development issues, JICA is supporting Central America and the Caribbean region based on the following three pillars of cooperation: (1) improving quality economic foundations that contributes to overcome the “middle-income trap,”² (2) building a sustainable and resilient society by addressing global issues, and (3) advancing inclusive development.

The Central American region was seriously affected by the armed conflicts that continued for more than 10 years from the late 1970s. With the progress of peace negotiations in the 1990s, democracy began to take root in the region. Today, many Central American countries are achieving stable economic growth. The Caribbean region is also maintaining a certain degree of economic growth supported mainly by the tourism industry and remittances from migrants residing in the United States.

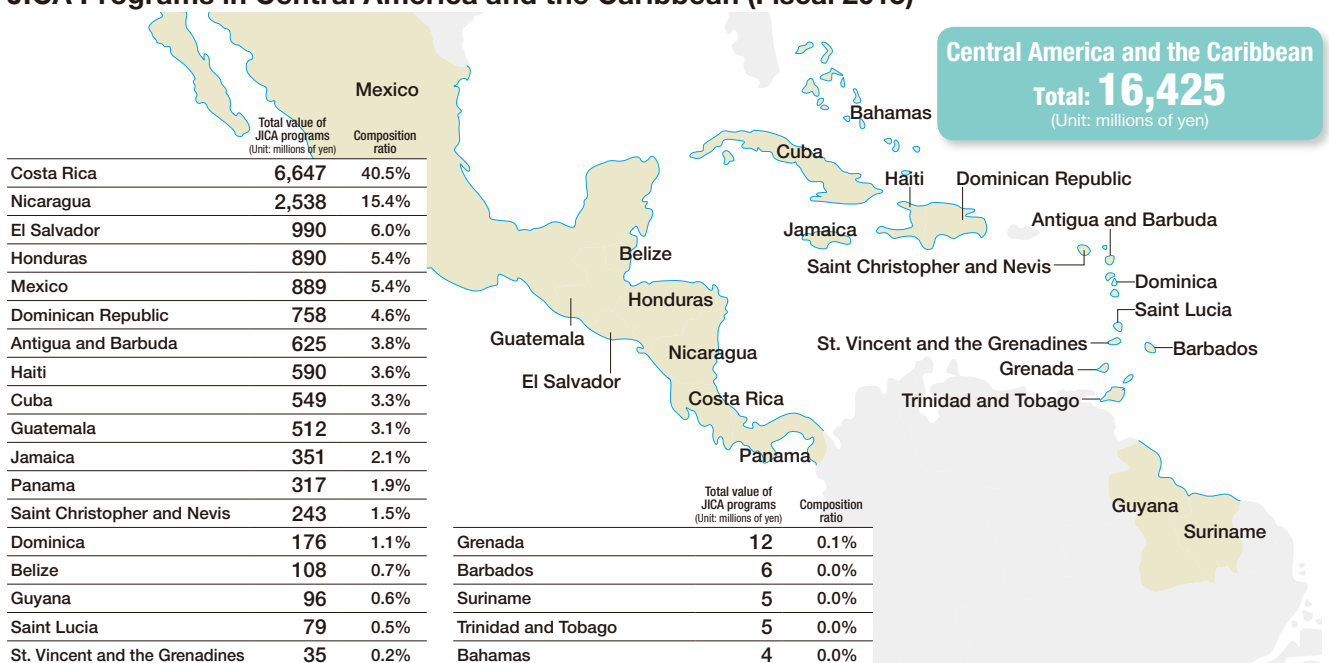
While many countries have achieved medium income levels, some countries are facing economic uncertainty. This is mainly due to the prospect of a rise in U.S. interest rates, the stagnant economy in China, and the unstable assistance framework for Petrocaribe, a Venezuela-led energy cooperation scheme, resulting from globally weak oil prices. Even worse, in some countries, there are no internationally competitive industries that

can advance the national economy, and foreign nations are also reluctant to make investments due to rising labor cost and poor public security. Such problems have caused the countries to fall into the “middle-income trap.” In this context, JICA is engaged in the development of quality infrastructure and human resources to help them get out of the trap.

Central America and the Caribbean region is frequently affected by earthquakes, tsunamis, hurricanes, and other natural disasters. Specifically, torrential rain disasters due to climate change in recent years have been a huge concern in the region;

1. Antigua and Barbuda, Bahamas, Barbados, Belize, Costa Rica, Cuba, Dominica, Dominican Republic, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Nicaragua, Panama, Saint Christopher and Nevis, Saint Lucia, Saint Vincent, Surinam, and Trinidad and Tobago.
2. An economic situation in which a fast-growing developing country has reached a middle-income level and successfully reduced poverty, but has lost its international competitiveness in export manufacturing and its past growth momentum, due mainly to rising wages.

JICA Programs in Central America and the Caribbean (Fiscal 2015)



The figures show the total value of JICA programs in each country including Technical Cooperation (Training Participants, Experts, Study Teams, Provision of Equipment, JOCV and Other volunteers, and Other costs), Loan Aid (Disbursements), and Grants (Newly concluded G/As) in fiscal 2015.
 Note: • Figures exclude JICA's cooperation for multiple countries and/or multiple regions and international organizations.
 • This map lists only countries and regions with program results in fiscal 2015.

Concrete Initiatives
Region-Specific Activities and Initiatives
Issue-Specific Activities and Initiatives
Other Activities and Initiatives

thus, it is becoming an urgent task to establish a sustainable and resilient society. Japan's Prime Minister Abe, who visited the Caribbean region in 2014, offered a new cooperation policy for the region, taking into account the vulnerabilities of small island nations, including ODA-graduate countries.

Since the announcement of diplomatic normalization talks between Cuba and the United States in December 2014, Cuba has been increasingly receiving global attention. However, Japan's first economic assistance for Cuba dates back to the 1960s, when Japan started to receive training participants from Cuba. JICA commenced a technical cooperation project in 2007 and has expanded its cooperation activities mainly into agricultural development and environmental conservation. Moreover, Japan's Foreign Minister Kishida, who also visited Cuba in May 2015, announced the commencement of full-fledged ODA Grants.

In addition, Japanese-made medical equipment has been introduced to the health care field in Cuba since the 1970s, where the Japanese private sector's advanced technologies and well-categorized manuals are highly valued. However, in recent years, there has been an urgent need to deal with deterioration of old medical equipment. In 2015, JICA initiated the preparatory study of the Project for Improvement of Medical Equipment in General Hospitals in Cuba as well as the study of a detailed plan for the Project for Capacity Building of Medical Equipment Maintenance, aiming to launch JICA's first ODA Grant project (facility and equipment procurement type) for Cuba.

Priority Issues and Activities

● Economic Foundations

In the situation where many countries have fallen into the "middle-income trap" and faced sluggish economic growth, JICA has worked on developing all aspects of economic foundations, including infrastructure improvement and human resources development in order for each country to achieve "quality growth."

In Panama, known as a logistics hub in Latin America, there is a high demand for a new public mass transportation system to mitigate morning and evening traffic congestion between urban areas at the western part of the canal and the downtown area. In April 2016, JICA signed an ODA Loan agreement for the Panama Metropolitan Area Urban Transportation Line 3 Development Support Project (I) with an aim to develop an urban monorail system, the Metro, to connect these areas.

JICA has also been implementing the Data Collection Survey on Logistics in Central America since February 2016. According to the study by the World Bank, the land transportation cost in Central America is significantly higher than that in advanced countries, hampering the economic growth and competitiveness in the region. This is mainly due to customs procedures, inadequate roadway infrastructure, and traffic congestions in urban areas. In this context, the Salvadoran Minister of Public Works, the Honduran Minister of Infrastructure and Public Utilities, the Nicaraguan Deputy Minister of Transport and Infrastructure, and the Costa Rican Deputy Minister of Public Works and Transportation were invited to Japan in February 2016. Taking this opportunity, they



Monorail system to be constructed in Panama (simulated image)

observed the land and sea intermodal transportation system among Asian countries through the mutual passage for chassis (a trailer used for land transportation of marine containers) and advanced efforts made by private logistics companies. These administration officials also shared opinions on the establishment of a framework for considering the most efficient and integrated distribution and logistics system, the development of necessary systems, and the necessity of cooperation in this field. By taking this into account, JICA began collecting basic information and conducting surveys in order to organize the information on existing studies and research activities as well as to create a road map for a future distribution and logistics system in Central America.

● Addressing Global Issues

To contribute to addressing climate change in Central America and the Caribbean region, JICA is promoting the shift toward renewable energy and energy efficiency for a stable supply of electricity and reduction in dependence on fossil fuels. For example, in Honduras, the Loan Agreement for Cañaveral and Río Lindo Hydropower Strengthening Project was signed in March 2015 for renovation and reinforcement of existing hydropower plants.

JICA is also working on projects intended to mainstream the concept of disaster risk reduction. In El Salvador, susceptible to hurricanes and earthquakes, JICA was committed to developing engineers through the Project for the Department of Adaptation for Climate Change and Strategic Risk Management for Strengthening of Public Infrastructure from 2012 to 2015. While taking the outcomes into consideration, JICA will continue to work on this project to further strengthen their management capability.

In January 2016, the *Manual on Regional Roadway Infrastructure Flood Disaster Preparedness in Central America* was also created with the assistance of JICA, jointly with the Salvadoran Ministry of Public Works, the Central America Integration System (SICA), the Secretariat for Central American Economic Integration (SIECA), and public works ministries in five other Central American countries. The purpose of this manual is to make the roadway infrastructure throughout Central America more resilient to climate change.

● Inclusive Development

In Haiti, which has been in transition from post-disaster recovery toward development since after the 2010 earthquake,

JICA is extending support to improve the quality of public services and make recognizable achievements in the fields of health care and education.

In the fields of health care and sanitation, JICA is carrying out a Grant project titled the Project for Management of the Hospital of Jacmel in Southeast Department. In the basic education field, a preparatory study for the Project for Development of Primary and Secondary Schools in Central and Artibonite Departments was conducted. In March 2016, JICA concluded an agreement with the Haitian Ministry of National Education and Professional Training on the Project for Supporting Development of Mathematics Materials for Students' Learning. The Survey on Reconstruction and Socioeconomic Development Cooperation in Haiti was also implemented in fiscal 2015 to examine cooperation policies as well as to explore, plan, and execute strategic projects for Haiti. Based on the survey results, JICA will provide strategic cooperation for Haiti to facilitate rural development in the country.

The Inclusive Industrial Development Study on Central America and the Dominican Republic was also performed to clarify useful lessons and remaining issues for future cooperation projects and programs in the region. The Seminar on Inclusive Development

in Latin America and the Caribbean took place in Japan in May 2015, jointly hosted by the Inter-American Development Bank (IDB), SICA, JICA, and the Japan Association for Latin American Studies. A seminar on inclusive development was also held in El Salvador in October by JICA and SICA. Furthermore, JICA and SICA jointly wrote and published a book, *Inclusive Development in Central America and the Dominican Republic*, in March 2016. This publication, describing the study outcomes, will be utilized for future projects.

In the gender field, JICA is currently developing new projects that encourage women in Central America to become economically independent to realize a society in which women shine. This initiative is carried out in El Salvador with the Women's Town Project, supported by IDB. In June 2015, JICA also held a regional seminar in El Salvador that discussed the economic empowerment of women in Latin America and the Caribbean. With about 500 participants as well as 17 guests from 13 countries, this seminar was an opportunity for attendees to share information on the various efforts made between Japan and other donors, including the IDB. By taking advantage of the information, JICA will enhance gender-related activities in Central America.

Case Study

Nicaragua: Increasing Cooperation Effects Together with the Partner Government**“One bridge built by Japan turns into three bridges”**

For more than 20 years, JICA has been providing Nicaragua ODA Grants to build 25 bridges. The cooperation efforts have served as technical assistance as well.

ODA Grants Contributing to Technology Transfer

“One bridge built by Japan turns into three bridges.” This is proudly stated at the Nicaraguan Ministry of Transport and Infrastructure.

The first bridge is constructed by a Japanese construction company under a Grant project. Then, the second bridge is built using materials of the first bridge that was demolished. Moreover, the Ministry of Transport and Infrastructure of Nicaragua plans and constructs the third bridge by making use of the construction techniques they learn from the Japanese construction company during the Grant project. In this way, Japan's Grant projects contribute to producing positive spillover effects thanks to the efforts and wisdom of Japanese construction companies and counterparts in the partner country.

The history of such an increase in the effects of cooperation dates back to 1998, when Hurricane Mitch hit Nicaragua and caused serious damage to many bridges in the country. However, bridges built under Japan's assistance survived the disaster without serious damage and continued to serve the people.

After the disaster, Japanese bridge construction techniques gained more trust in

the country; accordingly, Japan received a request for Grant projects from the Nicaraguan government for additional bridges. Technology transfer was promoted during the projects.

In addition to Grant projects, JICA is also planning to provide Loans for bridge

construction. Based on the credibility of Japan's accumulated construction techniques and the project execution capability of counterparts in Nicaragua, JICA will continue to contribute to quality infrastructure development in the nation by providing financial assistance that also takes into account the further effects of technology transfer.



Paso Real, the 25th bridge being built under cooperation from Japan

South America

Key Aid Strategies

Cooperating with Diverse Development Partners for Effective Support: Addressing Global Issues, Encouraging “Quality Growth,” and Realizing a Peaceful and Secure Society

Composed of 10 countries,¹ South America, with a population of 400 million, has 2.1 million Japanese immigrants and their descendants (*Nikkei*) and a deep historical relationship with Japan.

Although many countries have reached a certain income level, countries that rely heavily on the production and export of primary commodities have seen economic stagnation in recent years. In addition, major political changes may affect the future economic growth of some countries in the region. In other words, the economic

situation varies among the nations. South America is a region facing considerable disparities, and international and domestic economic gaps may trigger social unrest in the region.

While strengthening collaboration with development partners such as other international development institutions, private sector entities, universities, local governments, and the *Nikkei* community, JICA is extending its support in response to the development needs of countries within and beyond South America.

South America, rich in natural and mineral resources and fertile soil, achieved steady economic growth spurred by rising prices of, and increased worldwide demand for resources and foods. On the other hand, due to the recent global economic slump and the downturn in resource prices, some South American nations have been slow to shift from their conventional industrial structure, which is dependent on primary commodities, resulting in a deterioration of terms of trade and sluggish economic growth. In order to assist the countries of Latin America and the Caribbean in breaking free of the “middle-income trap” and achieving further economic growth, JICA is providing support to improve the lagging infrastructure development and create a better investment environment. Furthermore, JICA is assisting these countries

in enhancing their administrative capability as a foundation to facilitate private economic activities and ensure public security, as well as ameliorating urban environment problems, which has become increasingly serious as the region’s economy has grown.

Considering that there are many people left behind by economic growth and still living in poverty, JICA is also working on enhancing social safety nets for people living in less-developed countries and those being left behind by development as well as stabilizing social order in the region.

Natural disasters, which claim many lives and cause considerable economic losses in a short span of time, are a

1. Colombia, Ecuador, Chile, Bolivia, Peru, Venezuela, Argentina, Uruguay, Brazil, and Paraguay. JICA classifies Suriname and Guyana in the Central America and the Caribbean region.

JICA Programs in South America (Fiscal 2015)

South America
Total: **22,953**
(Unit: millions of yen)

	Total value of JICA programs (Unit: millions of yen)	Composition ratio
Brazil	10,274	44.8%
Peru	5,657	24.6%
Paraguay	3,157	13.8%
Bolivia	1,168	5.1%
Colombia	913	4.0%
Ecuador	871	3.8%
Argentina	387	1.7%
Chile	337	1.5%
Uruguay	134	0.6%
Venezuela	55	0.2%



The figures show the total value of JICA programs in each country including Technical Cooperation (Training Participants, Experts, Study Teams, Provision of Equipment, JOCV and Other volunteers, and Other costs), Loan Aid (Disbursements), and Grants (Newly concluded G/As) in fiscal 2015.

Note:

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- This map lists only countries and regions with program results in fiscal 2015.

common issue among countries in South America. JICA also contributes to addressing such global issues. For example, JICA carries out disaster risk reduction activities and emergency disaster relief, provides technical cooperation and financial assistance for developing countries to take prompt action in the wake of disasters, and helps conserve forests in the Amazon basin, which have an immense impact on the global environment [[→ see the Case Study on page 88](#)].

Working together with various development partners, including the private sector, universities and the *Nikkei* community, JICA is engaged in working on these issues, with a focus on the following three pillars of aid: addressing global issues, encouraging “quality growth,” and realizing a peaceful and secure society. With development partners such as Brazil, Chile, and Argentina, JICA also supports triangular cooperation for countries within and beyond the region.

Priority Issues and Activities

● Contribution to Global Issues

JICA has been committed to biodiversity conservation, climate change measures, disaster prevention, and other global issues in South America, a region with a rich and diverse natural environment, and the home of the Amazonian rainforest, the world’s largest tropical rainforest, and the Andes with its 6,000-meter-class mountains. Thanks to the relatively high technical level of South America, joint research programs and Science and Technology Research Partnerships for Sustainable Development are also being carried out with Japanese research institutions and universities.

Rapid urbanization has had a huge impact on the natural environment in Brazil, which hosts a large part of the tropical Amazonian forest. Since the Amazon rainforest greatly affects the global environment, it is urgent for the international community to promote sustainable development while mitigating the impact on the global environment. The Biodiversity Conservation in Amazon Based on a New Concept of “Field Museum,” a Science and Technology Research Partnership for Sustainable Development project initiated in 2014, has been carried out jointly by Kyoto University and other Japanese research institutions and the National Institute of Amazonian Research (INPA) which is internationally renowned for its research on the biology of the Amazon. Regarding nature, biodiversity, and the very lives of people of the Amazonian forest as exhibits, this project supports the building of a field museum for research, conservation, and promotion activities. It also promotes the establishment of an autonomous utilization organization that will contribute to the sustainable development of local communities. Through these initiatives, JICA contributes to conserving the natural environment in the Amazonian region.

In March 2015, JICA also launched the Disaster Risk Reduction Training Program for Latin America and the Caribbean, a technical cooperation project, to make Latin America and the Caribbean more resilient to natural disasters that frequently strike the region. This project is being implemented jointly with The Chilean Agency for International Cooperation for Development (AGCID),



A local counterpart measuring the height and weight of a manatee to check its health in the project Biodiversity Conservation in Amazon Based on a New Concept of “Field Museum.” (Photo: Kyoto University)

the Chilean National Office for Emergency (ONEMI), and other Chilean and Japanese disaster prevention agencies. At Chilean universities, this project, also known as the *Kizuna* (bonds of friendship) Project, will provide advanced disaster prevention programs for professionals and practical training courses for governmental officers from Latin America and the Caribbean, with an aim to establish Chile as the regional hub for developing human resources engaged in disaster risk reduction in the region [[→ see the Case Study on page 111](#)]. In 2015, this program provided training to more than 900 experts in disaster risk reduction in Latin America and the Caribbean. The project has been highly appreciated by Chile and other Latin American and Caribbean countries for enhancing the disaster prevention partnership between the region and Japan.

● Promotion of “Quality Growth”

A number of countries in South America, despite having been freed of poverty, have been caught in the “middle-income trap,” due to their lack of price competitiveness against low-income countries and lack of technical skills in comparison to advanced nations. This situation has led these economies into stagnant growth. In order to achieve “quality growth” —sustained socio-economic growth in harmony with the environment — in such countries, JICA is contributing to the economic infrastructure development of the countries by providing necessary assistance to infrastructure projects in the energy sector among other sectors.

In April 2016, JICA signed an agreement with the Inter-American Development Bank (IDB) on expanding the Co-financing for Renewable Energy and Energy Efficiency (CORE) Program. This program is intended to facilitate the “quality infrastructure investment” pursued by the Japanese government, respond to the increasing demand for infrastructure development, and promote sustainable development in Latin America and the Caribbean. In addition to Central America and the Caribbean, South America, including Brazil and Peru, which are in great need of infrastructure investments, were newly included in the program this time. JICA and the IDB will be more proactive in financial support for renewable energy development and energy efficiency with a goal of providing loans of \$3 billion in total by fiscal 2020.

JICA’s projects in developing countries in the energy sector are formulated based on each country’s needs. In Ecuador, which is facing an increase in electricity demand due to steady economic growth, a drastic increase in electrical power plant

capacity is necessary. As of 2011, 58% of the electricity in Ecuador is generated by hydropower, while the electricity supply has recently become unstable due to climate change. To address this problem, the Ecuadorian government is promoting renewable energy development, including geothermal power generation, under the Five-Year National Development Plan (2013–2017). This initiative aims to reduce the vulnerabilities of rainfall-reliant hydroelectric power generation and diversify electrical sources. JICA is currently conducting the Preparatory Survey for the Chachimbiro Geothermal Power Plant Construction Project, which includes a test drilling of a geothermal well to assist the Ecuadorian government in introducing its first geothermal power generating system.

In Peru, the electricity generating capacity will need to be increased about three fold by 2030 compared to 2012 in order to meet increasing electricity demand. Although the Government of Peru is developing electrical sources in the central part of the country, there remains a significant electricity supply gap in rural areas, while power supply to northern and southern Peru is also covered by power transmission from the central region. Moreover, the electricity demand in the southern part of Peru is expected to increase due to the future development of mineral resources, making it an urgent task for the country to strengthen the power generating capacity. Under this situation, JICA initiated

the Moquegua Hydroelectric Power Plants Construction Project, an ODA Loan project, in 2014. This project aims to develop electrical sources that utilize renewable energy in rural areas and also reduce the electricity supply gap by building two small hydroelectric generation facilities capable of producing a total of approximately 33 MW in the southern Moquegua Department.

● Realization of a Peaceful and Secure Society

JICA is working on improving public safety and promoting sports to realize a peaceful and secure society where people can live in peace.

In Paraguay, JICA has long provided assistance for sports promotion. Many Japan Overseas Cooperation Volunteers (JOCVs) have been dispatched to the country to popularize judo, wrestling, weightlifting, gymnastics, and other sports to raise the country's competence in these sports. Due to these efforts, Paraguayan athletes have recently come to perform well in many competitions held in South America. To achieve higher performance, a Grant project titled The Project for Improvement of Equipment of the National Training Center was agreed on in March 2016. The purpose of this project is to renew sports equipment at the National Training Center, where a JOCV has been dispatched. The various forms of cooperation by Japan will contribute to realizing a peaceful society where sports are widely enjoyed.

Case Study Peru: Project for Improvement of Equipment for Disaster Risk Management

Promoting the Use of an Emergency Warning Broadcast System Adopting the Japanese Digital Terrestrial Broadcasting System—the First Attempt Outside of Japan

JICA is working on the practical use of the Emergency Warning Broadcast System (EWBS), an information and communication technology for emergencies utilizing the Japanese digital terrestrial broadcasting system (Integrated Services Digital Broadcasting-Terrestrial: ISDB-T). This will be the first attempt outside Japan.

Expected to Bring Benefits to 10 Million People

Peru is frequently affected by earthquakes and other natural disasters, and it is an urgent task for the country to take disaster risk management measures. Due to its location on the Pacific coast, Peru suffers from frequent tsunamis and is also vulnerable to the impacts

of the El Niño phenomenon.

To assist the Peruvian government in disaster risk management, JICA started this Grant project in February 2014 and provided tide gauges and EWBS equipment utilizing the Japanese digital terrestrial broadcasting system (Integrated Services Digital Broadcasting-Terrestrial: ISDB-T). EWBS equipment was

installed at seven disaster-prevention facilities, while tide gauges were additionally provided to a total of eight coastal areas for tsunami monitoring. These efforts are expected to enhance the Peru's capabilities to transmit disaster information and monitor tsunamis for the benefit of about 10 million residents in the project site.

Digital terrestrial broadcasting systems around the world are mainly divided into four types: the Japanese type (ISDB-T), the American type,



EWBS digital transmission equipment
(Photo: Yachiyo Engineering Co., Ltd.)



A commemorative plaque was presented to celebrate the provision of Japanese Grants.

the European type, and the Chinese type. Among the four, only the Japanese system has an EWBS function capable of providing emergency warning broadcasts with special signals for prompt warning of natural disasters such as earthquakes and tsunamis. Upon the introduction of the first EWBS outside of Japan, JICA dispatched an EWBS implementation advisor to Peru, where the ISDB-T was adopted in April 2009.

Through this project, JICA will continue to support the disaster risk management efforts in Latin America and the Caribbean.

Support for Japanese Emigrants and Their Descendants

Focusing on Human Resources Development and Elderly Welfare and Strengthening Collaboration and Relationship with *Nikkei* Communities

There are currently more than 3.6 million Japanese emigrants and their descendants (*Nikkei*) living around the world making important contributions in many fields in each country and their presence plays a key role as a partner and as an intermediary between Japan and the countries where *Nikkei* reside. Below are main JICA programs and activities for Japanese emigrants and *Nikkei*.

● Changes in the Situation in Countries Where Japanese Emigrants Have Settled and Future Challenges

For Japanese emigrants who have settled in Latin America and the Caribbean in line with the postwar Japanese emigration policy, JICA had been providing assistance to settle in the new lands and to stabilize their livelihoods since the period of the Japan Emigration Service, one of the predecessors of JICA. On the other hand, *Nikkei* communities have matured, and generational transition has also taken place with the passage of time. Accordingly, JICA is committed to strengthening collaboration and relationship with *Nikkei* communities as well as supporting Japanese emigrants and *Nikkei*, with a focus on human resources development and elderly welfare.

● Main Programs and Activities for Japanese Emigrants and *Nikkei*

In 2014, Prime Minister Abe visited Latin American nations. On this occasion, he announced that the Japanese government will further deepen the bond with *Nikkei* communities, and sharply increase the number of participants of the Education Program for *Nikkei* Next Generation and the number of volunteers to *Nikkei* communities. Taking this announcement into account, JICA is conducting the following activities to strengthen relationship with *Nikkei* communities.

1. Dissemination of Knowledge on Overseas Migration

The Japanese Overseas Migration Museum, which opened in Yokohama in 2002, aims to encourage the public—especially young people who will lead the next generation—to learn about the history of Japanese emigration and become acquainted with emigrants and *Nikkei*.



Training participants in the Education Program for *Nikkei* Next Generation, a program for high school students newly launched in fiscal 2015, visiting the Mitsubishi Minatomirai Industrial Museum

The museum consists of permanent exhibits featuring the history of overseas migration and special exhibitions covering a variety of subjects. It also provides information on its website and conducts studies and research activities. The museum had a record 43,272 visitors in fiscal 2015, and the total number of visitors since its opening exceeded 400,000.

Recently, it is considered important to strengthen the connection between *Nikkei* communities and the prefectures in Japan where the emigrants originated from. In fiscal 2015, the museum held a special exhibition featuring emigrants from Wakayama and Fukuoka prefectures.

2. Support for Emigrants Abroad

JICA provided subsidies for the management of *Nikkei* clinics at settlements in Paraguay, Bolivia, and Brazil, while also supporting travelling clinics for settlements in Brazil. Furthermore, JICA assisted programs involving elderly welfare and medical service in much-needed countries such as the Dominican Republic, Brazil, and Bolivia.

In addition, to train and secure the human resources of the local *Nikkei* Japanese-language teachers, JICA provided subsidies for the programs aimed for their training and recruitment.

3. Educational Initiatives for the Children of Emigrants

JICA organizes a program for children of emigrants, which provides a firsthand opportunity to gain a deeper understanding of Japanese culture and society, enhance their identity as *Nikkei*, and develop human resources who will lead the next generation. The program includes study in a Japanese school and a homestay in Japan. In fiscal 2015, programs for high school and college students were newly launched, in addition to the existing program for junior high school students. A total of 100 students participated in these programs that year.

JICA also offers a scholarship covering living expenses and tuition to support *Nikkei* students attending graduate schools in Japan. Five new students benefited from this program in fiscal 2015.

4. Support for *Nikkei* Communities and Local Communities

JICA dispatches Youth Volunteers and Senior Volunteers to *Nikkei* communities. They are called *Nikkei* Volunteers, and they mainly assist with Japanese-language education, health care,



Members of the Partnership Promotion Survey Team collaborating with Latin American *Nikkei* communities visiting a Bolivian company run by local *Nikkei* that exports sesame and beans

and welfare services while living with Japanese emigrants and *Nikkei* there. This initiative is intended to provide technical cooperation and support revitalization of *Nikkei* communities as well as to develop partner countries through these communities. The number of volunteers to be dispatched to Brazil will be increased to around 100 [→ See the photo on page 115].

In the Special Participation Program for School Teachers for *Nikkei* communities, established in fiscal 2008, JICA dispatches school teachers in Japan to local government-recognized schools in Brazil. Upon returning to Japan, these former volunteer teachers are expected to take full advantage of their experiences to assist with the education of *Nikkei* children and foreign residents in Japan. In fiscal 2015, JICA dispatched six teachers. There were 29 volunteers who participated in JICA's short-term volunteer program to *Nikkei* communities in fiscal 2015, which was launched in fiscal 2012.

In addition, universities, local governments, public organizations, and private enterprises in Japan submitted proposals to JICA for training programs for *Nikkei* to receive. JICA accepted 131 *Nikkei* training participants under this program in fiscal 2015.

5. Strengthening Partnerships with *Nikkei* Communities in Latin America and Japan's Private Sector

JICA dispatched the Fourth Partnership Promotion Survey Team to Argentina, Bolivia, and Paraguay in 2015 with an aim to contribute to economic and social development in Latin America, through strengthening partnerships between Japanese private companies and private companies owned or managed by *Nikkei* in those countries. Some of the Japanese companies that participated in the survey now utilize JICA private sector partnership projects, such as the Project Feasibility Survey, the Promotion Survey, the private sector partnership volunteer program, and the training program for Japanese descendants, to promote business partnerships with *Nikkei* companies.

6. Business Loans

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



Africa

Toward Transforming the Economic Structure and Building Resilient Societies in Africa



Director General's Message

Hideo Eguchi Director General, Africa Department

Regional Issues

- As the economic structure depends on primary commodities and natural resources, Africa's growth is vulnerable to global market turbulence and also to climate change.
- Since the mid-2000s, the population of the poor in Africa has been declining, but the pace has been slow. Social systems in Africa still remain vulnerable, as seen in increasing terrorism and the recent Ebola outbreak.

Fiscal 2015 Initiatives

- JICA provided assistance in such sectors as infrastructure, agriculture, industry, health care, education, and the environment based on the three pillars for supporting Africa: Robust and Sustainable Economy, Inclusive and Resilient Society, and Peace and Stability.
- JICA also initiated assistance in universal health coverage (UHC) to strengthen health systems in the region.

Future Cooperation

- Encouraging Africa's ownership, JICA will implement assistance measures that leverage Japan's strengths and experiences, chiefly in the pillars that were identified at the Sixth Tokyo Conference on African Development (TICAD VI) in August 2016: (1) Promoting structural economic transformation through diversification and industrialization, (2) Promoting resilient health systems, and (3) Promoting social stability.

pick up
A look at
programs by
numbers

31,745 people

JICA supports developing human resources for business and industry in such sectors as vocational training, higher education, customs, tourism, industry promotion, investment, trade, mining, and *kaizen*. From 2013 to 2015, JICA provided capacity building opportunities for 31,745 African people in this program, and already achieved the goal of training 30,000 Africans in five years—a commitment Japan had made at TICAD V in 2013.

Kenya: Work to expand the freight-liner terminal has been carried out with ODA Loans at the Mombasa port, the largest international port in East Africa. (Photo: Toyo Construction Co. Ltd.)

Africa

Key Aid Strategies

Achieving a Robust and Sustainable Economy, an Inclusive and Resilient Society, and Peace and Stability

The turmoil associated with the Ebola outbreak of 2014 ended in March 2016. However, there still remain multiple challenges to be tackled to overcome Africa's vulnerability. With its efforts to encourage Africa's ownership, JICA is delivering a package of assistance that the Japanese

government announced at the Fifth Tokyo International Conference on African Development (TICAD V), together with various stakeholders including Japanese private companies.

● Initiatives Toward Social Resilience and Economic Transformation

The Sustainable Development Goals (SDGs), which were adopted at the United Nations General Assembly in 2015, call for putting an end to poverty by 2030 and leaving no one behind, among other goals. Efforts to eradicate poverty need to be continued in Africa and elsewhere. Although the impoverished population in Africa has been on a gradual decline since the mid-2000s, some 330 million people lived in poverty as of 2012. As the pace of poverty reduction is beginning to slow, it is estimated that 300 million Africans could be still living in poverty in 2030 in an unfavorable scenario. In this case, poverty eradication in Africa could be a long way off.

Since 2000, Africa has maintained an annual economic growth of more than 5%. However, the falling prices of primary commodities such as oil from 2014 onward lowered the growth rate for 2015 to 3.4%. IMF estimates that the rate will further drop to 1.6% in 2016. This declining trend raises the need to

transform the economic structure which is dependent on natural resources and primary commodities.

In addition, the Ebola outbreak in West Africa in 2014 showed that Africa's health systems remain vulnerable. Violent extremism is on the rise. A new approach is needed to address these new types of threats, which are different from conventional civil strife or conflict.

Furthermore, Africa is vulnerable to droughts and floods associated with global warming. This calls for introducing relevant technologies and building institutional capacities, and also ensuring various infrastructure and facilities addressing a wide range of risks associated with climate change and natural disasters in terms of their design, construction, operation, and maintenance.

The Sixth Tokyo International Conference on African Development (TICAD VI), held in Nairobi in August 2016, discussed how to address development challenges building on the Yokohama Action Plan 2013–2017. This action plan was agreed on at TICAD

JICA Programs in Africa (Fiscal 2015)



The figures show the total value of JICA programs in each country including Technical Cooperation (Training Participants, Experts, Study Teams, Provision of Equipment, JOCV and Other volunteers, and Other costs), Loan Aid (Disbursements), and Grants (Newly concluded G/As) in fiscal 2015.

Note:

- Figures exclude JICA's cooperation for multiple countries and/or multiple regions and international organizations.
- The value of JICA programs on a country level is mentioned only for the countries where JICA's overseas offices are located.

Africa
Total: **129,821**
(Unit: millions of yen)

	Total value of JICA programs (Unit: millions of yen)	Composition ratio
Angola	23,845	18.4%
Kenya	16,857	13.0%
Tanzania	15,177	11.7%
Mozambique	9,466	7.3%
Nigeria	5,296	4.1%
Uganda	5,257	4.0%
Senegal	4,685	3.6%
Sudan	4,550	3.5%
Rwanda	3,470	2.7%
South Sudan	3,337	2.6%
Ghana	3,301	2.5%
Ethiopia	3,163	2.4%
Malawi	2,991	2.3%
Burkina Faso	2,673	2.1%
Cote d'Ivoire	2,335	1.8%
Zambia	2,099	1.6%
Cameroon	2,031	1.6%
Madagascar	1,420	1.1%
Democratic Republic of the Congo	1,121	0.9%
South Africa	840	0.6%
Other 29 countries	15,906	12.2%

Concrete Initiatives
Region-Specific Activities and Initiatives
Issue-Specific Activities and Initiatives
Other Activities and Initiatives

V, which was held in Yokohama in June 2013.

In the preparation process for TICAD VI, JICA provided messages to African governments and TICAD co-organizers on new development challenges for Africa from the two key points of view: “Transformation” and “Resilience.”

Transformation here represents a shift from the current African economic structure—where there is much dependence on the export of primary commodities, and many people work in the low-productivity agriculture and service sectors—to a more modernized and diversified structure with higher productivity.

Resilience here represents the capacity to maintain socio-economic stability, minimize damage, protect human lives and dignity, and ensure human security in the face of external threats such as fluctuating primary commodity prices, climate change, epidemic outbreaks, and growing violent extremism.

These development challenges existed even before TICAD V, and JICA has long been addressing them both directly and indirectly. The projects presented in the following paragraphs are part of these efforts by JICA. JICA will make more effective efforts to achieve the agreements made at TICAD VI.

● Trade Facilitation Efforts

In March 2016, a one-stop border post (OSBP), a facility designed for smoother and more efficient cross-border procedures, was put into operation on the Rwanda-Tanzania border. This facility was built along with the renovation of the Rusumo Bridge across

the border through Japanese Grants. These cooperation projects promoted the easing of restrictions on the passage of vehicles crossing the border, improved the facilitation of cross-border procedures, and will likely contribute to the regional economy, which involves not only the two countries but also neighboring countries such as Burundi and the Democratic Republic of the Congo.

JICA’s cooperation did not stop with these facility and bridge construction projects alone. Through its technical cooperation titled “Project on Capacity Development for International Trade Facilitation in the Eastern African Region,” JICA is now assisting in strengthening the capacity to operate OSBP facilities in the region. It also plans to improve the trunk road that connects Rusumo to Kigali, the capital of Rwanda, through ODA Loans as part of its efforts to eliminate all the bottlenecks along the physical distribution routes, from their starting points to their destinations.

JICA provides such assistance for logistics and trade facilitation for five international corridors (road networks) that cover a total of 24 countries, thereby helping to improve the connectivity of the economy of Africa—a continent with a lot of landlocked countries—to global markets, as well as contributing to regional stability. It also offers knowledge that will help Africa facilitate trade on its own. For example, JICA developed a uniform manual for OSBPs in East Africa and revised the OSBP Source Book.

Case Study

Ghana: Infectious Disease Control

Providing a Hub for Infectious Disease Control in West Africa

Japan’s cooperation in health care has borne fruit in Ghana. In February 2015, Guinea worm disease was eradicated in the country. JICA will continue to support the activities of the Noguchi Memorial Institute for Medical Research (NMIMR), which has come to serve as a hub for controlling widespread infectious diseases after years of development cooperation.

Toward Eradicating Guinea Worm Disease

Since 1990, JICA has been conducting various activities to control Guinea worm disease, including construction of deep wells to secure safe water, strengthening of the surveillance system, and enhancement of the local water management association.

With the eradication of the disease in the offing, JICA continued its assistance from 2010 to 2014. It provided more than 500 motorcycles and bicycles for surveillance activities aimed at finding and reporting patients with the disease. JICA also supported education and training for health workers at all levels, all the way down to local communities, through creating a “Surveillance Booklet” as well as an educational poster for community health volunteers to utilize. All these activities greatly contributed to the eradication of Guinea worm disease in Ghana, and finally the disease was

declared eradicated in February 2015.

NMIMR: A Research Hub for Infectious Diseases

Controlling Guinea worm disease is only a part of JICA’s assistance to Ghana in infectious disease control. Since the 1960s, JICA has been helping Ghana strengthen its research capabilities in this particular sector.

Such assistance is emblematically represented by the Noguchi Memorial Institute for Medical Research (NMIMR), which was constructed in 1979 with Japanese Grants. The laboratory at the NMIMR plays an important role in infectious disease control. For example, it screened suspected cases in Ghana and neighboring countries during the Ebola outbreak in 2014.

The NMIMR has recently been recognized by internationally-renowned medical institutions. In fact, the NMIMR is conducting joint research



A Japan Overseas Cooperation Volunteer instructs community health volunteers on how to remove a Guinea worm at an intensive care center.

on infectious diseases in Africa and otherwise working with many of these institutions. It has also worked with JICA to strengthen the surveillance system for key infectious diseases and conducted a joint research project aimed at extracting an element that inhibits the viruses of tropical infectious diseases from herbal medicines produced in Ghana. With its recently strengthened research capabilities, NMIMR will likely play a greater role as a hub for infectious disease control.



On April 6, 2016, Rwandan President Paul Kagame and Tanzanian President John Magufuli cut the ribbon at the opening ceremony for the Rusumo International Bridge and OSBP.

● Support for Economic Diversification

In order to diversify the African economy, it is important to encourage private-sector investment and promote local industries that have great potential. To this end, JICA provides comprehensive assistance that addresses policymaking, business environment improvement, human resources training, and infrastructure development. Industrial Policy (Investment Promotion) Advisors support this move from the policy aspect. To date, JICA has assigned them to ten African countries (Tanzania, Ethiopia, Mozambique, Morocco, Sudan, Cote d'Ivoire, Ghana,

Kenya, Zambia, and Senegal) to offer advice on investment environment improvement and industrial policy at government offices' key units responsible for trade, investment, and industrial development. Industrial Policy (Investment Promotion) Advisors not only assist capacity building for partner country governments; they also support Japanese companies in doing business in Africa by, for example, providing local information on trade and investment, as well as on industrial policy.

● Tackling Climate Change

Forest conservation is an important process in Africa's efforts to tackle climate change. Forests on the African continent play a particularly important role in reducing CO₂ and mitigating global warming; they absorb an estimated 20% of the total amount of CO₂ that is absorbed by all the forests in the world.

One of the international initiatives to curb the loss of forests is Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (REDD+). In this initiative, the international community provides funds and other economic benefits for developing countries' activities to conserve their forests. This idea is to encourage voluntary forest conservation activities by developing national governments. This initiative has been put into practice in African countries as well. In Mozambique, for example, forests account for about half of the national land. Although people in rural areas are highly dependent on forest resources, Mozambique's public administration in forest management

Case Study

Master's Degree and Internship Program of the African Business Education Initiative for Youth (ABE Initiative)

Internships at Japanese Companies: Learn Japanese-Style Business Directly from Japanese Companies to Contribute to the Economic Development of Africa!

One year after coming to Japan, participants of the ABE Initiative Program experienced an internship at Japanese companies. Discipline, punctuality, the Japanese style of hospitality—these are some of the Japanese-style business practices that they learned at Japanese companies, most notably through direct interaction with people working there.

Internships That Give Rise to Mutual Understanding

As part of its assistance in developing industrial human resources that support sustainable economic growth of Africa, JICA is implementing the ABE Initiative Program, which

invites 1,000 young people from Africa to Japan over a five-year period to offer opportunities to obtain a master's degree at Japanese universities and experience internships at Japanese companies.

The most salient feature of this program is that all the participants experience an internship at Japanese companies. This arrangement allows participants to understand the corporate culture and guiding principles of Japanese companies through hands-on work experiences. It also provides the recipient companies with opportunities to learn about the challenges Africa is facing and gather business-related

information from the participants.

The 149 participants who came to Japan in 2014 as the first batch under this program experienced a short-term internship during the university summer vacation.

The participants made such comments as "I learned business processes such as Japanese-style business manners and management techniques"; "I learned that teamwork and quality control are key to business success"; and "I want to take advantage of the personal network I built to start a business that creates mutual benefits with Japanese companies." The recipient companies also made many positive comments, such as "We gained useful information on Africa"; and "The program gave us an opportunity to get to the bottom of what we really should do in our business; it offered a valuable insight as to what our overseas business strategies should be like going forward."

When they return to Africa, the participants are expected to capitalize on these experiences and personal contacts to serve not only as an engine for economic growth for their countries but also as "navigators" who assist Japanese companies in doing business in Africa.



Interns at a recipient company



Students learn about the characteristics of an image through a convex lens in an experiment in a science class at a middle school in Zambia. (Photo by Atsushi Shibuya)

leaves much to be desired. As a result, the country's total forest area is decreasing year by year. To address this challenge, the Mozambican government is working to conserve forests by taking advantage of the REDD+ framework. Yet the forest information needed for REDD+ is inadequate. As such, JICA is supporting the Mozambican government in developing a forest resources information platform and developing a forest monitoring system.

Cross-border initiatives by JICA in this context include assistance to the Central African Forests Commission (COMIFAC)¹ for its efforts to conserve forests in the Congo Basin. The Congo Basin is the second largest tropical forest area following the Amazon Basin and is a major reservoir of biodiversity. It now faces forest degradation through excessive use of forest resources by local populations due to illegal logging. JICA assists COMIFAC in strengthening public administration in forest conservation, conserving biodiversity, and addressing climate change in the Congo Basin.

Africa is one of the regions most vulnerable to climate change because of deep poverty and an economic structure that depends heavily on agriculture. Yet the capacity of African countries to mitigate and adapt to the effects of climate change such as floods and droughts remains limited. In addition, how to prevent forest fires and conserve cross-border reserves is a challenge not only for individual countries but also for the region as a whole. Building human networks and spreading project outcomes through them play an important role in solving such common regional issues. JICA will further promote regional cooperation and partnership with the organizations concerned to contribute to Africa's actions on climate change while sharing experience and knowledge of the region.

● Improving Mathematics and Science Education

JICA has long been providing assistance in mathematics and science education (MSE) that is designed for children to acquire basic skills and the capacity to learn independently. In the process, JICA leverages Japan's strength in MSE, which supported the country's postwar economic growth. This initiative is expected to contribute significantly to the development of industrial human resources and the promotion of science and technology, both of which are essential for the growth of each nation.

In Zambia, JICA places special emphasis on support for enhancing the capabilities of mathematics and science teachers,

among many other approaches to MSE assistance. Administrators in Zambia thought that the quality of teachers is associated with the quality of education and accordingly established an in-service training system at the school level. However, this system lacked substance, as the content of the training had not been clearly defined. This led to the launch in 2005 of JICA's technical cooperation project designed to introduce "lesson study," a Japanese common approach to improving the in-class teaching skills of teachers, into the Zambian training system as a specific component. Led by the Zambian Ministry of Education, this initiative gradually spread across the country. By the end of 2015, about a half of all primary and secondary school teachers in Zambia practiced lesson study. As a result, concrete improvements were seen in a comprehensive range of areas, from curricula and textbooks to class teaching through the improved capabilities of teachers, as well as performance examinations.

This initiative in Zambia has drawn the attention of other stakeholders. The Brookings Institution in the United States, for example, put a spotlight on the initiative as a good practice for scaling up improvement of the quality of child learning. The Development Assistance Committee (DAC) of the OECD nominated the initiative as a candidate for the DAC Prize, which recognizes innovative approaches that can be applied widely in developing countries.

In 2016, JICA initiated another technical cooperation project, titled "Project for Improvement of Pedagogical Content Knowledge: Linking Pre-Service and In-Service Education," with two objectives. One is to expand the scope where the lesson study approach is introduced to include teacher's training colleges and their associated schools. The other is to develop teaching materials designed to maintain the quality of lesson study at schools across the country.

Apart from these efforts, JICA is engaged in a wide range of assistance. This includes support for primary arithmetic education by the Zambian Ministry of Education as well as financial assistance, through Grants for Poverty Reduction Strategies, for the development and distribution of mobile science labs and mathematics and science teaching kits for teachers. Going forward, JICA will continue its efforts to improve the quality of education in Zambia.

● Assistance for Recovery and Reconstruction

Regional stability is essential for the development of Africa. A vulnerable region entails inadequate public service delivery and widening social disparities, which constitute a root cause of terrorism and other threats as well as social instability. In light of these circumstances, JICA is working to bring peace and stability to Africa.

In the Democratic Republic of the Congo, for example, the high unemployment for youth constitutes a major factor for deteriorating public security in the country, underscoring the urgent need for job creation and employment support for young people. As such, JICA launched the Project on Strengthening the Capacity of the National Institute of Professional Preparation

1. COMIFAC is made up of ten member states: Cameroon, Gabon, Republic of Congo, the Democratic Republic of the Congo, Equatorial Guinea, Sao Tome and Principe, Chad, Central African Republic, Rwanda, and Burundi.

(INPP) starting from February 2015 to February 2020. The project will also promote gender equality by putting a special focus on support for female trainees among the young. Specifically, the project proactively collected information on female workers in its research and analysis on the training needs of the private sector. In supporting job-hunting and entrepreneurial activities, the project also encouraged the participation of women. The scope of the capacity building for trainers at INPP includes those at INPP's school in Goma in conflict-stricken North Kivu Province, setting an eye also on the promotion of peacebuilding through vocational training in the region. In this way, this project addresses the country's key needs, such as the development of industrial human resources, gender equality, and peacebuilding.

As part of its assistance for Uganda, JICA has been implementing the Reconstruction Assistance Programme in Northern Uganda since 2009. To help rebuild the lives of people internally displaced by the civil war, this program involves the construction of basic infrastructure, including roads, bridges, and water supply, as well as support for local governments. In 2015, JICA completed an ODA Grant project for the construction of piped water supply and other associated facilities at six locations in the Acholi Sub-Region. In addition, to support farmers there, JICA also launched the Northern Uganda Farmers' Livelihood Improvement Project. Furthermore, JICA expanded its assistance to the West Nile Sub-Region, where the social infrastructure was recently rendered vulnerable by the influx of refugees from South Sudan



People in northern Uganda use the water supply equipment completed with Japanese Grants.

and the Democratic Republic of the Congo. In this particular sub-region, JICA cooperated with the Office of the United Nations High Commissioner for Refugees (UNHCR) to provide training aimed at increasing productivity under the Rice Promotion Project for Hunger and Poverty Reduction in Uganda, as well as to formulate a project designed to solidify the foundations of local administration. JICA will press ahead with its assistance for reconstruction toward development while accurately assessing peacebuilding needs in northern Uganda and neighboring countries.

Case Study

South Sudan: Data Collection Survey on Peacebuilding through Sports

Aiming for Peace and National Unity

JICA has helped organize South Sudan's first national sports event, aimed at regaining trust among the people, who have suffered from the lengthy civil war.

Supporting the First National Sports Event since Independence

South Sudan became the newest country in the world when it gained independence from Sudan in July 2011 after decades of civil war. Even after independence, however, political instability lingered and internal fighting broke out in December 2013. A peace agreement on resolution of the conflict was signed in August 2015. However, the country still faces the major challenge of building trust among the people.

In July 2015, JICA initiated a survey designed to explore the possibility of assisting South Sudan through sports. In November that year, JICA invited nine officials at the Ministry of Culture, Youth and Sports of South Sudan and other relevant organizations to Japan to offer the opportunity to learn about sports promotion activities and their association with peace, with the help of Japanese sports organizations, universities, and local governments.

These officials played a central role in



People from different states and ethnic backgrounds team up to compete in a tug-of-war.

organizing South Sudan's first national sports event, titled "National Unity Day," in January 2016. JICA supported the management of this event, which was aimed at communicating the importance of peace and national unity to people.

During the weeklong event, nearly 400 athletes from different parts of the country competed in football, track and field, and

tug-of-war in front of a total of some 20,000 citizens. The event apparently made the participants more positive-minded. After its successful completion, they said that the event changed their mind-set, even though they had feared to interact with people from other states.

Going forward, JICA will continue to help South Sudan build a peaceful and stable nation.



Middle East and Europe

Supporting Inclusive Growth for Regional Stability



Director General's Message

Shinichi Yamanaka Director General, Middle East and Europe Department

Regional Issues

- ➔ Problems such as poverty, economic disparity, and unemployment, which caused the Arab Spring, remain unsolved.
- ➔ Assistance caring for marginalized youth, women, and farmers and incorporating a human security perspective is needed.
- ➔ Stability in Eastern Europe, especially geopolitically important Ukraine, remains a significant issue.

Fiscal 2015 Initiatives

- ➔ In order to help bring stability to the Middle East and North Africa, JICA provided assistance for Syrian refugees and their host communities and supported economic reforms and agricultural development.
- ➔ To support mid- and long-term "quality growth," JICA implemented projects in electric power, airport, and water supply and sewerage sectors.
- ➔ For stability in Ukraine, JICA provided assistance in sewerage treatment plant modernization, financial management, and governance.

Future Cooperation

- ➔ Given that Japan pledged assistance to the Middle East totaling \$6 billion at the G7 Ise-Shima Summit in May 2016, JICA will steadily deliver development cooperation that supports Syrian refugees, facilitates post-conflict reconstruction, redresses economic disparities, and develops human resources.
- ➔ JICA will support infrastructure development and planning in Iran, the economic sanctions on which were lifted in January 2016.
- ➔ For Eastern Europe, JICA will continue with its cooperation in such sectors as environmental improvement, governance, and health.

pick up
A look at
programs by
numbers

About **1.7** million people

Some 1.7 million people fled the conflict in Syria to Jordan and Lebanon. This figure is equivalent to 10–20% of the population of the two countries, putting tremendous pressure on the employment situation and the delivery of education, water, and other public services. JICA focuses on access to water, school education, and employment to help improve the living environment for both Syrian refugees and local residents.

Bosnia and Herzegovina: Children from two formerly conflicting ethnic groups now sit side by side peacefully drawing pictures at a kindergarten in the Project for Confidence-Building through Rural Development. (Photo by Shinichi Kuno)

Middle East

Key Aid Strategies

Restoring the Middle East to a Region of Peace and Stability Realizing a Peaceful and Secure Society, Promoting “Quality Growth,” and Facilitating Regional Initiatives

Japan relies for roughly 80% of its crude oil imports on the Middle East and North Africa, and strategically crucial Japan’s trade passes through the region’s water zone. This is, therefore, an extremely important area for Japan. However, extremist groups have been expanding in this region, youth unemployment and disparity in the society, which were major triggering factors of the Arab

Spring, are still unresolved, and many countries in the area are suffering from devastated social infrastructure and a lack of public order. Instability in this region has an adverse impact on the stability and prosperity of global society as a whole, so a solid collaboration among the international community has become increasingly vital.

● Realizing a Peaceful and Secure Society

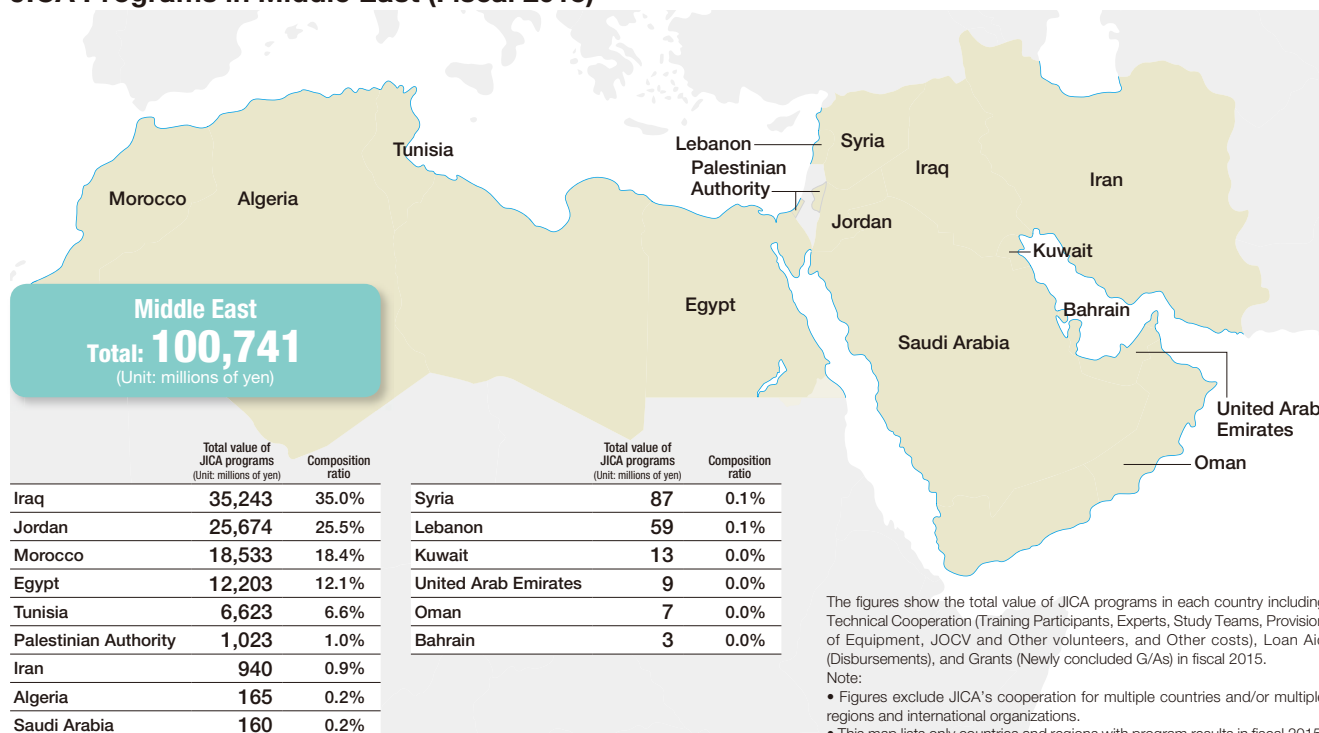
The conflict in Syria has already claimed hundreds of thousands of lives, while the number of internally displaced persons and refugees has reportedly reached about 6.5 million and 4.8 million, respectively. Jordan has been accepting around 640,000 refugees, and JICA has been providing development policy loans to reduce Jordan’s financial burden, water supply and wastewater development aid, disability assistance, community health aid, and other forms of comprehensive support from the national level down to the grassroots level [→ see the Case Study on page 84]. Turkey has accepted the highest number of Syrian refugees with more than 2.7 million, and JICA is currently providing ODA Loans to support infrastructure development for water supply and wastewater, and waste management with a view to alleviating some of the burden placed on local governments [→ see the Case Study on page 67].

Due to severe effects from repeated wars in Iraq, people are still forced to live under harsh conditions due to the lack of electricity and clean water caused by the destruction of socioeconomic infrastructure. On the other hand, Iraq has one of the world’s largest oil reserves, and extensive infrastructure development is essential to underpin its economic growth. To address diverse needs for reconstruction, JICA is providing support focusing on (1) strengthening the foundation for economic growth, (2) revitalizing the private sector, (3) improving the quality of life, and (4) strengthening governance.

For Palestinian people, JICA is providing technical assistance for the development of the Jericho Agro-Industrial Park (JAIP), a project under the “Corridor for Peace and Prosperity” initiative proposed by the Japanese government to support Palestinians’ state-building efforts. In this project, two companies are already operating businesses. Additionally, since 2011, Japan, working

Concrete Initiatives
Region-Specific Activities and Initiatives
Issue-Specific Activities and Initiatives
Other Activities and Initiatives

JICA Programs in Middle East (Fiscal 2015)



The figures show the total value of JICA programs in each country including Technical Cooperation (Training Participants, Experts, Study Teams, Provision of Equipment, JOCV and Other volunteers, and Other costs), Loan Aid (Disbursements), and Grants (Newly concluded G/As) in fiscal 2015.
 Note:
 • Figures exclude JICA’s cooperation for multiple countries and/or multiple regions and international organizations.
 • This map lists only countries and regions with program results in fiscal 2015.

as a mediator, has been organizing collaboration with East Asian countries as a new initiative, applying lessons learned from experiences of Asian countries toward the development of the West Bank and Gaza. JICA has provided training programs to more than 300 people so far. Furthermore, as part of these efforts, a new assistance framework established with the cooperation of the Islamic Development Bank, has also begun to produce good results [→ see the Case Study below].

Armed clashes with Israel in Gaza since July 2014 have resulted in extensive destruction, and JICA delivered supplies to the people affected by this destruction. Since the end of the armed clashes, JICA has been providing support in electricity and water supply for Gaza's reconstruction, and also conducting surveys for providing support for the formulation of future reconstruction plans.

● Promoting "Quality Growth"

The Middle East is an attractive market for infrastructure businesses as well as an important partner for Japan as a provider of oil. However, the Middle East has been a relatively difficult partner to work with due to differences in business culture and customs as well as its longstanding economic ties with Europe. In the Middle East region, JICA is providing assistance for "quality growth" leveraging Japanese technologies. For Egypt, JICA signed three agreements on ODA Loan projects: the Project for Construction of the New Dirout Group of Regulators in March 2015 (the world's first STEP [Special Terms for Economic Partnership ODA Loan Project] in the field of irrigation) as well as the Hurghada Photovoltaic Power Plant Project (the world's first STEP mega solar project) and the Borg El Arab International Airport Extension Project in Egypt's second largest city, Alexandria, in February



Iraq: A signboard placed by the maintenance agency at the rehabilitation site of a fertilizer plant says "JICA Loan Is Not Only Budget But Way of Life."

2016, respectively.

In addition to assistance for developing a national development plan as a nation-building guideline and for enhancing the plan's execution capacity, JICA also started to provide support for national statistics development in Egypt. Based on the Egypt-Japan Partnership concluded between the two governments in February 2016, JICA is also working on the development of human resources who will contribute to achieving "quality growth" and promoting science and technology.

In fiscal 2015, JICA signed ODA Loan Agreements for Iraq: the Electricity Sector Reconstruction Project (II), the Sewerage Construction Project in the Kurdistan Region, and a budget support project for development policy reform. JICA is also engaged in developing human resources through training programs in Japan and neighboring countries, providing both tangible and intangible

Case Study **Palestinian Authority: Conference on Cooperation among East Asian Countries for Palestinian Development (CEAPAD) Facilitation Mechanism**

Strengthening Assistance with East Asian Countries for Palestinians

JICA, working with East Asian countries and the Islamic Development Bank, is engaged in support activities under a new framework to further enhance assistance to the Palestinian people.

Utilizing Asia's Experience for Palestinian Development through the Trust Fund

To help realize peace in the region, the Conference on Cooperation among East Asian countries for Palestinian Development (CEAPAD) was established in February 2013 under the initiative of Japan. This conference is an opportunity for East Asian countries to discuss support and cooperation programs for Palestinian state-building efforts.

Under the umbrella of CEAPAD, the CEAFAM trust fund was founded in March 2014 based on the agreement concluded among the Islamic Development Bank (IDB), the Palestine Ministry of Planning (currently, the Ministry of Finance and Planning [MoFP]), and JICA. This trust fund

is intended to promote assistance to the Palestinian people in cooperation with East Asian countries.

In January 2016, an Indonesian NGO hosted a workshop in Amman, the capital city of Jordan, to discuss renewable energy and community development for Palestinians. This workshop was the first project utilizing the CEAFAM fund and had a total of 21 participants from the government, the private sector, and academic institutions in the Palestinian territories. Participants in the workshop had a lively exchange of views about community development and the necessity of strengthening cooperation among the government, the private



Staff member from an Indonesian NGO giving a presentation

sector, academic institutions, and NGOs.

As the first CEAFAM project, this workshop was highlighted in the CEAPAD Senior Officials Meeting held in Japan in February, and also included in the outcome document of the meeting.

assistance for the growth of Iraq.

For Iran, where economic sanctions were lifted, JICA holds training programs in Japan for the Ministry of Economic Affairs and Finance and other relevant Iranian government agencies to improve the business environment in the country. As part of the training, the participants introduced their business environment and encouraged Japanese companies to operate businesses in Iran. Since fiscal 2013, JICA has also been developing projects to dispatch experts and accept training participants under Cost-Share Technical Cooperation, in which the partner government bears a large portion of the expenses, for ODA-graduate Gulf nations.

In the Maghrib region (Tunisia, Morocco, and Algeria), JICA initiated a survey program to identify the possibility of ODA assistance as well as of business expansion by Japanese companies aiming for “quality growth” and regional stability.

In Tunisia, JICA is promoting the development of industrial human resources in the fields of employment promotion and industrial development that are keys for stable economic growth in the country. This initiative is carried out through the Tunisia-Japan Cooperation for University-Industry-Government Collaboration for BCTP and beyond; the Project on Quality, Productivity Improvement (Q/PI); and other programs. In addition, science and technology cooperation for dryland biological resources in Tunisia and Morocco is expected to improve the livelihood of farmers, including producers of olives, which are a Tunisian specialty, and to raise the industrial added value of agro-technology and other industries.

JICA also dispatches an investment promotion policy adviser to Morocco to boost the economic competitiveness of the country and to strengthen the economic relationship with Japan. To

support agricultural sector reform in Morocco, JICA signed an agreement for an ODA Loan project (Program Loan) in March 2016 [→ see the Case Study below]. With respect to Egypt and the three countries in the Maghrib region, trainees visited Japan in autumn 2015 under the African Business Education Initiative for the Youth, the so-called ABE Initiative. JICA is currently in the process of selecting potential participants in the training program to be held in Japan in autumn 2016 [→ see the Case Study on page 59].

● Facilitating Regional Initiatives

In 2014, JICA signed a memorandum of understanding for cooperation with the Regional Organization for the Protection of the Marine Environment (ROPME). JICA and ROPME will cooperate in the preservation of the marine environment in the Persian Gulf, including the marine ecosystem, biodiversity, preventing pollution caused by economic activities, and preserving water quality. JICA is also providing support to Iraq for drawing up plans for dealing with an oil spill. An oil spill has the risk of extensive pollution, not just in Iraq, but in the waters of the Persian Gulf, so JICA will also cooperate with the Marine Emergency Mutual Aid Center (MEMAC), a subordinate body of ROPME.

JICA is supporting Egypt and Morocco in providing South-South cooperation to Sub-Saharan African countries in order to effectively utilize the human resources formerly trained by Japanese technical cooperation. Based on the memorandum signed with the Moroccan Agency for International Cooperation (AMCI), JICA is implementing support for capacity development of the agency by dispatching a JICA expert. In fiscal 2015, a total of 19 training courses intended for Africa were held in Egypt and Morocco.

Case Study Morocco: Comprehensive Support for the Agricultural Sector

Sustainable Economic Growth by Promoting Inclusive Agriculture

To assist the Moroccan government in promoting agricultural sector reform, JICA is providing comprehensive cooperation in combination with multiple support schemes.

Supporting the Green Morocco Plan

In the Moroccan economy, agriculture is an important sector, accounting for 13% of the GDP, 11% of exports, and 25% of the working population. However, many agricultural workers are small-scale farmers engaged in farming that relies on rainwater. Thus, yields usually decrease by half during times of drought, resulting in unstable output.

In these circumstances, the Moroccan government developed the Green Morocco Plan in 2008 and set 2020 as the goal year. In this plan, the government is advancing reforms promoting high-value-added and high-producing agriculture as well as of encouraging small-scale farmers to participate in the economic system.

In response to this, JICA will provide

comprehensive cooperation in combination with multiple support schemes, such as assisting the Moroccan government in implementing its development policies through ODA Loans, developing irrigation facilities, popularizing drip irrigation systems under technical cooperation, and conducting research activities in collaboration with the private sector. In 2016, JICA implemented the Green Morocco Plan Support Program (General Budget Support-Type ODA Loan Project), co-financing with the African Development Bank.

In this program, efforts are made to spread out nationwide the outcomes of the Project for Improvement of Irrigation System at the Abda Doukkala Irrigated Area, a technical cooperation project already in place, as well as including enhanced cooperation with Japanese



Local farmers and JICA experts working on the irrigation system improvement project

universities in the policy action, aiming for the synergy effect generated through the combination of the schemes. This program is expected to contribute to promoting inclusive agriculture and sustainable economic growth in Morocco.

Europe

Key Aid Strategies

Consolidation of Peace, Industrial Development and Environmental Preservation

JICA is supporting the stabilization and development of the geopolitically important European region. In the Western Balkans, JICA extends cooperation in establishing peace, industrial development, and environmental preservation, utilizing Japan's knowledge and specialization, aiming

at future self-sustainability without foreign assistance. In addition to supporting local governments that accept Syrian refugees, JICA also promotes support for the stabilization and domestic reform of Ukraine and Moldova.

● Consolidation of Peace

In the Western Balkans, building a peaceful and cooperative multiethnic society is of great importance. JICA has been providing support for facilitating ethnic collaboration and social stabilization in Bosnia and Herzegovina, such as introducing a multiethnic curriculum for informatics education in secondary schools and supporting capacity development of the media.

To address the Syrian refugee problem, which has been an urgent issue in Europe, JICA is helping local governments that accept many refugees to improve their living environment by developing the infrastructure systems [→ see the Case Study on page 67]. In the western Balkans, with migration routes for refugees, JICA is currently conducting a survey among the local governments near the national borders to identify the movements of refugees and ascertain assistance needs.

For Ukraine, Japan maintains three core policies: improvement of the economic situation, restoration of democracy, and promotion of domestic dialogue and integration. JICA held training programs and seminars for lawmakers and officials from the legislative and administrative bodies of Ukraine under the “Package for

Supporting the Restoration of Democracy.” JICA also provided an ODA Loan for economic reform of Ukraine as it faced a financial crisis.

● Industrial Development

The Western Balkans, Moldova, and Ukraine are expected to emerge as exporters to EU countries. In addition, there are no tariffs within the region covered by the Central European Free Trade Agreement (CEFTA). JICA supports economic revitalization by promoting tourism and SMEs. In the training course for tourism promotion for Serbia, Montenegro, and Albania, staff members from tourism authorities of these countries studied Japanese tourism policies and Japanese-style hospitality, “Omotenashi,” and developed a joint scheme among the three countries in order to attract tourists from Japan. JICA also provides support for enhancing domestic and export industries through implementing technical cooperation projects aimed at improving the service of SME assistance organizations in Serbia, Bosnia and Herzegovina, and Montenegro, and also accepting training participants from Moldova and Ukraine to Japan.

JICA Programs in Europe (Fiscal 2015)





Japanese experts instructing radio and TV program production
(Project for Capacity Development of Radio Television of Kosovo)

● Environmental Preservation

Countries that want to join the EU need to establish environmental standards in line with EU criteria. For example, they will have to comply with restrictions on emissions and activate renewable energy. JICA focuses its support on achieving these requirements.

At an ODA Loan project for Bosnia and Herzegovina, JICA aims to reduce air pollution and achieve EU environmental standards through installing equipment that will reduce sulfur dioxide (SO₂) and dust emissions from power plants.

ODA Loan projects for environmental improvement at thermal power plants have also been implemented in Serbia and Romania as well. JICA also implements technical cooperation for waste management in Kosovo and Albania and energy conservation in Serbia.

● Turkey — Strengthening Relationship as a Global Partner

As Turkey is located at a node point that links Asia and the Middle East to Europe, the political and economic stability of Turkey is of vital importance for peace and stability in the region. Turkey chaired the G20 in 2015 and is enhancing its international presence. JICA supports Turkey in achieving high economic growth in harmony with the environment with a view to developing partnerships with the private sector, and has strengthened the partnership between JICA and Turkey to support less developed regions.

For example, in the field of disaster risk reduction, JICA extends technical cooperation in disaster risk management, disaster mitigation of earthquakes and tsunamis, and for capacity development of the Bursa Disaster Learning and Training Center, a first-of-its-kind center in Turkey jointly established by the Turkish government and Bursa Province. In the field of infrastructure, JICA conducted a training program on the safety management system of Japanese subways to improve the safety of the Bosphorus Rail Tube. In the field of development partners, JICA and the Turkish International Cooperation and Development Agency (TIKA) are jointly working on providing third country training programs for Central Asian countries. In addition to this, capacity building training programs are also held for officials from the foreign-aid institutions in Turkey—TIKA and relevant governmental agencies—to strengthen the cooperative relationship between Japan and Turkey.

Case Study **Turkey: Local Authorities Infrastructure Improvement Project**

Sustainable Support for Turkey to Accept the Largest Number of Syrian Refugees

In the Syrian crisis, more than 4.8 million refugees escaped to neighboring countries. Turkey has accepted about 2.7 million refugees, which is more than half the total number. JICA is providing assistance to reduce the burden on countries accepting refugees.

For Improvement of the Living Environment

Due to the sustained Syrian crisis, the number of Syrian refugees that Turkey accepts has been increasing. Today, about 2.7 million refugees have migrated to Turkey, and more than 80% of them are living in the country as Turkish citizens are. Their stay is expected to be protracted.

Specifically, more than half of the refugees are living in the southeast part of Turkey near the Syrian border. The population in the country has increased due to the massive flows of refugees; accordingly, many local authorities have come to face various problems, such as a shortage of drinking water in the dry season and improper sewage and waste treatment. Therefore, it is urgent for Turkey to enhance infrastructure systems.

In this context, through Ilker Bank, a state-owned financial institution, JICA is providing the long-term funds necessary for consulting

services as well as for facility investment in the water and sewerage systems and waste disposal facilities of the local governments in the southeast part of Turkey. Through these initiatives, JICA is aiming to improve infrastructure and the living environment in the country.



A refugee camp in Osmaniye, a city in the southeast part of Turkey

Issue-Specific Activities and Initiatives

The 2030 Agenda for Sustainable Development sets out a vision for 2030 with a view to ensuring that “no one will be left behind.” The 17 Sustainable Development Goals (SDGs) call for action to address a wide range of global issues in economic, environmental, and social dimensions. These issues can be viewed in light of the Five Ps: people, planet, prosperity, peace, and partnership. JICA addresses the Five Ps in nine categories of the issues facing developing countries as shown at right.

End poverty and hunger in all forms and ensure dignity and equality.

Poverty Reduction

→ P.70

Gender and Development

→ P.72

Human Resource Development

(Education / Social Security / Health)

→ P.80-85

Rural Development

(Agricultural and Rural Development / Fisheries)

→ P.92-97



Protect our planet’s natural resources and climate for future generations.

Climate Change

→ P.73

Global Environment

(Environmental Conservation and Management / Water Resources / Disaster Risk Reduction)

→ P.86-91



Photos for People and Prosperity are by Shinichi Kuno.
Photo for Planet is by Kaku Suzuki.

Ensure prosperous and fulfilling lives in harmony with nature.



Infrastructure

(Urban and Regional Development / Transportation / Information and Communication Technology (ICT))

→ P.74-79

Industrial Development and Public Policy

(Private Sector Development / Energy and Mining / Governance)

→ P.98-103



Prosperity

People

**SDGs
Five Ps**

Partnership

Implement the agenda through a solid global partnership.



Planet

Peace

Foster peaceful, just and inclusive societies.

Peacebuilding

→ P.71



Concrete Initiatives

Region-Specific Activities and Initiatives

Issue-Specific Activities and Initiatives

Other Activities and Initiatives

Poverty Reduction



Of the 17 Sustainable Development Goals (SDGs), relevant goals are shown in color.

The proportion of the poor in developing countries as a whole has declined from 47% in 1990 to 20.6% in 2010 due in part to economic development in Asia. Nonetheless, nearly half of the population in Sub-Saharan Africa still suffers from poverty. Moreover, escalating food prices and financial crises have led to fears that an increasing

number of people will fall into poverty.

By reducing poverty through equitable growth, JICA is aiming to realize a world where no one will be left out of the benefits of development. To this end, JICA is promoting assistance under the concepts of “Inclusive and Dynamic Development” and human security.

● Overview of the Issue

Large-scale natural disasters and environmental destruction as well as terrorism and financial crises seriously affect the lives of the poor, and increase and expand poverty. To cope with these risk factors and promote poverty reduction, versatile and flexible approaches are required.

At present, more than 1 billion people live on or below \$1.90 a day. Another 2 billion vulnerable people can easily fall into poverty if they experience negative events such as natural disasters and conflicts.

The definition of poverty is the state in which the following five capabilities are severely lacking: the ability to ensure a stable and sustainable livelihood, or (1) economic capability; the ability to be healthy, receive basic education, and live in a sanitary environment, or (2) human capability; the ability to cope with various threats to peoples’ lives, or (3) protective capability; and the ability to participate in a society in which people’s dignity as human beings and their culture and customs are respected, or (4) political capability; and (5) socio-cultural capability.

● JICA Activities

In order to advance equitable growth and sustainable poverty reduction, JICA will strive to enable each and every person living

in poverty to escape it by reinforcing these five capabilities and supporting the development of an environment in which these capabilities can be manifested. JICA formulates and implements its projects in the areas of human resources development and capacity building, improvement of policies and institutions, and development of social and economic infrastructure, centering on the following two concepts: (1) “poverty measures” that aim to directly assist the poor, and (2) “poverty considerations” that do not directly assist the poor but incorporate creative approaches that will increase the projects’ benefits to the poor.

Meanwhile, JICA’s activities also cover collecting information on the poor as well as accumulation of know-how and development of methods and tools that are effective for poverty reduction. In addition, to carry out more effective projects, JICA conducts research and training on approaches to reduce poverty to enhance understanding among the people concerned. A few examples are: microfinance, which provides financial services that include savings, loans, and insurance to enable poor and vulnerable people to make smooth expenditures every month for items such as health care, education, and food; social investigation methods to correctly understand the actual conditions of the poor, including targeting the poor by location; and assistance to base-of-the-pyramid (BOP) groups through developing markets.



An ODA Loan project in Bangladesh provides the opportunity for local poor people to be employed and earn money doing daily rural road maintenance. The project saves part of their wages in bank accounts that they can use to buy livestock, start small stores, etc. when their employment is over.

Peacebuilding



Of the 17 Sustainable Development Goals (SDGs), relevant goals are shown in color.

Citizens are the major victims in recent conflicts, and many post-conflict countries relapse into conflicts without achieving stability and development. The citizens displaced by armed conflicts who flee to other countries often put heavy burden on the countries hosting them.

JICA's peacebuilding assistance focuses on socioeco-

nomc development that brings solutions in the face of social disparities and unequal opportunities as well as on capacity building of relevant stakeholders, including politicians, administrators, and judiciaries, in order to help establish confidence between government and citizens.

● Overview of the Issue and JICA Activities

Armed conflicts destroy infrastructure, force people to be displaced, break up bonds of the communities, and sometimes causes mutual distrust and friction among neighborhoods. In such countries, public services are suspended and governments lose confidence from their citizens. Reconstruction of economies and societies requires long-term effort as whole social systems have collapsed and the poverty of vulnerable people have been aggravated.

In order to prevent conflicts and consolidate peace, political measures such as military interventions and preventive diplomacy are necessary. Also, development assistance that aims to reduce

disparities and unequal opportunities is important, as it addresses root causes of conflicts and allows people to find hope in the future. Development assistance includes infrastructure rebuilding that will support people's lives and economic reconstruction as well as institution building of the government to serve citizens' needs and empower them.

JICA extends peacebuilding support in conflict-affected areas based on analytical consideration on preventing recurrence of conflicts. JICA makes an assessment before intervention to identify the background of the circumstances of conflict, levels of damages in local communities, and the capacity of governments and societies [→ see the Case Study below].

Case Study

Philippines: Project for Capacity Building for Community Development in Conflict-Affected Areas in Mindanao

Supporting Improvement of People's Livelihoods for Consolidation of Peace

JICA supports community development in the southwestern part of Mindanao, where a conflict between the Philippine government and Islamic militants have continued for over 40 years. As Mindanao has been left behind in the pace of development due to the conflict, JICA is promoting agriculture and fisheries in order to support the stability of the area.

Supporting the Activities of Farmers' Groups

The Moro Islamic Liberation Front (MILF) signed a comprehensive peace agreement with the Philippine government in 2014, and it was agreed to establish a new autonomous government in the Bangsamoro region. As a result of the long conflict, the poverty rate in this region is 46.9%, which is far above the national average of 22.3%. Assistance for poverty reduction is an urgent need.

JICA supports to improve people's livelihoods in communities while assisting in developing capacity of the Bangsamoro Development Agency (BDA), which is expected to play a core role in the new government for reconstruction and development. In cooperation with local government officers and Japanese experts, BDA has formed farmers' groups and promoted vegetable farming, freshwater fish farming, seaweed farming, goat raising, and community road construction.

This support emphasizes transparency and

inclusiveness in the course of forming farmers' groups as well as management of farmers' groups for sales and productivity, not only for improvement of production technologies. Incomes in these pilot villages is already

increasing, and villagers are visiting the sites to learn the pilot activities. The project has also created manuals to help disseminate the initiatives throughout the area.

For consolidation of peace, it is imperative that the communities benefit from peace and the lives of the residents are stabilized. JICA extends support to construct a society where people can see their bright future.



A project staff member providing training on seaweed farming (Photo: IC Net Limited)

Gender and Development



Of the 17 Sustainable Development Goals (SDGs), relevant goals are shown in color.

Gender can be defined within social and cultural contexts and can refer to the roles of men and women as well as their mutual relationship. Women are far more likely to be placed in socially, politically, and economically disadvantaged positions compared to men. As such, the Sustainable Development Goals (SDGs) Goal 5 has outlined the achievement of gender equality and empowerment of

all women and girls, while other SDGs also include the gender perspective.

JICA promotes gender mainstreaming, a comprehensive approach to incorporate the perspective of gender in all stages of its cooperation projects to clarify gender responsive development issues, needs, and impacts.

● Overview of the Issue and JICA Activities

Generally, the fixed roles and responsibilities of men and women in a society tend to be subconsciously specified according to the sense of value, culture, tradition, and custom of the people in the region. That is to say, various kinds of policies, systems and organizations are also subject to the subconscious determination. In addition, the conventional wisdom and social system in the modern world are likely to be formed based on a male perspective.

Thus, it is essential to make efforts to ensure that policies and systems adopt a gender perspective by collecting and analyzing data on the gaps and power relationships among men and women. This process is called gender mainstreaming, and it

requires indispensable efforts to change the consciousness and actions of men, including decision-makers.

JICA extends cooperation to create policies and systems that promote gender equality, to boost empowerment of women through activities including maternal and child health promotion, education for women, support to female entrepreneurs, and capacity building to cope with violence against women. At the same time, efforts are made in various other fields to run projects in a manner that the gender perspective is reflected in the results and actions that should be achieved through the projects, and in the allocation of funds and personnel [→ see the Case Studies below and on page 83].

Case Study Gender and Diversity in Disaster Risk Reduction

Developing Female Leaders Capable of Participating in Disaster Risk Reduction

Integrating the needs and voices of a variety of people, including women and persons with disabilities, in preparing disaster prevention measures and plans leads to building disaster-resilient communities. JICA supports the development of human resources that are capable of participating in the preparation of such measures and plans as well as creating suitable measures.

Inviting Government Officers and Representatives of Citizens' Groups from Seven Asian Countries

In many cases, natural disasters have caused greater harm to women and persons with disabilities compared to men and persons without disabilities. Women accounted for 65% of the deaths and missing persons in the 2004 Sumatra Island Earthquake and Indian Ocean Tsunami, and 61% of the deaths in 2008's Cyclone Nargis that hit Myanmar.

This phenomenon is influenced by the social conditions of men and women as the background. Women have difficulties in accessing necessary education and information, and in making timely decisions, because they have lower standing during normal times and men are the decision-makers. When preparing disaster prevention measures and plans in each country or local community, it is important to regard those who are particularly vulnerable

to disasters, such as women and persons with disabilities, as stakeholders and core concerns, and reflect their voices. To achieve this, development of human resources that are capable of participating in preparing these measures and plans, and creating suitable measures, is required.

From February 24 to March 4, 2016, JICA invited officers from administrative organs who were engaged in disaster management and gender issues as well as representatives of citizens' groups in seven countries: Indonesia, Sri Lanka, Thailand, Nepal, Bangladesh, the Philippines, and Viet Nam. To promote disaster risk reduction from a gender and diversity perspective, the group visited

and observed sites and had discussions with people who were involved in community reconstruction, disaster prevention activities where women are core drivers, and networking activities among persons with disabilities, mainly in areas that had been affected by the Great East Japan Earthquake.

JICA will continue to involve itself in human resources development to promote mutual learning and implementation of appropriate disaster prevention measures that suit the needs of more diversified groups of people, while improving relationships between Japan and developing countries.



A seminar in Sendai by leaders involved in local disaster prevention

Climate Change



Of the 17 Sustainable Development Goals (SDGs), relevant goals are shown in color.

Climate change has impacts on the basis of human life, including the ecosystem, society, and economies. It is a global challenge that poses an enormous threat to economic growth, poverty reduction and human security.

JICA incorporates climate change considerations into its projects and programs in various sectors and makes the most of its diverse aid schemes to meet the needs of each partner country.

● Overview of the Issue

The world took a new step in addressing climate change in December 2015 when the 21st Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21) adopted the Paris Agreement as the new international framework to replace the Kyoto Protocol.

Climate change manifests itself in various forms, including sea level rise, more frequent extreme weather and natural disasters, and changes in food production and water availability. These are the results of the rising mean temperature due to increasing emissions of greenhouse gases (GHGs) associated with anthropogenic activities such as fossil fuel use and deforestation, which then affect the global cycles of energy and materials such as water.

Measures against climate change are divided into mitigation and adaptation measures. Mitigation measures are designed to reduce GHG emissions or increase GHG removal from the atmosphere through carbon sinks in such sectors as energy, transport, solid waste management, and forestry. Adaptation measures are undertaken in such sectors as disaster risk reduction (DRR), water resources, agriculture, and sanitation to make societies more resilient to changes associated with climate change.

Both mitigation and adaptation measures are important to address climate change.

● JICA Activities

1. Supporting the Efforts for Reduction of GHG Emissions — Mitigation Measures

In recent years, GHG emissions from developing countries have been increasing rapidly. It is essential that the ongoing efforts to reduce emissions of GHGs or “mitigation measures” involve not only developed countries but also developing countries.

JICA extends cooperation in development projects, including the introduction of renewable energy, promotion of energy saving, improvement of urban public transportation system, solid waste management, forest management and support for afforestation. JICA also provides extensive support for policy and capacity development, such as development of national GHG inventories,¹ establishment of energy-saving laws and low-carbon urban development planning [→ see the Case Study on page 30].

2. To Protect People in Developing Countries from the Negative Impacts of Climate Change — Adaptation Measures

Developing countries, and the poor in particular, are extremely



Entrance to the COP21 venue in Paris. During the conference, JICA showcased its various measures against climate change through side events.

vulnerable to the impacts of climate change.

JICA provides assistance for adaptation measures in accordance with regional and national circumstances. These include developing capacity in protection against storm and flood damage, development and appropriate management of water resources, ecosystem protection, promoting irrigated agriculture and dissemination of drought-resistant agricultural crops [→ see the Case Studies on pages 35 and 95]. For example, small island states face extremely high risks associated with climate change, such as coastal erosion and inundation and water scarcity and confront limitations of land, human, and financial resources to address such risks. Therefore, there is a need for international assistance, and JICA offers comprehensive support for adaptation measures against climate change impacts through a combination of various schemes.

3. Concurrently Targeting Climate Change and Sustainable Development

Measures to address climate change in developing countries need to be implemented together with efforts to address challenges for sustainable development. By drawing on past experiences and achievements in supporting sustainable development, and reflecting on international discussions on climate change, JICA provides support for measures to address climate change in developing countries from policy-level support to field-level implementation of projects and research, while collaborating with both domestic and international stakeholders.

1. An inventory of the estimated amounts of GHGs a country emits or removes in one year.



Infrastructure

Promoting Infrastructure Development That Underpins Quality Growth and People's Lives in Cooperation with Various Actors



Director General's Message

Akira Nakamura Director General, Infrastructure and Peacebuilding Department

Sectoral Issues

- ➔ Building a universal infrastructure that supports quality growth and life, as well as realizing sustainable cities that coexist with the global environment, is an ongoing issue.
- ➔ In relation to natural hazards, swift reconstruction as well as resilient cities and infrastructure are vital.
- ➔ The strategic use of ICT is essential in addressing all kinds of issues.

Fiscal 2015 Initiatives

- ➔ JICA implemented a range of programs using Japanese expertise and technology and in cooperation with various actors.
- These efforts are best represented by a number of projects by JICA, including the Project on the Corridor Development for West Africa Growth Ring Master Plan, the Project on Rehabilitation and Recovery from Nepal Earthquake, the Project for Enhancing Management Capacity of Transport System Focused on Public Transport in Binh Duong Province in Viet Nam, the Project for Promoting Sustainability in Future Cities of Thailand, and the Project on Improvement of Service and Safety of Railways in Myanmar.

Future Cooperation

- ➔ Infrastructure development that underpins "quality growth" in cooperation with private companies, local governments, and various other actors.
- ➔ Further cooperation for realizing eco-friendly sustainable cities.
- ➔ Cooperation that will strengthen the trust relationship and networks that have been developed over many years with developing countries, and facilitate growth supported by co-creation and mutual learning.

pick up
A look at
programs by
numbers

68 meetings

In the process of urban development planning for Nairobi in Kenya, a total of 68 stakeholder meetings were organized to incorporate the input of various stakeholders, including citizens. The participation of various actors in the planning phase constitutes an essential process for building an urban space and a society that are comfortable for all to live in.

Project on Rehabilitation and Recovery from Nepal Earthquake: A social survey of residents in Bungkot, Gorkha District

Urban and Regional Development / Transportation / Information and Communication Technology (ICT)



Of the 17 Sustainable Development Goals (SDGs), strongly associated goals are shown in color.

Infrastructure supports people's lives and economic growth at the country or regional level. In rapidly growing developing countries, there is massive and diverse demand for infrastructure projects due to urbanization, modernization, industrialization, and other forms of progress.

JICA provides assistance for needs that differ for each stage of development, such as preparing urban and regional development plans that include studies

designed to determine the most suitable social systems and institutional frameworks for partner countries and assists in spatial and infrastructure development based on those plans. JICA's wide-ranging scope of cooperation also includes strengthening organizations and training people needed for the maintenance and operation of these infrastructure systems, as well as utilizing and applying information and communication technology.

Urban and Regional Development

● Overview of the Issue

The world's population, which stood at 3.69 billion in 1970, exceeded 7.3 billion by 2015. This increase was mainly due to population growth in developing countries, especially in urban areas. The total urban population in the developing world jumped fourfold from 0.68 billion in 1970 to 2.97 billion in 2015. By 2050, it is expected to reach 5.23 billion, more than half of the projected world population of 9.55 billion.

Although cities can be an engine for economic growth, those in the developing world increasingly fail to deliver what is expected of them. Unable to cope appropriately with rapid population growth, cities are facing such challenges as lack of urban infrastructure, a deteriorating living environment, growing vulnerability to natural disasters, and widening economic disparities.

More attention is needed for directions for the development of the entire region in question while taking into account the relationship between urban and rural areas in and around the region. Cities also serve as a hub for the country or region; the development of cities will have a positive impact that will help revitalize the whole region. Meanwhile, development tends to be slow in rural areas as well as inland regions that are not easily accessible. This is because key infrastructure such as logistics and power grids remains insufficient and their industrial potential is consequently untapped. Such disparities between urban and rural areas may accelerate the rural exodus to cities and lead to more regional disparities, creating a vicious circle. Thus, cities and their surrounding areas are closely related to each other. This highlights the need to get an overall picture of the country or region and address urban and regional problems which are interconnected.

In addition, it would not be possible to achieve the Sustainable Development Goals (SDGs) or solve the problem of global warming without the wholesome growth of cities, where much of the world's population is concentrated. There is a need to expedite the process of urban and regional development with a view to addressing the dual challenges of achieving socioeconomic development and conserving the global environment so that

future generations will be able to live with peace of mind.

● JICA Activities

JICA provides assistance that is fine-tuned to meet the needs of each city by capitalizing on Japan's experience in overcoming powerful natural disasters and rapid urbanization that have no parallel in the world, as well as in taking the integrated approach to building a low-carbon society and achieving socioeconomic revitalization at the same time. Also, "the Corridor Approach," carried out as a method for regional development, is designed to promote regional economic development through consolidating a national axis that functions as a key to economic growth. With an aim to support broad-based project deployments focusing on strategic infrastructure development, industrial location, and efficient logistics, this method has been receiving attention as an unconventional and epoch-making effort for developing countries.

To help developing countries to achieve sustainable urban and regional development, JICA focuses on the following aspects:

Urban Development

1. Well-planned urban development that contributes to economic activity
2. Establishing a good-quality living environment



JICA has formulated the Strategic Urban Development Plan of the Greater Yangon for sustainable development of the former capital of Myanmar and its vicinity.

3. Establishing low-carbon cities
4. Establishing disaster-resilient cities
5. Establishing sound city management systems
6. Achieving post-conflict revitalization of cities

Regional Development

1. Strengthening regional socioeconomic connectivity
2. Achieving balanced regional development
3. Securing efficiency in investment in regional infrastructure

Directions for Cooperation

To provide fundamental solutions to the problems cities and regions are facing in developing countries, JICA will analyze the actual situation and issues in the city/region in question and put forward strategies and approaches as a comprehensive program that suits that city/region. To this end, JICA will flexibly combine various available aid modalities, including Technical Cooperation, Grants, and Loan Aid.

It is important to meet different needs for urban and regional development in developing countries, ranging from the formulation of development plans to the operation and maintenance of urban facilities. The essential requirements to this end include legal system development as well as capacity

development for the implementing agencies and their staff responsible for urban and regional development. Accordingly, JICA will address these aspects as well.

Transportation

● Overview of the Issue

In developing countries, the poor state of transportation infrastructure, including roads, railways, ports, and airports, has impeded attainment of both economic growth and poverty alleviation. Development of transportation infrastructure is indispensable to make economic growth sustainable, facilitating the efficient movement of people and goods.

The demand for transportation infrastructure is high worldwide. The need to maintain, repair, and upgrade aging structures is ever-growing. Securing funding is a big challenge for a government because infrastructure projects require significant amounts of financing. Public funds are limited and are far from sufficient to fulfill all infrastructure development needs. To fill the financing gap, other funding sources, including private capital, need to be tapped to ensure efficient and sustained transportation services.

Furthermore, it is also important to contribute to partner

Case Study Senegal: Project for Updating Dakar Urbanization Master Plan by the Horizon 2025

Toward Building a Sustainable City

JICA supported the formulation of a master plan for the development of a sustainable city for the Senegalese capital, Dakar.

Disorderly Urban Sprawl

Senegal is situated in the western part of Africa. The capital city, Dakar, has long served as a regional hub for politics, public administration, the economy, and international trade in West Africa. In recent years, Dakar has undergone sustained population growth. The city's population soared from about 0.5 million

in 1967 to 3.1 million by 2013. Rapid urbanization has given rise to a number of urban problems, including traffic congestion, insufficient infrastructure, disorderly urban sprawl, a deteriorating living environment, growing urban disaster risks, and environmental pollution.

With the rapid economic and population growth, cities in developing countries have an increasingly greater impact on the sustainability of the earth, most notably

in the context of climate change. This highlights the need for more consideration to the global environment in urban planning. This project attempted to assess the sustainability of Dakar after identifying the city's strengths, problems, risks, and impact on the global environment.

A City Vision for 2035: A Comprehensive Policy Package

In Dakar, JICA exchanged views with the local community and private sector at a total of 20 meetings, where a city vision, as well as the development policy and the project design, were considered based on the results of the sustainability assessment. Through this process a master plan for urban development was formulated. Advocating "City of Hospitality" as part of its city vision, this master plan was proposed as a comprehensive policy package that covers various fields from the development of urban subcenters and a transportation system centering on mass transit to the control of urbanization in the floodplain. The central government offices and local governments concerned will work together to put this plan into action.

This is only one example of JICA addressing challenges cities are facing in developing countries with due considerations to the global environment.



A land-use plan for the proposed Daga Kholpa urban subcenter

countries' efforts to address environmental challenges, like greenhouse gas emissions reduction and air quality improvement, by reducing traffic congestion through introduction of public transportation and also by improving logistics through alternative transportation modes like railways.

● JICA Activities

The main aim of JICA's cooperation for the transportation sector is to contribute to improvement in the living environment and increase in incomes by vitalizing socioeconomic activities through attainment of swift, smooth, and safe transportation of people and goods.

For developing countries, building roads and bridges alone is not enough for transportation infrastructure development. A plan for a rational transportation system needs to be prepared, and human resources need to be developed and organizations strengthened for proper infrastructure planning and maintenance. Also, institutional arrangements should be made to enable transportation operators to sustainably manage their infrastructure assets. JICA focuses on developing and realizing universally designed infrastructure that are user-friendly also for women and children, persons with disabilities, minority groups, and actively promotes community participation and collaboration



Training for trainers for road maintenance under a performance-based contract in Kenya as part of the Project for the Strengthening of Capacity on Roads Maintenance Management through Contracting, Phase II.

with NGOs, giving serious consideration to “who will use it and for what purposes.”

As cooperation for the transportation sector, JICA plans to strengthen policy-making capability, human resources and organizational capacity, and infrastructure development for

Case Study **Nepal: Project for the Construction of Sindhuli Road**

A Road That Draws on Japan's Technology Improves People's Lives and Contributes to Earthquake Disaster Relief Operations

A new trunk road whose construction has been supported by JICA for more than two decades has recently been completed. The new road has an instrumental role to play in improving the lives of people along its corridor as well as transporting rescue and relief supplies in times of natural disasters.

A 160-km Artery Supports Community Life

Since Nepal is a landlocked country, roads are vital, accounting for most of the country's transportation. However, road construction is no easy task in the mountainous country. In fact, Nepal's per-capita road length is the shortest in South Asia. Access to reliable and well-maintained roads is a major concern for people in rural areas. Even the trunk road that has long connected the capital city of Kathmandu in the north and the Nepal-India border in the south has sometimes been rendered impassable for long periods due to landslides caused by torrential rain, even though it is an economic lifeline for the landlocked country.

To rectify the situation, JICA launched a development study in 1986, which identified a new route that will connect Kathmandu with the Indian border. From 1995 onward, JICA supported the construction of this road, known as the Sindhuli Road, with ODA Grants. In March 2015, the whole road, totaling 160 km in length, was put into use.

The road, which took more than 20 years to complete, has brought gradual but

positive changes to the people living along the road corridor. For instance, their income has increased due to significantly reduced transportation costs and time that have been brought about by the new road. Some farmers now use fertilizers and can transport milk and Junar oranges to urban areas. The new road has greatly contributed to improved education

and health care as well.

In April 2015, soon after the completion of the road, Nepal was struck by a powerful earthquake with a magnitude of 7.8. Everyone who was involved in construction of the road worried that the Sindhuli Road might be damaged, but the road remained passable without major damage. As a matter of fact, the road was packed with vehicles carrying relief supplies and others carrying people who were fleeing from Kathmandu to the provinces. Indeed, the Sindhuli Road became a path that saved Kathmandu's citizens in a time of need.



The Sindhuli Road meanders through the Mahabharat Range, with the Himalayas in the background. (Photo: Nippon Koei Co., Ltd.)

developing countries, with a focus on “quality growth with inclusiveness, sustainability, and resilience,” as specified in the Development Cooperation Charter of February 2015. JICA is also engaged in the following development activities: “international transportation” that facilitates trade and the flow of people and strengthens regional economies beyond national borders, “national transportation” that ensures people’s fair access to transportation services and balanced development, “urban transportation” that supports sustainable urban development by improving urban mobility, “rural transportation” that improves living standards of rural areas, which tend to be left behind urban areas, and utilization and application of information and communication technology, including intelligent transportation systems (ITS) [→ see the Case Studies on pages 32, 46, 51 and 77].

Introducing Advanced Technologies to Address Transportation Issues in Developing Countries

To respond to transportation challenges in partner countries, JICA has helped enhance knowledge on a range of technologies and build capacities to choose and adopt the best solutions that reflect local conditions and constraints. There are many cases where advanced technologies are applied to traffic problems in developing countries, particularly to those that use Information and Communication Technology (ICT). In this kind of field, combining a private firm’s expertise and academic knowledge is a key for successful intervention. JICA plays a coordinating role to help partner countries address transportation challenges, facilitating the participation of various sectors.

Information and Communication Technology (ICT)

● Overview of the Issue

Information and communication technology (ICT) has been advancing rapidly throughout the world. ICT is common infrastructure and an effective tool to solve social issues. ICT has been used in administrative, social, and economic fields: to computerize central government operations (e-governance), educate via the Internet (e-learning), and facilitate digital trade and commerce (e-commerce). ICT also has the potential to support a variety of improvements that can enhance quality of life, including increasing the efficiency of the economic and social systems of countries, raising productivity, and conserving energy. It is not an exaggeration to say that ICT has become vital to the functioning of modern-day society.

ICT is able to save time by introducing various technologies and streamlining processes, to achieve development regardless of distance through networking, and to create developing countries’ own distinctive services. Therefore, utilization and application of ICT for various social issues beyond the limitations of time and distance is expected to facilitate more efficient and effective project implementation.

In many developing countries, the rapid spread of broadband Internet and mobile Internet (3G or LTE) services has primarily been seen in urban areas. However, when viewing such countries as a whole, the spread of ICT infrastructure and utilization of ICT



As part of the business startup support activity of ICT Private Sector Development & Policy Development Support in Rwanda, JICA supports setting up the country’s first fabrication laboratory (Fab Lab), a type of workshop equipped with a range of digital fabrication tools, such as 3-D printers and laser cutters, to make “almost everything.”

have been slow in some respects. This leads to a digital divide with developed countries and an ICT gap between urban and rural areas within countries, resulting in a structure of widening economic disparity.

In recent years, developing countries have been facing the issue of how to address cyber security—a global challenge that is difficult to tackle only at the national level. Inadequate policies, institutional arrangements, and security measures render developing countries more vulnerable to cyber threats. They have difficulty building protection against such threats on their own.

● JICA Activities

JICA’s development strategy in the ICT sector comprises four components: improvement of ICT policy-making capacity, development of human resources to support ICT, development of ICT infrastructure, and promotion of use and application of ICT.

This development strategy has been translated into specific measures, including dispatching promotion and policy advisors on ICT, supporting the training of ICT engineers, developing fiber-optic networks, and delivering assistance with the use and application of ICT in such sectors as education, industrial promotion, and disaster risk reduction. In the cyber security sector, JICA works with the framework of cooperation between the Japanese government and ASEAN member states, namely,

the Japan-ASEAN Ministerial Policy Meeting on Cyber Security Cooperation, to assist these countries in building their cyber security capacities, thereby contributing to safe and secure cyberspace [→ see the Case Study below].

ICT Policies Linked to Social and Economic Development

The use of ICT is called for in the newly agreed Sustainable Development Goals (SDGs). In fact, ICT is increasingly applied for development purposes in developing countries where this technology is spreading. In view of these developments, JICA is currently considering industry-based solutions, business-enabling solutions, and incubating solutions to further promote the use and application of ICT in relevant development sectors in developing countries.

(1) Industry-based solutions: providing ICT service as a package to address problems in developing countries, utilizing ICT solutions used in Japan and other countries (i.e., a central bank core system [→ see the Case Study on page 102], ITS, and harbor EDI¹⁾)

(2) Business-enabling solutions: proposing utilization of ICT service as a tool to further improve the effectiveness of existing projects (i.e. an e-learning system, remote medical care, smart cities, and an agriculture market information distribution system)

(3) Incubating solutions: utilizing ICT to support the setup of new projects, services, etc. in developing countries (i.e. an incubation center utilizing ICT, and a settlement service for developing countries)

1. EDI stands for Electronic Data Interchange, a system to electronically process applications at harbors.

Case Study **Indonesia: The Project on Capacity Building for Information Security**

To Protect Societies against Cyber Attacks

Developing countries are facing the global challenge of how to cope with cyber-attacks. JICA supports the development of the cyber security capacity of the Indonesian government.

Working with Other ASEAN Countries to Build Safe Cyberspace

The rapid spread of the Internet and the expanding scope to be covered by ICT in the workplace mean that the need to address cyber security is growing day by day. In fact, cyber-attacks, which are most notably designed to deface the websites of government offices and businesses and leak their confidential information, are taking an increasing toll on a global scale. Countries with inadequate cyber

security measures are not only vulnerable to cyber-attacks, they may also be used as originating or transiting sites for cyber-attacks, like springboards.

These circumstances prompted the Indonesian government to launch an initiative designed to strengthen cyber security in 2007. In this regard, JICA has been providing assistance since July 2014. This assistance involves strengthening the information security management and technical capacity

of government offices in Indonesia, enhancing cooperation with other ASEAN member states, and raising public awareness.

Since cyber-attacks are carried out mainly via the Internet, what a single country can do about them is limited. This JICA project attaches importance to cooperation with other ASEAN member states. It organizes training and sessions to exchange views for government officials from Cambodia, Myanmar, and Laos, which lag behind other ASEAN countries in terms of cyber security. In this way, the project is also helping to improve the level of cyber security of the ASEAN region as a whole.



Training participants analyze a recent cyber-attack.

The project organized a training session for government officials from Cambodia, Laos, and Myanmar who are responsible for cyber security.



Human Resource Development

Life and Health Is the Top Priority Development Issue; Learning Is the Key to Solving Any Issue



Director General's Message

Takao Toda Director General, Human Development Department

Sectoral Issues

- ➔ Two out of every five children in the world lack basic literacy and numeracy skills. Opportunities to receive higher education and vocational training in developing countries are less than one-third of those in Japan.
- ➔ About 15% of the world population live with disabilities, many of whom live below the absolute poverty line.
- ➔ Every year, nearly six million children die before the age of five in developing countries.

Fiscal 2015 Initiatives

- ➔ JICA actively implemented its cooperation by leveraging Japan's strengths and experience.
- In the education sector, JICA focused on mathematics and science education, lesson study, school management improvement, and higher engineering education. In the health and social security sectors, universal health coverage (UHC), maternal and child health, nursing care for the elderly, and disability and development are focused on.
- ➔ The outcomes of these efforts were scaled up across national borders through mutual learning among developing countries.

Future Cooperation

- ➔ For human security and the achievement of the Sustainable Development Goals (SDGs), JICA will prioritize (i) protecting people's *life and health*, which is the basis of any development issue, and (ii) expanding people's potential by promoting people's *learning*.
- ➔ Through aligning one project with another, JICA will make the most of the opportunities for Japan and developing countries to learn from each other's experiences and lessons learned.

pick up
A look at
programs by
numbers

8 million copies

In Japan, one million copies of the *Maternal and Child Health (MCH) Handbook* are distributed to pregnant women every year. Originally developed in Japan, the *MCH Handbook* was introduced to more than 20 countries and modified to accommodate local contexts. More than eight million copies are issued every year.

Ghana: A Community Health Officer offers postpartum guidance to a mother. The picture cards shown were developed jointly by Ghanaian counterparts and the JICA project. (Photo by Takeshi Kuno)

Education / Social Security / Health



Of the 17 Sustainable Development Goals (SDGs), strongly associated goals are shown in color.

Protecting the lives of all people and ensuring that they stay healthy is top on the agenda of the Sustainable Development Goals (SDGs), which enumerates many important development issues. Also, that people gain the opportunity to learn and fulfill their potential will allow them to better understand different development issues such as poverty reduction, economic growth, environmental conservation, and disaster risk reduction,

thereby contributing to solving these issues.

With this recognition, JICA puts a high premium on assistance in health and education and actively supports all people in the developing world, including persons with disabilities and elderly people, in staying healthy, associating with and learning from one another, and carving out their future for themselves.

Education

● Overview of the Issue

The United Nations Sustainable Development Summit, held in September 2015, adopted the 2030 Agenda for Sustainable Development, highlighting 17 Sustainable Development Goals. Among them was the goal on education: *Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all*. At this summit, the Japanese government announced a new policy in education titled the Learning Strategy for Peace and Growth.

Based on this new education strategy, JICA released the JICA Position Paper on Education Cooperation in October 2015, which presents JICA's operational strategies in this sector for the next five years, in order to work toward achieving the renewed education agenda by 2030. JICA has set out a new vision for education cooperation: Learning Continuity. This vision aims to ensure learning continuity for all in our operations, regardless

of the level of education or the country's circumstances. Based on the concept of human security, it also proposes to place the development of the individual at the center of our education support while adopting cross-sector approaches.

● JICA Activities

JICA's development cooperation in education is built on three guiding principles: (1) trust, (2) knowledge creation through mutual learning, and (3) equity and inclusion. Based on these principles, JICA works with various partners to focus on four priority areas, as shown below:

1. Quality Education for Learning Improvement

Around the world, 250 million children, or nearly 40% of primary school-age children, are not learning basic literacy and numeracy skills. Of these, 130 million were estimated to have been in school for at least four years.

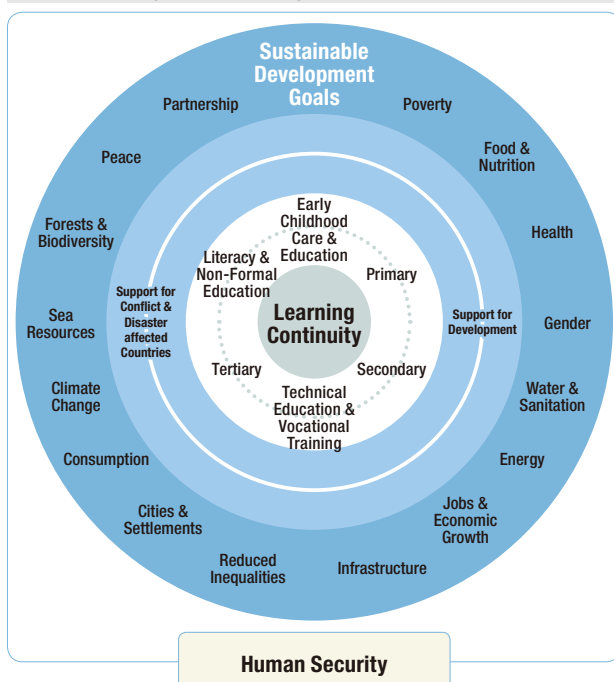
JICA aims to equip children with basic skills and the capacity to learn independently. To this end, JICA works to strengthen the Learning Cycle approach and to provide comprehensive solutions with consistent interventions throughout (1) curriculum, (2) textbooks and teaching and learning materials, (3) lessons, and (4) assessment. Furthermore, JICA aims to deliver comprehensive assistance based on education-sector diagnosis by effectively combining the following areas of assistance: education policy development and sector reform, human resources development, School-Based Management (SBM), and provision of a quality learning environment, including school construction.

JICA continues to promote mutual learning through training programs and international conferences at global and regional levels.

2. Education for Fostering Equitable and Sustainable Growth

The global youth unemployment rate rose from 11.6% in 2007 to 13.1% in 2015; that is almost three times as high as the rate of adult unemployment. Youth unemployment is a serious problem, as it may lead to social instability. Behind high unemployment are limited opportunities for youth to receive education and training that meet the needs of the labor market, as well as the resultant underutilization of human resources in developing countries whose populations tend to be younger. The lack of competent human resources hinders industrial promotion and economic

Conceptual Diagram of Learning Continuity



Concrete Initiatives

Education-Specific Activities and Initiatives

Issue-Specific Activities and Initiatives

Other Activities and Initiatives

growth.

To address these issues, JICA provides assistance in education in closer coordination with related sectors so that technical education and vocational training institutions can provide skills development that helps young people make a smooth transition from education and training to decent work. It also provides training designed for the socially vulnerable to improve their livelihoods.

Higher education institutions are expected to train industry-ready personnel as well. In this context, JICA promotes industry-academia collaboration in developing countries. It also invites talented youth, who are expected to lead industrial development in their countries, to study at Japanese universities and to work at Japanese businesses as interns [→ see the Case Study on page 59]. In addition, JICA actively supports human resources development that contributes to enhanced functions of public administration, a stronger foundation for socioeconomic development, and a harmonious relationship between Japan and partner countries [→ see the Case Study below].

3. Education for Knowledge Co-creation in Society

Higher education institutions are expected to train people who can come up with innovations in order to address a range of issues that are increasingly sophisticated and complex amid globalization and the transition to a knowledge-based society. To support this, JICA assists in building the capacities of universities that play a pivotal role in partner countries, strengthening networks among universities, and building institutions for assuring the quality of education. A primary focus is placed on engineering education, in which Japan has a comparative advantage.

4. Education for Building Inclusive and Peaceful Societies

In today's world, 58 million children remain out of school and some 100 million children have not completed primary education, despite significant progress that has been made since 2000. According to a UN estimate, more than half are girls, and 36% are in conflict-affected countries. Prioritizing support for the most disadvantaged populations is increasingly important. JICA will strengthen its support to reach out to disadvantaged and marginalized groups, such as the poor, girls and women, persons with disabilities, ethnic minorities, and people affected by conflicts and disasters. For example, JICA provides non-formal education opportunities, including literacy, life skills, and alternative education programs in countries facing education challenges such as a high proportion of out-of-school children and adult illiteracy, especially in South Asia [→ see Case Study on page 83].

Social Security

● Overview of the Issue

Social security is not only an internationally established human right but also a means to create a more stable society through reducing poverty and enabling the people to live a secure life. From a viewpoint of improving the quality of lives of all citizens, formation of social security systems, such as health insurance and pensions, is a pressing policy issue in developing countries, too. The populations of some countries in Southeast Asia are aging at a rapid rate, and it has become necessary to cope with emerging needs, including long-term care services for the elderly.

Case Study

Viet Nam: Project for the Establishment of the Master Programs of Vietnam-Japan University

Developing Global Talent under the Partnership between Japan and Viet Nam

The project to establish Vietnam-Japan University was launched to develop global talent who will serve as a bridge between Japan and Viet Nam, with support from the governments of the two countries. JICA is providing assistance designed to open master's programs in September 2016.

A Graduate School That Cut Across Humanities and Sciences Disciplines to Develop Human Resources with Wider Horizons

In order to achieve sustainable development of the society, it is required to develop human resources with wider horizons to solve social issues that are increasingly sophisticated and complex. Featuring Sustainability Science, Vietnam-Japan University (VJU) offers six master's programs: Area Studies, Public Policy, Business Administration, Environmental Engineering, Nanotechnology, and Infrastructure Engineering. Students take courses in their specialized fields plus courses from both humanities and sciences disciplines

in a cross- sectoral manner.

By offering Japanese language education and internships in Japan, VJU is expected to produce talent who will work at Japanese businesses. Its future vision is to become a more open university that accepts more students from Asia and around the world to equip them with abilities to work globally under the collaboration between Japan and Viet Nam.

In April 2016, Dr. Motoo Furuta, professor emeritus at the University of Tokyo, was appointed the first rector of VJU. JICA will continue to work with Japanese universities to



Dr. Furuta speaks at the ceremony that appointed him as VJU rector in April 2016.

assist VJU in launching the master's programs in September and improving their curricula thereafter.

* The number of programs is for the 2016 academic year. From the 2017 academic year onward, VJU will offer new programs in climate change and other disciplines.

Furthermore, participation of socially vulnerable people, including persons with disabilities, in communities and in economic activities will lead to forming a country with inclusive and sustainable growth and vitality. The Convention on the Rights of Persons with Disabilities, ratified by more than 164 countries, including Japan, stipulates that participation of persons with disabilities must be secured in international cooperation activities. The elimination of social, cultural, economic, political, or physical barriers that prevent persons with disabilities from social participation is a major challenge.

Moreover, in developing countries, industrial accidents are increasing along with economic development. However, the establishment of a legal framework in the field of occupational health and safety and its enforcement have not been sufficient. Consequently, there are many workers who do not receive adequate compensation even though they have been injured at work and run the risk of falling into poverty. Increase in unemployment can be a cause of social instability.

● JICA Activities

Based on Japan's knowledge and experience in social security, JICA is implementing activities aimed at improving social security in developing countries particularly focusing on the following three areas:

1. Social Insurance and Social Welfare

In recent years, there has been a strong interest in Japan's experience in dealing with an aging society, as a country that faced similar challenges slightly earlier, particularly among middle-income countries in Asia. JICA supports the development of social insurance systems such as health insurance and income

security (including pension insurance), as well as strengthening social welfare policies and long-term care services for the elderly. There is a great demand in other countries to learn from Japan's knowledge in these areas in order to build social security systems. In response, JICA invites key personnel at government ministries associated with social security systems to visit Japan and receive information about the establishment of Japan's social security systems and exchange opinions.

2. Disability and Development

JICA views persons with disabilities as important contributors to development. It aims at realizing the full participation and equality of such persons in developing countries, with emphasis on cooperation that ensures their active participation in society. Reflecting the perspective of disability in all of its development activities, JICA focuses on such specific aspects as (1) mainstreaming disability by engaging persons with disabilities as beneficiaries and contributors; (2) empowering persons with disabilities through leadership training and capacity building for their organizations; and (3) improving physical and information accessibility. It also extends assistance to refugees with disabilities [→ see the Case Study on page 84]. In addition, JICA conducts training for executive and staff members to embed this concept.

3. Labor and Employment

Through improving industrial health and safety and enhancing labor standards inspection, JICA assists in creating an environment where people can work free from anxiety. JICA also works on institutional strengthening for labor administration in general,

Case Study **Pakistan: Advancing Quality Alternative Learning Project (AQAL)**

Offering the Opportunity for Education That Is Available to Anyone, Anywhere, and Any Time

Formal education alone is insufficient to ensure that every child enjoys the opportunity for education regardless of his or her gender, as called for in the SDGs. Accordingly, JICA is actively assisting Pakistan in offering non-formal education, which offers more flexibility.

Aiming for Women's Social Participation As Well

The adult literacy rate, for those age 15 or older, is 55% in Pakistan. This rate is far below 88% as called for in the Millennium Development Goals (MDGs), suggesting that access to basic education and its quality are extremely poor in the country. Adult literacy for women is even lower, at 40%, which bears witness to the existence of a gender gap.

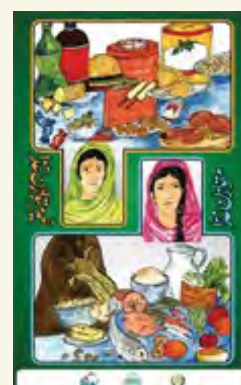
To ensure access to basic education under these circumstances, non-formal education that flexibly accommodates local conditions is necessary. This has prompted JICA to assist three provinces and federally administered tribal areas in Pakistan in three fields: (1) strengthening the foundations for promoting non-formal education (policies, implementation

arrangements, etc.), (2) introducing a data-based management system for non-formal education, and (3) developing a framework for delivering quality non-formal education.

Specific measures include developing curricula and textbooks for non-formal primary education and adult literacy education that meet local needs, as well as providing opportunities for quality learning for illiterate adults and school-age children who are out of school.

The curricula incorporate a range of items—including health, nutrition and beauty, livelihood management, maternal and child health, and access to various public institution—so as to create an enabling environment conducive to women's learning and meet their needs in daily life with a view to encouraging social participation by girls and women. These

A poster on nutrient balance, one of the learning materials that have been developed in the project



learning opportunities are expected to allow women to have more self-confidence, show more interest in issues facing their families and communities, and eventually play a greater role in society.

including industrial relations management and vocational skills development, as well as on better public employment services to support employment, through the dispatch of advisors on general labor policy.

Health

● Overview of the Issue

As highlighted by the recent Ebola outbreaks, many people in the developing world lose their lives due to inadequate access to health care. In health care, JICA assists developing countries in attaining universal health coverage (UHC)* under the framework of the SDGs. To this end, JICA works with various actors—including international organizations such as the World Health Organization (WHO) and the United Nations Children’s Fund (UNICEF), multilateral development banks such as the World Bank, bilateral donors, and private foundations—to address a range of issues in order to build sustainable systems for protecting people’s health.

Universal Health Coverage: UHC

WHO defines UHC as “ensuring that all people can use the promotive, preventive, curative, rehabilitative and palliative health services they need, of sufficient quality to be effective, while also ensuring that the use of these services does not expose the user to financial hardship.”

● JICA Activities

1. Health Systems Strengthening

“Health systems strengthening” is defined as a process to improve and expand the structural foundation, such as administration and finance, human resources, facilities, materials and equipment, that provides both public health and medical services to people in need. Health systems strengthening is

essential to achieve UHC, which aims both at preventing financial catastrophe due to medical costs and at addressing geographic, financial, and sociocultural barriers to essential health services.

Together with the Japanese government, JICA has contributed to advocating UHC in global health and development through many international conferences and events. Eventually, achieving UHC was explicitly incorporated into the SDGs. In fiscal 2015, JICA participated in side events at the United Nations General Assembly in September and the World Bank Annual Meeting in October. It also co-organized the International Conference on Universal Health Coverage in the New Development Era: Toward Building Resilient and Sustainable Health Systems, in Tokyo, with the government ministries and agencies concerned. At the conference, JICA stressed the importance of achieving UHC and set out its future strategies for the high-level participants [→ see the Case Studies on pages 85 and 123]. In addition, JICA worked with the World Bank and WHO to provide training for people in French-speaking countries and mutual training designed to build the capacity of experts from these three organizations.

To steadily deliver on internationally agreed goals, JICA also put effort into bilateral assistance to Kenya and other countries [→ see the Case Study on page 85]. It is now formulating a comprehensive UHC program for Senegal like the one for Kenya. In Cambodia and Viet Nam, JICA conducted studies with a view to supporting social health protection programs. In Latin America and the Caribbean, JICA continued to support the strengthening of community health systems that build on primary health care. It also organized an international forum in Paraguay to share the knowledge and experience of JICA and other organizations.

2. Improving Maternal and Child Health

Approximately 99% of the 300,000 pregnant women who die during pregnancy or childbirth and the 5.9 million children who die before reaching their fifth birthday every year live in developing

Case Study

Jordan: Psychosocial Support for Syrian Refugees with Disabilities

Mutual Support for Overcoming Common Difficulties

Since 2014, JICA has been extending psychosocial support to Syrian refugees with disabilities, who face difficulties as refugees and as persons with disabilities.

Supporting Social Participation with Group Activities

Currently, nearly 650,000 Syrian refugees are living in Jordan. Among them are many persons with conflict-derived disabilities such as spinal injuries caused by shooting or torture, as well as those with congenital disabilities. Due to a range of difficulties, their health care and social needs are not fulfilled.

JICA’s assistance for them to date includes the dispatch of Japanese persons with disabilities to Jordan as experts. They organized workshops designed for Syrian refugees with disabilities to form a peer support group. They also gave lectures on peer counseling so that

people facing common difficulties can listen to one another on an equal footing to regain their self-confidence.

In addition, JICA also offered a facilitator training course in disability equality training (DET), a type of field-based learning. Through this course, 11 Syrian refugees became DET facilitators.

In the process of such assistance, Syrian refugees with disabilities formed a group that, with support from JICA, offers DET and peer counseling, gathers information on services for persons with disabilities, and organizes sport events. Their activities have brought positive outcomes. For example, some people who



Participants who received a training completion certificate pose with Japanese experts.

had difficulty going out can now participate in society.

JICA will continue with this assistance so that the lives of Syrian refugees with disabilities in Jordan will be better and that the perspective of persons with disabilities will be reflected in the future reconstruction and state-building of Syria.

countries. This fact indicates that the health and wellbeing of pregnant women and young children is the most serious issue in developing countries.

In fiscal year 2011, JICA prepared a thematic guideline for maternal and child health and has been extending its cooperation to many countries for strengthening health systems that make a comprehensive “continuum of care for maternal and child health” more widespread and sustainable. JICA’s measures include: reinforcing administrative and management capacity of health ministries for the extension of mother and child health services; building capabilities of local health authorities; strengthening capabilities of midwives and other health service providers; empowering the community and raising their awareness; and strengthening the coordination among health centers and primary and referral health facilities.

JICA also puts emphasis on contributing to achieving UHC through expansion of maternal and child health services. JICA assists developing countries in introducing a Maternal and Child Health (MCH) Handbook as a tool for promoting the comprehensive continuum of care for MCH. International efforts have been made for mutual learning about this tool. In September 2015, for example, the International Conference on MCH Handbook was held in Cameroon, attended by many people involved in JICA’s technical cooperation projects, Japan Overseas Cooperation Volunteers (JOCVs), and other counterparts.

Moreover, since malnutrition among pregnant women and infants has a serious impact on their health condition, emphasis is placed on cross-sectoral nutrition improvement measures that involve sectors other than health, including agriculture, education, and water and sanitation. A case in point is the Scaling-Up Nutrition (SUN) Movement, a global multi-actor initiative designed to deliver effective measures. JICA participates in the SUN Donor Network and promotes nutrition improvement activities. In fiscal 2015, JICA continued to provide issue-specific training on improvement

of maternal and child nutrition for the SUN member countries and country-specific training for Ghana, both of which were initiated in fiscal 2014. At the same time, JICA launched a capacity building training program for Japanese personnel.

3. Infectious Disease Control

As the Ebola outbreak in West Africa in 2014 gradually subsided, the international community shifted its focus of assistance to recovery assistance. It also learned the lesson that the failure to observe the International Health Regulations (IHRs) and weak health systems had accelerated and prolonged the epidemic. Based on this lesson, the international community recognized the need to build the capacity to observe IHRs, through such means as strengthening laboratory systems and surveillance and training human resources, and establishing resilient health systems through such capacity building.

For its part, JICA conducted a range of activities aimed at strengthening health systems in an integrated and sustained manner. They included technical cooperation designed to build vaccine manufacturing capacity and strengthen routine immunizations; loans for procurement of vaccines, including polio vaccine; the development of rapid diagnosis kits and early warning systems; and improvement in surveillance and laboratory capacities [→ see the Case Study on page 45]. JICA also contributed to infectious disease control in different regions by working with the regional hub laboratories that JICA has long been supporting, which include the School of Veterinary Medicine at the University of Zambia, the National Institute of Hygiene and Epidemiology in Viet Nam and the Noguchi Memorial Institute for Medical Research in Ghana [→ see the Case Study on page 58].

Private-sector technologies, including effective vaccines and medicines and rapid diagnostics, are essential for infectious disease control. JICA has launched projects that involve these technologies in controlling tuberculosis.

Case Study Efforts to Promote Universal Health Coverage (UHC)

To Ensure a Healthy Life for All

JICA works with the international community to promote universal health coverage (UHC) and extends bilateral assistance to individual countries.

Asserting Japan’s Leadership in the Global Community and Extending Bilateral Aid to Kenya, Thailand, and Other Countries

In December 2015, with the Japanese government and another organization, JICA co-hosted an international conference in Tokyo to discuss the challenges and the way toward UHC. Attended by more than 300 people from Japan and other countries, this conference discussed the UHC agenda prior to the G7 Ise-Shima Summit and the Sixth Tokyo International Conference on African Development in 2016. The conference was a good opportunity for Japan to assert its

leadership on global health.

At the country level, JICA extended comprehensive assistance to the Kenyan government in support of their efforts to achieve UHC under devolution. This assistance included dispatching an advisor to the Ministry of Health, implementing a technical cooperation project designed to strengthen local health authorities (counties), and providing a policy loan aimed at achieving UHC, the first of its kind in Africa. This ODA Loan was designed to support policy actions for enhancing institutions to promote UHC and strengthening managerial capacities of both central and local governments. Furthermore, JICA offered a training program



Users of the Health Insurance Subsidy Program in Kenya, one of the key policy actions supported by Japan’s ODA Loans.

in Japan for Kenyan stakeholders responsible for developing policies.

For Thailand, JICA launched a new partnership-based technical cooperation project. This project is designed to share Japan’s experience in managing social health protection programs and health care for the elderly for better UHC. In this project, Thailand and Japan work together to assist the efforts made by third countries to achieve UHC, thereby promoting mutual learning among the countries concerned.

JICA will continue to promote cooperation toward attaining UHC both at the global level and at the country level.



Global Environment

Aiming at a Safe Living Environment and a Balance between the Environment and Development



Director General's Message

Kunihiro Yamauchi Director General, Global Environment Department

Sectoral Issues

- As natural disasters are becoming more frequent and severe in the world, disaster risk reduction (DRR) is not only a humanitarian issue but also a great concern related to sustainable development.
- The 21st Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change has adopted a new international framework for addressing climate change. It calls for holding the increase in the global average temperature and strengthening resilience to climate change impacts.

Fiscal 2015 Initiatives

- In disaster risk reduction, JICA provided training to 16,200 people.
- JICA implemented cooperation for safe water supply for 1.96 million people, and sewerage systems and waste management covering 147 cities.
- JICA worked with the Japan Aerospace Exploration Agency (JAXA) to initiate the development of a satellite-based tropical forest monitoring system.
- In climate change mitigation and adaptation, 3,500 people participated in JICA's training programs.

Future Cooperation

- In disaster risk reduction, JICA will promote the development of disaster risk information systems, mainstreaming of and investment in disaster risk reduction, and Build Back Better in recovery and reconstruction.
- JICA will provide cooperation for the development of water supply, waste management and sewerage systems, low-carbon growth, and other cooperation using advanced Japanese technologies and systems.
- JICA will promote initiatives aimed at comprehensively addressing multiple issues, including disaster risk reduction that makes effective use of ecosystems, and sustainable urban development.

pick up
A look at
programs by
numbers

256,571 km²

This figure represents the total forest area where JICA provided support for forest information development, management planning, and other activities in fiscal 2015. (This compares with the area of Japan's main island of Honshu, which amounts to about 230,000 km².) JICA is providing cooperation aimed at striking a balance between development and the environment in specific areas. These include global warming mitigation by way of sustainable forest management, disaster prevention and reduction that capitalizes on forest ecosystems, and livelihood improvement with the sustainable use of natural resources.

Brazil: Tropical rain forests in the Amazon Basin

Environmental Conservation and Management / Water Resources / Disaster Risk Reduction



Of the 17 Sustainable Development Goals (SDGs), strongly associated goals are shown in color.

The global environment, which nurtures our lives, is deteriorating year by year due to population growth, economic growth, and other factors. Ecological destruction, environmental pollution, water scarcity, and increasingly frequent natural disasters are significantly affecting our

lives.

JICA works with the international community to support developing countries, in various ways, in improving the global environment, protecting people's lives, and achieving healthier lives.

Environmental Conservation and Management

Natural Environment Conservation

● Overview of the Issue

Excessive exploitation and large-scale land use changes have led to the rapid destruction of natural environment worldwide. Those include deforestation, reduction in wetland, deterioration of coastal ecosystems, soil degradation and the extinction of species. The world's forest are decreasing by about 3.3 million hectares annually,¹ the equivalent of twice the area of Japan's Shikoku island. In addition, around 75% of the world's coral reefs are in danger.

The natural environment supplies people with various resources essential to their lives, such as food, water and medicine; it also offers natural protection from disasters and other environmental risks. As members of the international community, we need to contribute to the creation of a society that conserves the natural environment, and maintains harmony between ecosystems and human activity.

● JICA Activities

To conserve the natural environment, which is the foundations of human existence, JICA provides cooperation on nature conservation in the following three areas, with the aim of facilitating harmony between the conservation of the natural environment and human activities. During the period from 2000 to 2015, JICA pursued natural conservation activities such as collecting forest data, formulating management plans, and improving the livelihoods of local residents on 18.36 million hectares of land in conservation areas. In addition to those activities, JICA carried out afforestation activities for forest restoration on 3 million hectares of land. JICA also contributed to the capacity building of 630,000 administrative officials and residents.

1. Climate Change Measures through Sustainable Forestry Management

Forests provide timber; they also have the function of retaining and providing stable supplies of water, conserving the fertility of soil while absorbing and accumulating greenhouse gas (GHG), i.e. CO₂ and mitigating natural disasters such as floods and landslides. In recent years, forest conservation has been emphasized globally as a measure on climate change. The 21st

Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, held in December 2015 in Paris, agreed to encourage the international community to work on REDD+ (Reducing Emissions from Deforestation and Forest Degradation in Developing Countries).

JICA actively supports institutional improvement and sustainable forestry management for promoting REDD+ [→ see the Case Studies on pages 30 and 88]. JICA also provides assistance for disaster risk reduction (DRR) and watershed management utilizing multilateral functions of forests in key watersheds, disaster-prone areas, and so on. Such assistance is defined as ecosystem-based disaster risk reduction (Eco-DRR).

2. Sustainable Use of Natural Resources to Improve Livelihoods of Vulnerable Communities

In developing countries, most people rely on local natural resources in daily life. However, there are many cases where the foundation for local livelihoods has been exploited by excessive usage that destroys the function of nature to reproduce itself. Moreover, sometimes friction occurs between residents and public administrators over the usage and management of resources.

To cope with such problems, JICA is promoting activities for sustainable utilization of natural resources in surrounding communities and improvement of livelihoods while working cooperatively with partner countries, international organizations, and NGOs in Sub-Saharan African countries and other areas.

3. Conservation of Biodiversity through Management of Protected Areas and Buffer Zones

It has been estimated that over 20,000 species of wildlife are at risk of extinction because of excessive use of natural resources, overhunting of wildlife, introduction of alien species, climate change and other factors.²

In protected areas such as national parks and surrounding buffer zones, JICA is providing various forms of support to promote the harmonious coexistence of nature and humans: management and formulating of plans, implementation of surveys and monitoring, capacity building of persons concerned, introduction of ecotourism, and environmental education. JICA is also contributing to the achievement of the Aichi Target, which was adopted at the tenth meeting of the Conference of the Parties to the Convention on Biological Diversity (COP10).

1. *World Resources Report 2011 and 2013*

2. *The International Union for Conservation of Nature (IUCN) Red List of Threatened Species 2015*

Environmental Management

● Overview of the Issue

Along with economic development, population growth and urbanization, inappropriate disposal of waste, and water and air pollution have become serious problems in many developing countries. Because many environmental issues involve complex factors in a multilayered manner and are spread over a wide area, it is difficult to find solutions in a short period of time. Moreover, in comparison with infrastructure development, etc., the response to environmental issues is apt to be slow in many cases as outcomes of efforts are hard to detect. Especially due to their tight national budgets, this trend can be seen frequently in developing countries.

The Sustainable Development Goals (SDGs) include many goals in the environmental management sector that concern water and sanitation, urban development, and sustainable consumption and production.

In consideration of such circumstances, a cross-sectoral and comprehensive perspective is necessary for assistance in the field of environmental management.

● JICA Activities

JICA provides various forms of aid in accordance with the development stage of each developing country or region. Within that process, JICA gives priority to preventive measures and is emphasizing the establishment of environmental management systems through a capacity development approach. JICA puts emphasis on enhancing the capacity of the organizations and individuals to conduct environmental management.

In fiscal 2016, JICA will focus on the following four strategic areas while taking note of important considerations regarding specific environmental issues such as solid waste, water pollution, and air pollution.

1. Assistance in Solid Waste Management and Establishment of a Sound Material-Cycle Society

The amount and composition of solid waste depend largely on the level of economic development of each partner country. This highlights the need to extend assistance according to such stages. JICA has defined three developmental stages as shown below. Assistance will be extended according to the developmental stage of each partner country or region, as well as to their conditions and needs.

Stage I: Improving public health and sanitation [→ see the Case Study on page 89]

Stage II: Reducing environmental impacts and pollution control
Stage III: Using 3R (reduce, reuse, and recycle) initiatives to establish a sound material-cycle society

2. Assistance in Addressing Pollution of the Water, Air, etc.

JICA will assist with regulatory and institutional development, as well as capacity development for public authorities and citizens, together with assessment of the actual situation. Special priority will be given to (1) offering integrated assistance in both developing sewerage and building the capacity to operate and maintain it; (2) offering assistance in water environment management in urban areas; (3) addressing air pollution, including PM2.5; and (4) addressing mercury pollution and managing chemical substances.

3. Comprehensive Assistance at the City Level

JICA will assist with eco-city planning and associated legislative arrangements as well as human resource development to address cross-sectoral challenges involving the environment, public health, global warming, recycling and waste management, and other issues at the city level.

4. Assistance That Takes Advantage of Japan's Experience

Local governments in Japan have accumulated expertise in countermeasures against climate change, solid waste

Case Study

JICA-JAXA Partnership for Building a Forest Monitoring System Using the ALOS-2 Satellite

Protecting Tropical Forests in the Developing World with Japan's Satellite Technology

JICA and the Japan Aerospace Exploration Agency (JAXA) have agreed to build a forest monitoring system using JAXA's ALOS-2 satellite. This system, namely, JJ-FAST (JICA-JAXA Forest Early Warning System in the Tropics), will achieve constant monitoring of deforestation and forest loss throughout the tropics that is accessible from around the world.

Full-Time Access from Anywhere

Illegal logging and deforestation in developing countries lead not only to the depletion of forest resources but also to the loss of biodiversity and the poverty of local residents who depend on local natural resources.

Since 2008, JICA has provided assistance that uses JAXA's Advanced Land Observing Satellite (ALOS), the predecessor to ALOS-2, to countries with tropical forests in Asia, Latin America and the Caribbean, and Africa. ALOS, equipped with radar capable of observing deforestation regardless of the weather, 24 hours a day throughout the year, provides a powerful tool for monitoring tropical forests

despite the cloud cover that is typically found in such areas. The satellite has proven highly effective; in the Amazon rainforest in Brazil, it has discovered more than 2,000 incidents of illegal logging, and its deterrent effect has contributed to a 40% reduction in the amount of forest area destroyed.

In recent years, developing countries are in growing need of satellite-based measures for forest conservation and against illegal logging. However, they face the challenge associated with the cost of introducing such a system and the development of human resources for it. As such, JICA and JAXA concluded an agreement in April 2016 to build a Web-based

intensive forest monitoring system that provides free access to analyzed data from around the world. The development of this system and training for administrators and forestry officials are expected to promote tropical forest management designed for the sustainable use and conservation of forest resources.



JICA's project in Mozambique that utilizes satellite data (the Project for the Establishment of a Sustainable Forest Resources Information Platform for Monitoring REDD+).

management, sewerage development, and air pollution control. By strengthening partnership with such local governments, JICA will make more effective use of Japanese experience in formulating projects in these sectors. It will also take advantage of the technology and know-how of Japanese businesses, universities, and research institutions in supporting the development of environmental technologies that fit the conditions of developing countries.

Water Resources

● Overview of the Issue

Water resources are essential not only for human life and health but are also essential for supporting economic activity and maintaining the ecosystem. Yet approximately 2.9 billion people in the world lack water due to population growth, urbanization, economic growth, and other factors. Given this ever-increasing pressure of water demand, scientists predict that half of the world's population will be living with water scarcity by 2025.

Considering these circumstances, the SDGs include a goal to “ensure availability and sustainable management of water and sanitation for all” by 2030 (SDG 6).

Through developing water-supply and sewerage systems, Japan has steadily developed a society that utilizes water resources in a sustainable manner. On the other hand, Japan depends on imports for much of its food consumption. This means Japan is relying on water in other countries, including developing countries, in terms of the water necessary to produce such products. This makes Japan responsible for taking part in solving the water resources problems of developing countries.

● JICA Activities

1. Safe Water Supply

In the context of “quality infrastructure,” safe water supply is also attracting attention, since it will entail enormous demand for infrastructure. JICA has a long track record in this sector. At the ASEAN Business and Investment Summit in November 2015, Prime Minister Shinzo Abe mentioned an example of Japan's involvement in water supply service. He spoke of the example of Phnom Penh, where the water supply coverage expanded from 20% to 90%.

To help meet the demand for safe water, JICA conducts projects in combination with technical cooperation and financial assistance, such as drafts of master plans to improve water supply services, capacity development on operations and maintenance, and construction of facilities. Through these projects JICA will also contribute to goals for SDGs and goals set at the Sixth Tokyo International Conference on African Development (TICAD VI). Also, in order to help achieve universal access to safe water as called for in the SDGs, JICA will intensify its activities designed to reduce water supply disparities and improve water supply service in its development programs and projects that accommodate the socioeconomic conditions of each partner country. For conflict-affected states in particular, JICA will promptly deliver its cooperation while taking stock of their vulnerability.

One of the strengths of the Japanese water supply system is its stable and safe water supply under the integrated management system, which covers components from the water source to the tap. JICA conducts its projects utilizing the strengths of Japan's water supply management skills by working with Japanese local governments, which are the water service providers in Japan [→ see the Case Study on page 90].

2. Water Resources Management

JICA will contribute to one of the targets of SDGs' Goal 6, that

Case Study **Sudan: The Project for Strengthening Solid Waste Management in Khartoum State of Sudan**

Fixed-Time, Fixed-Place Collection: Transferring What Is Business as Usual in Japan to Sudan

Khartoum, the Sudanese capital city, with a population of some 6 million, generates a daily average of 5,000 tons of solid waste, much of which is not collected properly. To help rectify the situation, JICA has been working to improve the sanitary conditions of the capital by upgrading waste-related public services, from collection and transportation to final disposal.

Collection Vehicles Adorned with Captain Tsubasa Stickers

This project involves a number of measures to increase the waste collection rate. They include the provision of 80 collection vehicles and the introduction of the Japanese method of collecting waste at a fixed time and place.

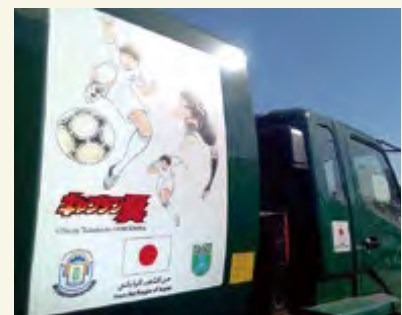
In Sudan, the Japanese popular animation program *Captain Tsubasa* is aired on TV and is popular among Sudanese people. The collection vehicles Japan provided are decorated with Captain Tsubasa stickers, attracting the attention of local residents. This arrangement is expected to raise both public interest in waste collection and public understanding of the need

for such collection.

Making Neighborhoods Clean with Community Power

A Japanese Expert Team and Sudanese counterparts are working to ensure that the fixed-time, fixed-place collection system will take root in the capital. Activities to this end include explaining the system to local residents, improving methods of taking out the garbage, and bettering the collection routes.

Women's communities in the city's neighborhoods are beginning to take action as well. They are now calling on local residents to clean up the streets or lanes in front of their homes



A waste collection vehicle adorned with a Captain Tsubasa sticker.
© Yoichi Takahashi/SHUEISHA Inc.

for community beautification and providing guidance on how to take out the garbage to the collection points. Voluntary cleanup activities at collection points have been launched.

The behavior of the residents will not change in a day. Yet it is changing gradually and steadily as the experts, local authorities, and communities take opportunities to meet and discuss the issue.

is, to “implement integrated water resources management at all levels.” JICA will assist in developing scientific information on water resources and strengthening the capacity to formulate and implement plans needed for water resources management, and will also share the knowledge gained through its programs and projects with other development partners. Amid growing concerns about the impact of climate change on water resources,³ JICA will also make active use of scientific knowledge and technology for climate change prediction and impact assessment through partnership with universities, among other means.

Disaster Risk Reduction

● Overview of the Issue

In recent years, natural disasters have been increasing in both consequence and frequency in many parts of the world. Related economic losses due to disasters are on the rise. Amidst the rapid progress in social and economic development and population concentration in urban areas, developing countries are especially vulnerable to natural disasters, because of inadequate prior investment in disaster risk reduction (DRR) measures, including city planning and infrastructure development that incorporates DRR perspectives. For this reason, once a large-scale disaster strikes a developing country, the outcomes of development and opportunities for sustainable growth for the country will be lost, making it difficult for the country to untangle itself from the downward spiral of disaster and poverty.

The Sendai Framework for Disaster Risk Reduction 2015–2030, adopted at the Third UN World Conference on Disaster Risk Reduction in March 2015, sets out prior investment in DRR, “Build

Back Better,” risk assessment, and governance as the priorities for action, which Japan called for based on its experience. The framework also refers to the importance of involving various stakeholders in DRR and the need to strengthen means of implementation for developing countries with assistance from the international community.

Some of the 17 Goals of the SDGs embrace the perspective of DRR, such as “no poverty” and “infrastructure.” This bears witness to the fact that the international community has recognized DRR as a condition for addressing any development challenge.

● JICA Activities

In extending assistance in DRR, JICA places importance on preventive phases for promoting prior investment in DRR. For various reasons, however, developing countries often fail to mobilize adequate human and financial resources in the preventive phases. It is important for central governments to understand the negative effects and impacts disasters have on development and economic growth. They need to show leadership in promoting the “mainstreaming of DRR” in every development project by promoting prior investment in DRR and taking measures to reduce disaster risks.

To ensure that these measures are taken appropriately, JICA supports the development of a framework for coordination among the central government, local governments, private sector and other stakeholders.

If a disaster unfortunately occurs to a developing country, JICA will assist that country in making continuous efforts from recovery

3. IPCC Fifth Assessment Report and others

Case Study Third Study Meeting with Local Governments

Aiming to Strengthen Partnership for Assistance in Water Supply Sector

JICA organized a study meeting that was designed to strengthen partnership with local governments to make better use of Japan’s experience in water supply in its international cooperation.

Sharing Know-How and Practice Solutions

In line with Japan’s Development Cooperation Charter, JICA has been taking various actions to enhance partnership with Japanese local governments as water service providers in Japan. Since 2013, JICA has organized study meetings for local governments involved in international cooperation. In February 2016, JICA and the Yokohama Water Works Bureau co-organized the third such meeting.

On the first day of the meeting, JICA first briefed the participants on trends in its international cooperation in water supply. Then Chiba Prefecture and Yokohama City made a presentation on their activities designed to promote understanding among citizens and employees about international cooperation

and to train their employees involved in such cooperation. Activities in Timor-Leste by Chiba Prefecture were also presented. They shared their ingenious solutions that may prove useful for other local governments, as well as the difficulties they faced and the lessons they learned in their activities in the developing countries.

On the second day, Saitama Prefecture, Tokyo Metropolitan Government, Sapporo City, Yokohama City, Toyohashi City, Ube City, and Kitakyushu City made a presentation on their know-how to formulated projects under the JICA Partnership Program, as well as their activities involving such projects.

More than 80 participants had animated discussions, trading questions and answers and exchanging views. They evaluated the meeting highly. Some said it provided a valuable



A Chiba Prefecture official working in Timor-Leste as a JICA expert.

opportunity to learn how other local governments make international contributions, and how they utilize their experiences to improve water supply service in developing countries for elaborating solutions to their domestic problems. Others noted that they realized anew that JICA’s training program is a precious opportunity to develop personal contacts.

JICA will continue to deepen partnership with local governments and relevant organizations as nodes for international cooperation in order to provide assistance for supplying safe water to people in the developing world.

to reconstruction for building more disaster-resilient society than before, based on the concept of “Build Back Better” [→ see the **Case Study on page 91**].

Under the concept described above, JICA has set out five strategic goals:

1. Establishment and Strengthening of DRR Governance

Toward building disaster-resilient countries and communities, JICA supports to establish and strengthen DRR governance through the three priorities: (1) legislating a basic law on DRR and establishing an organizational structure responsible for DRR; (2) strengthening the institutional DRR capabilities of the central and local governments by developing plans, standards, and frameworks for DRR; (3) reinforcing organizations and human resources responsible for DRR and promoting relevant studies through public-private-academia collaboration as well as cooperation among concerned organizations.

2. Correct Understanding of Natural Disaster Risk and Promotion of Common Understanding

Appropriate disaster risk assessment and analysis are essential for promoting DRR through such means as studying DRR measures and incorporating preparedness into socioeconomic development programs and projects. A common understanding of disaster risks among all the stakeholders will make DRR more effective. For this reason, JICA assists risk assessment and analysis in the policymaking process as well as hazard mapping for better understanding of disaster risks. JICA also assists to promote DRR education and capacity building of communities to carry out DRR activities.

3. Implementation of Risk Reduction Measures for Sustainable Development

In order to reduce casualties and social, economic and

environmental damages by natural disasters, JICA provides the best mix of structural and nonstructural measures. In flood control, for instance, a structural measure may mean flood prevention works, while a nonstructural measure may mean a land-use plan based on the inundation area so that the hazard areas will not be measured off as residential areas. Issues to be addressed include public-private-academia collaboration, initiatives involving stakeholders at all levels, ranging from the national to community levels and incorporating disaster prevention and mitigation measures into all development projects.

4. Speedy and Effective Preparation and Response

In order to forecast natural disasters and issue early warnings in a timely manner, JICA assists in (1) improving the forecasting and warning capabilities of government agencies responsible for meteorological observation; and (2) developing evacuation and response systems for appropriate alert and evacuation orders based on the information thus obtained [→ see the **Case Study on page 54**]. JICA also dispatches Japan Disaster Relief teams to disaster-affected areas for prompt rescue and relief operations.

5. Seamless Recovery and Reconstruction for a Disaster-Resilient Society

“Build Back Better” is a concept that post-disaster recovery and reconstruction should do more than just restoring the pre-disaster conditions. To build more disaster-resilient society than before, while learning the lessons drawn from past disaster experiences, JICA addresses not only the structural aspect such as infrastructure development, but also regulatory and institutional improvements as well as assisting livelihoods. In the process, JICA conducts seamless approach from response to recovery and reconstruction, with no gaps between programs in terms of time, sectors or project components.

Case Study

Nepal: Seamless Cooperation from Emergency Response to Preparedness for the Next Disaster

Toward Achieving “Build Back Better”

The recent major earthquake that hit Nepal is the first large-scale natural disaster after the Sendai Framework for Disaster Risk Reduction 2015–2030 was adopted in March 2015. In line with this framework, JICA worked on reconstruction assistance there to help Nepal build a more disaster-resilient society.

DRR Cooperation That Also Anticipates the Next Quake

On April 25, 2015, a major earthquake with a magnitude of 7.8 struck Nepal, killing 8,891 people. Some 611,000 homes were totally destroyed and about 290,000 were partly destroyed. The next day, on April 26, JICA dispatched a Japan Disaster Relief Search and Rescue Team to Nepal. On April 27, it decided to provide emergency supplies and dispatch a Medical Team to the quake-stricken country.

In line with such emergency assistance, JICA on May 1 sent a study mission tasked with exploring directions for reconstruction planning. On May 25, just one month after the earthquake, JICA held a reconstruction seminar in the Nepalese capital city, Kathmandu.

Japanese experts shared Japan’s experiences in reconstruction, most notably those in the aftermath of the Great Hanshin-Awaji Earthquake and the Great East Japan Earthquake. They also communicated the “Build Back Better” concept. At the international conference for Nepal’s reconstruction, held by the Nepalese government on June 25, JICA made concrete proposals on, among other things, the preferred construction method in relation to urgently needed housing assistance.

In July that year, JICA launched the Project on Rehabilitation and Recovery from Nepal Earthquake. This project involves assistance for the reconstruction of housing and schools as well as support for recovery and reconstruction planning for the capital and the provinces, along



A construction expert providing guidance on how to make buildings more quake-resistant.

with the development of teaching materials for better housing reconstruction. In this project, JICA is also assisting Nepal in rehabilitating public facilities with high priority, restarting local economic activities, and reconstructing livelihoods in order to promptly meet local needs.

Another example of seamless cooperation that JICA has conducted for Nepal is a more detailed assessment of earthquake risks, contributing to disaster management that anticipates the next quake with more accurate DRR planning.



Rural Development

Agricultural and Rural Development Provides an Avenue to Reduce Global Food Insecurity and Poverty



Director General's Message

Hiroto Mitsugi Director General, Rural Development Department

Sectoral Issues

- Agricultural and rural development is essential, as it will be directly instrumental in achieving two of the Sustainable Development Goals (SDGs): Goal 1 of ending poverty and Goal 2 of ending hunger, achieving food security and improved nutrition, and promoting sustainable agriculture.
- Providing support that covers, in its scope, entire food systems—from production to consumption—is important for the stable delivery of safe and reliable food.

Fiscal 2015 Initiatives

- To address global and policy issues, JICA implemented cooperation in the building of value chains, the strengthening of resilience to climate change, and agriculture and nutrition.
- In Africa, JICA provided support for regional development under the initiatives of Smallholder Horticulture Empowerment and Promotion (SHEP) and for increased food production with the Coalition for African Rice Development (CARD).

Future Cooperation

- JICA will focus on *water*. It will promote efficient irrigation that uses satellite technology and ICT. It will also deliver assistance that includes climate-smart agriculture as a component.
- JICA will consider overall physical distribution—from the farm to the table—and incorporate the perspective of nutrition.

pick up
A look at
programs by
numbers

20 Countries

The SHEP approach has changed the mind-set of farmers from “grow and sell” to “grow to sell.” The Fifth Tokyo International Conference on African Development (TICAD V) in 2013 set the target of expanding this approach to 10 countries in Africa. By the end of fiscal 2015, it was adopted by 20 countries, 1,300 extension workers, and 30,000 farmers.

Kenya: A family in a model farmers' group. They increased their income owing to the Smallholder Horticulture Empowerment and Promotion Unit Project (SHEP UP) and bought a water tank. (Photo by Takeshi Kuno)

Agricultural and Rural Development / Fisheries



Of the 17 Sustainable Development Goals (SDGs), strongly associated goals are shown in color.

Global food production is vulnerable to climate and other natural environmental factors. In particular, food security in developing countries can be adversely affected in a lean year, causing heavy damage to the poor in urban areas and to small-scale farmers and fishers in rural areas. With a view to the entire food system, JICA is providing assistance to cope with the issues of agriculture and rural development. This initiative is intended to contribute to

achieving Goal 1, “End poverty,” and Goal 2, “End hunger, achieve food security and improved nutrition and promote sustainable agriculture,” which are primary goals of the Sustainable Development Goals (SDGs). In the field of fisheries, JICA is engaged in achieving Goal 14, “Conserve and sustainably use the oceans, seas and marine resources,” of the SDGs by utilizing Japan’s unique fisheries resources co-management approach.

Agricultural and Rural Development

● Overview of the Issue

The environment surrounding agricultural and rural development has been diversifying because of such factors as the rapid advance of globalization, climate change, skyrocketing food prices, growing demand for biofuels, changing food preferences as personal incomes rise, the expanding participation of the private sector, and global competition for farmland. As in many developing countries, farmers account for the majority of the population and three-fourths of impoverished people live in rural areas. Rural residents in developing countries are most affected by these changes.

Among the 17 goals of the SDGs, the most important is “End poverty.” According to *The Millennium Development Goals Report 2015*, issued by the United Nations, the number of people living in extreme poverty, living on less than \$1.25 per day, significantly decreased over the past 25 years. Almost half of the population in developing countries was categorized as extremely poor in 1990, while the ratio dropped to 14% by 2015. However, this decrease was mainly due to economic growth in East Asia; in fact, over 800 million people are still living in extreme poverty. Notably, around 80% of these extremely poor people are living in South Asia and Sub-Saharan Africa today. On the other hand, while

self-sufficiency rates for major grains have improved somewhat and the urban middle class is growing in such regions as South America and Southeast Asia, urban and rural disparities exist. In these regions, there is a need to devise ways to narrow the increasing economic gap between urban and rural areas.

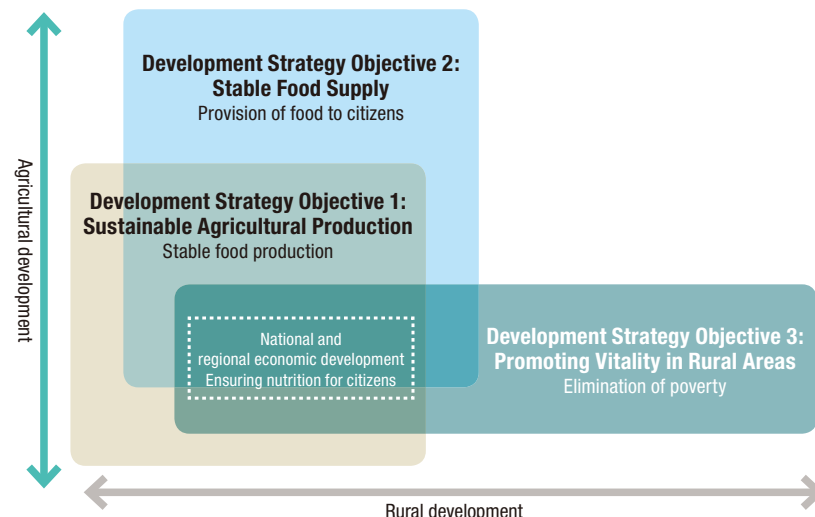
The second goal of the SDGs that comes after ending poverty is “End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.” Consistently providing people with the food that they need (food security) is the foundation for economic and social stability and an important policy issue. However, the food security of many developing countries is easily affected by due to such factors as insufficient capacity of government in planning and implementation, underdeveloped agricultural infrastructure, low levels of production technology, and inadequate distribution systems that threaten the food security of citizens.

● JICA Activities

JICA’s cooperation in agricultural and rural development aims to ensure a stable food supply to people in both rural and urban areas and reduce poverty in rural communities — thereby driving economic development at national and regional levels. Through these activities JICA strives to contribute to achieving goals and targets of the SDGs.

For this reason JICA has established the following three specific cooperation objectives.

Agricultural and Rural Development Assistance Objectives, Philosophy and Goals



1. Sustainable Agricultural Production

Risks involving the food supply are a complex combination of short-term and long-term factors. Short-term risk factors include poor harvests owing to bad weather and accompanying speculation. Long-term factors involve population growth in emerging countries, changes in the demand structure in those countries, limitations on production resources such as land and water, vulnerability to climate change, and competition between rising demand for biofuel and food. JICA is aiming to achieve sustainable agricultural production while addressing the problem of poverty.

Concrete Initiatives

Region-Specific Activities and Initiatives

Issue-Specific Activities and Initiatives

Other Activities and Initiatives

In its approach to enable stable agricultural production, first, JICA provides aid for drafting agricultural policies reflecting the characteristics of the partner country's overall agricultural sector [→ see the Case Study below]. Based on these policies, JICA provides cooperation from the perspective of the overall value chain, from production to distribution and sales. Initiatives include establishing, maintaining, and managing infrastructures for agricultural production such as irrigation systems; improving the procurement and use of seeds, fertilizer and other agricultural production materials; and establishing and utilizing production technology for grain, livestock and other items while supporting institutional strengthening of associated organizations.

In addition, JICA is taking action regarding increasing the resilience of agriculture to climate change. Activities include facilitating sustainable land use, development and study on appropriate technology, developing second-generation biomass energy that does not compete with food production, introducing weather insurance, and promoting the private sector's entry into the market.

Furthermore, along with their rising incomes, citizens of developing countries are increasingly demanding high-value-added agricultural and livestock products as well as taking a greater interest in such food issues as quality and safety. These issues also need to be addressed.

2. Stable Food Supply

Sustainable production is the premise for the provision of a stable food supply to the people of a country. In addition, ensuring a stable supply requires the establishment of food supply and



A JICA expert providing instruction on rice cultivation in Uganda, a CARD member country (Photo by Yuji Shinoda)

demand policies for an entire country that reflect international food security. Creation of a framework for food imports and the proper use of food aid are also necessary.

Africa accounts for the largest portion of people suffering from

Case Study

South Sudan: Project for Comprehensive Agricultural Development Master Plan (CAMP)

Establishing Peace and Promoting Development

South Sudan became independent from Sudan in July 2011. JICA provided support for developing a comprehensive agricultural development master plan for the establishment of peace and promotion of development in South Sudan.

A Milestone of Agricultural Development

Around 95% of the land in South Sudan is suitable for agriculture, and it is said to have an extremely high potential for agricultural development. However, South Sudan is far from meeting domestic demand for food due to prolonged conflicts, drought, and very small-scale subsistence farming. South Sudan remains heavily dependent on emergency assistance and surrounding nations for food; therefore, development of the agricultural sector has been a crucial issue in the country.

For the creation of a master plan, a task team was formed, composed of South Sudan government officials in charge of crop, livestock, forestry, and fishery sectors. They began undertaking tasks with the JICA expert team. Since there was no accumulated information in South Sudan, the team started with

a nationwide current-situation survey. After analyzing the possibility and issues of agricultural development, they determined the direction of development policy and then created concrete project plans. These processes allowed government officials to broaden their experience and knowledge, and they now take pride in their own master plan.

The master plan was officially approved at the cabinet meeting in July 2015. As a milestone for agricultural development over the next 25 years, this master plan is expected to improve productivity, to shift the agricultural system from self-sufficiency to commercialization, and to make agriculture a key industry instead of the oil industry. Based on the master-plan documents including the goals above, the



The master plan development team, composed of the task team, JICA experts, and donor experts (Photo: JIN Corporation)

South Sudan government and donors will have discussions to ensure steady implementation of the plans.

Peace is essential for the promotion of development, while development cannot be promoted without peace. In this context, JICA continues to provide assistance in carrying out the master plan.

malnutrition in the world, estimated at 23% of the total population in 2014–2016, and is in great need of expanded food production. The amount of rice consumed in Africa is growing rapidly and there are excellent prospects for achieving sustainable growth in rice production. Therefore, rice is believed to be the key to eradicating the lack of food security on the continent.

With other donors, JICA launched an initiative called the Coalition for African Rice Development (CARD) in 2008. In order to contribute to food security, the goal is to double rice production in Africa from 14 million tons to 28 million tons over the 10-year period ending in 2018. To reach this target, JICA is providing aid for the formulation of National Rice Development Strategies in the 23 rice-producing countries in Africa and for boosting rice production in line with the strategy of each country. As for the entire Sub-Saharan African region including CARD member countries, rice production increased from 14 million tons in the reference year to 25 million tons in 2014.

3. Promoting Dynamic Rural Communities

For rural development that reduces poverty, it is important to aim for social changes and invigoration in rural villages from the standpoint of developing agricultural economies and enhancing the livelihood of people. Accomplishing this goal requires going beyond simply raising productivity. For instance, the distribution and sale of food must be improved, the food processing sector energized, export promotion measures strengthened, and agricultural management must also be upgraded to increase non-agricultural income and such.

Furthermore, aid is needed that brings together a diverse range

of fields. Local administrative functions must be strengthened and rural infrastructures such as community roads and drinking water supplies established. The rural living environment must be improved and level of health and education for residents enhanced. Among other examples of aid is the narrowing of the gender gap.

Moreover, for post-conflict countries, because agricultural and rural development is often a key component of aid, JICA gives priority to these activities.

To stimulate rural development, JICA supplies aid to local administrative institutions in drafting development plans with the participation of rural residents. JICA also provides aid for the establishment of implementation systems that enable the community to raise income and improve people's livelihood, through improving the processing, distribution and sale of agricultural products.

For example, the Smallholder Horticulture Empowerment Project (SHEP, 2006–2009) and the following Smallholder Horticulture Empowerment and Promotion Unit Project (SHEP UP, 2010–2015), the technical cooperation projects implemented in Kenya to support improvement of smallholder farmers' livelihoods, have supported the farmer groups to change their attitudes from "grow and sell" to "grow to sell," introducing the concept of "Farming as a Business." As a result of various support activities—the SHEP approach—to make farmers manage market-oriented agriculture by themselves, the horticultural incomes of the farm households involved in the projects have increased. The effectiveness of the SHEP approach has been recognized by other donors such as the United States Agency

Case Study Egypt: Project for Strengthening Water Management Transfer

Popularizing Farmer Participation-Type Water Management throughout the Country

For years, JICA has extended assistance to improve the efficiency of water use in Egypt's agricultural sector by utilizing the techniques and knowledge of Japan's farmer participation-type water management.

Efficient Use of Limited Water Resources

Egypt relies on the Nile River for over 90% of its water resources, and the amount of usable water is limited to 55.5 billion tons per year. Due to this, the efficient use of agricultural water, which accounts for more than 80% of Egypt's total water resources, has been a crucial problem. However, in recent years, illegal irrigation and excessive water intake are increasing in tandem with the popularization of irrigation pumps, and irrigation facilities are also deteriorating. It is difficult for the government to control fair water distribution from upstream to farmland, the tail end.

JICA has implemented three technical cooperation projects since 2000 by utilizing the knowledge of Japan's highly evaluated farmer participation-type water management, which is conducted in land improvement districts. In

these projects, several water users associations were established and enhanced to appropriately manage water systems, including branch canal and tertiary canals, called mesqa. In this final project, JICA utilized past outcomes and offered capacity-building assistance for the water users' associations and the Ministry of Water Resources and Irrigation (MWRI), which supports the associations. Assistance was also provided for Egypt to develop a road map, which shows a plan to transfer control of the water system to the branch waterway associations over the next ten years.

JICA also conducted flow measurements with the participation of farmers, experiments on a new water-distribution plan that takes the measurement results into account, and joint repair work. These initiatives produced very meaningful outcomes. Accordingly, one of the pilot sites successfully achieved 17%



Facility survey at a pilot site to check the aging water facility with farmers

agricultural water saving and reduced the repair cost of water management facilities by 27%. The road map was also officially approved by the MWRI in March 2016 when the project was completed.

In this project, past initiatives that had been supported by various donors since the 1980s finally obtained a consensus from the MWRI for the future vision and strategies. Now it is the time for Egypt to become independent and push forward the water management transfer in accordance with the road map.

for International Development (USAID), and Japanese Prime Minister Shinzo Abe also touched on it at the opening session of the Fifth Tokyo International Conference on African Development (TICAD V) in 2013. In response to this, JICA places priority on implementing the SHEP approach in other African countries by conducting the JICA Knowledge Co-Creation Program (Group and Region Focus) as well as providing careful follow-up monitoring and technical guidance, covering 20 countries as of May 2016. To broaden the scope of utilization, a computer game is currently under development as a new public relations tool for technical officers in Africa. This game will enable them to have a simulated experience of the SHEP approach.

Fisheries

● Overview of the Issue

Fisheries resources from the oceans, rivers, and lakes are important sources of food for people in developing countries. According to the UN Food and Agriculture Organization (FAO), fish and fishery products constitute more than 20% of animal protein intake in many developing countries. In addition, the fisheries sector plays an important role in terms of providing a valuable means of livelihoods for the most vulnerable populations, such as women-headed households and those people who do not possess production assets. Developing countries account for 54% of the world's exports of fishery products in value terms and 60% in volume terms (2012), making this industry vital for the economies of developing countries to earn foreign currency. As of 2014, world fisheries and aquaculture production is 167 million tons.

However, the capture production from marine waters reached a peak in the 1990s, and it is believed that these resources have been almost fully exploited since then. In recent years, stagnant capture production has been supplemented by rapidly growing aquaculture production, which now accounts for 40% of total fisheries production. Yet, the aquaculture industry today is still highly dependent on capture fishery production for feed and seed, which may constrain further growth in the sector. There are also concerns that some forms of aquaculture are prone to cause negative impacts on coastal ecosystems. Therefore, it is a key challenge for developing countries to effectively preserve and manage fisheries resources and ecosystems while ensuring the sector's contributions to social objectives such as sustainable development and poverty reduction.

● JICA Activities

Overfishing has now become evident throughout the world, which may shake the foundation of the livelihoods of many coastal communities. Thus, proper management of fisheries resources should be given the highest priority [→ see the Case Study on page 97]. At the same time, it is also necessary to promote aquaculture and supplement the stagnant supply of fish from capture fisheries. In this way, fisheries resource management can be pursued in a sustainable manner while meeting the increased demand for fish and fishery products. When it comes to the fisheries sector's contributions to national food security, management of fisheries resources and promotion of aquaculture are very important, like the wheels of a vehicle.

With regard to sustainable growth and poverty reduction, development efforts should not be exerted only on increasing

Case Study

Viet Nam: The Project for the Development of Crop Genotypes for Midlands and Mountain Areas of North Vietnam

For Production of High-Value-Added New Varieties of Rice Using DNA Information Technology

This project is a Science and Technology Research Partnership for Sustainable Development project to assist the Vietnamese government in achieving its goal of “Developing new high-yield varieties of rice using minimal agricultural materials that are resistant to pest damage and with a short cultivation period, and adapting the varieties to Viet Nam.”

Preparing to Spread Superior Lineages throughout the Country

Based at the Vietnam National University of Agriculture, this project started in December 2010 and continued for five years.

The goal of this project was “Strengthening the rice breeding system to develop promising lines adapting for natural and socioeconomic conditions in the midlands and mountain areas in northern Viet Nam.” In order to achieve the goal, the project team developed (1) two lineages whose growing period is ten days shorter than regular lineages, (2) a lineage whose yield is increased by 5–10%, and (3) a lineage that is resistant to pest damage and cold. The new variety in (1) is already being cultivated on 500 hectares of farmland in the north-central part of Viet Nam. Preparations

are now underway to spread these varieties throughout the country.

Cultivation and crossbreeding tests were performed in a warm experimental station about 1,300 km south of Hanoi, where the university is located. Thanks to the warm test environment, the project team accelerated the generations of the varieties to three per year, when it usually produces one generation a year in Japan. This advantage greatly contributed to furthering the research.

Utilizing the acquired knowledge and techniques and experience-based know-how, young Vietnamese researchers who participated in this project are expected to continue their research at the Center for International Plant Research Viet Nam/Japan, which was newly established at the university.



Counterparts at the Vietnam National University of Agriculture receiving a lecture on DNA markers

Having a variety of social and natural environments, Viet Nam is the epitome of rice cropping in monsoonal Asia. Developing rice varieties suitable for each region in Viet Nam is anticipated to adapt and spread superior lines to rice-growing regions around the world.

production; due attention needs to be paid to maximizing the economic benefits from fisheries resources. By taking advantage of traditional knowledge and experiences of utilizing fisheries resources in Japan, JICA focuses on value chain development that involves comprehensive interventions from capture to consumption.

Based on the points above, JICA emphasizes the following three areas.

1. Fisheries Resource Management and Ecosystem Conservation

Promoting Co-management of Fisheries Resources among Government Authorities and Fishing Communities

For fisheries line agencies in developing countries whose human and financial resources are very limited, co-management is a realistic option to effectively produce meaningful results since this approach can encourage fishing communities to be proactive in managing their own resources. For the promotion of co-management, JICA combines management measures, which are essential for fisheries resource management but often bring short-term financial loss for fishing communities, with supporting measures that assist better organization and stable livelihoods of fishing communities. This approach will ensure sustainability of fishing communities' efforts on resource management.

Conserving Important Ecosystems

Coastal ecosystems, such as coral reefs, seagrass beds, and tidal-flats are important habitats for fisheries resources as spawning areas and nursery grounds; hence they are called as "critical habitats." Conserving these critical habitats is considered a prerequisite for the sustainable growth of the fisheries sector.

2. Aquaculture Development

Promoting Inland Aquaculture

Since farming fish in inland waters is the most popular way of aquaculture production in developing countries, JICA sees this production system as a priority area for support. By introducing the farmer-to-farmer extension approach, which mobilizes local leading fish farmers as community-extension workers, JICA will effectively promote aquaculture practices in developing countries with minimum support and assistance from the government authorities and institutions.

Developing a Sustainable Aquaculture System

In order to meet the increasing demand for fish and fishery products, new production technologies need to be developed for improved production efficiency as well as for environment- and ecosystem-friendly aquaculture practices. Working with universities and research institutions, JICA will promote the application of Japan's advanced technologies and knowledge in developing countries.

3. Fishery Value Chain Development

In developing countries, fish and fishery products are important commodities that are widely traded locally, regionally, and internationally. Production of valuable fishery products that meet the market requirements will greatly boost the local economy, create employment, and improve the livelihoods of fishing communities.

Case Study

Morocco: Capacity Development of Fisheries Resource Monitoring for Sustainable Management of Small Pelagic Resources

Proper Monitoring and Assessment of Fisheries Resources with Practical Application of Japan's Technologies

Sustainable utilization of fisheries resources is one of the SDGs. JICA is proactively engaged in improvement of monitoring and assessment of fisheries resources, which is a key effort toward achieving this goal.

Providing a Good Scientific Information Base for Pelagic Resource Management

The coastal waters of Morocco are rich in small pelagic fish species such as sardines and horse mackerel. A large number of small-scale fishers and processors in the country are heavily dependent on these resources. However, the biomass of small pelagic resources is known to fluctuate naturally to a significant degree, which often causes negative impacts on economically vulnerable small-scale fishers and processors. In order to secure stable income and employment for these populations, it is essential to improve the monitoring of pelagic fish resources, which enables better forecast of future fluctuations.

Advanced technologies are required to deal with small pelagic fish species since they are highly mobile migratory species. In this

regard, Japan has provided research vessels equipped with sophisticated acoustic survey devices and dispatched Japanese experts so as to support national efforts to strengthen the institutional capacity of resource monitoring. Acoustic survey is a method of estimating the types and quantity of fish in a school by using a special fish detector and analyzing the echo data from the school. It is extremely important to identify echo data differentiated by individual fish. In this regard, some research findings of the project, such as target strength values newly established for major pelagic species, are of great value. Thanks to committed efforts from the Moroccan side together with adequate technical assistance from the Japanese side, Morocco has successfully applied an advanced resource monitoring and assessment method called Virtual Population Analysis.



A marine survey ship conducting an acoustic survey

In the process, a number of Moroccan researchers with various technical expertise, including oceanography, biology, acoustic survey, socioeconomic studies, and resource assessment, took part in the project activities and made remarkable progress in their own research areas, which were then combined for the comprehensive analysis.

Overall, the project has accumulated various research findings and contributed significantly to the improved accuracy of pelagic resource monitoring and evaluation. It is believed that the continued efforts of the Moroccan counterparts in the project will provide a good scientific information base for the sustainable utilization of fisheries resources in Morocco.



Industrial Development and Public Policy

For Decent Work, Clean Energy, Democratic Governance, and People's Dignity and Happiness



Director General's Message

Yoshinobu Ikura Director General, Industrial Development and Public Policy Department

Sectoral Issues

- To increase decent work by supporting the growth of the private sector and the development of industrial human resources (Goals 8 and 9 of the Sustainable Development Goals [SDGs], or SDG8 and SDG9 for short)
- To deliver affordable, safe and low-carbon energy to all (SDG7, SDG12)
- To support the creation of a democratic society based on the rule of law (SDG16)

Fiscal 2015 Initiatives

- The Thilawa Special Economic Zone (SEZ) in Myanmar, to which JICA provided assistance in management and development aspects, opened in September.
- JICA forged ahead with the Hybrid Islands Initiative, which is designed to bolster electric power supply in island regions. This initiative was incorporated into the aid package that Japan pledged at the Seventh Pacific Islands Leaders Meeting.
- JICA provided media assistance, support for strengthening the parliament office, and anti-corruption training to Ukraine.

Future Cooperation

- JICA will contribute to "quality growth" and job creation by strengthening partnerships with private sector activities. This will involve promoting human resources development (HRD) for the business sector at Japan Centers for Human Resources Development.
- JICA will address growing energy demand in Africa and elsewhere by focusing on the development of geothermal power.
- JICA will support building democratic governance by sharing the experience of Japan's legal profession in HRD with developing countries, while taking advantage of Japan's experience to provide assistance in legal and judicial development, including improvement of the business environment.

pick up
A look at
programs by
numbers

1,229 MW

This figure represents the total installed capacity of all the geothermal power generation plants that JICA has built in the developing world. It is roughly twice as large as that of Japan. Geothermal power is one of the sectors where Japan's technology and experience are particularly useful.

Sierra Leone: An expert from JICA provides technical guidance to staff members at a power generation plant in the Project for Capacity Development for Maintaining Power Supply Facilities.

Private Sector Development / Energy and Mining / Governance



Of the 17 Sustainable Development Goals (SDGs), strongly associated goals are shown in color.

JICA assists developing countries with building up their private sectors, which serve as an engine for economic growth. While focusing on trade and investment promotion, small and medium-sized enterprises (SMEs) development, JICA provides broad-ranging assistance to develop industrial infrastructure, including support for promoting the mining industry, and the stable supply of

safe, low-carbon, and low-priced electric power.

JICA also strives to strengthen governance through its cooperation in establishing legal and judicial frameworks, making government more efficient and transparent. Through these activities, JICA is promoting sustainable growth as well as democratic and fair societies in developing countries.

Private Sector Development

The private sector serves as the driving force for economic growth in developing countries. Strong and comprehensive economic growth can be realized when private companies in various fields achieve dynamic growth and development and create higher added value. Still, in *Doing Business 2016*, the latest Ease of Doing Business ranking by the World Bank, 15 of the 33 countries in Asia and only 5 of the 47 countries on the African continent are within the top 100 countries.

In recent years, many developing countries have been focusing efforts on attracting foreign direct investment. Many Japanese companies, for their part, are actively establishing operations in developing countries by finding new markets and opening manufacturing bases in those areas. Through further reinforcement of collaboration between the two, JICA focuses on contributing to more effective private sector development in developing countries while enhancing mutually beneficial economic relations.

● Overview of the Issue and JICA Activities

While a wide range of factors, including macroeconomic stability, infrastructure development, and improved basic education, constitute important elements of private sector development, JICA focuses on the following fields: (1) developing policies and institutions for improving the business environment; (2) promoting trade and investment; (3) improving the competitiveness of local companies; and (4) tourism.

1. Developing Policies and Institutions for Improving the Business Environment

JICA assists developing countries to achieve an environment conducive to the activities of private companies and to realize the development of industries that serve as an engine for development.

Industrial promotion policy is a principal pillar for national development. JICA assists with drawing up these industrial policies focusing on various aspects depending on the situation in the partner country. JICA also assists with the development and operational improvement of legislative and

institutional infrastructure for business activities, including economic regulations such as enterprise law and competition law, intellectual property systems, standards and conformity assessment systems, tax administration, and financial systems.

In fiscal 2015, JICA launched a technical cooperation project in Indonesia that is designed to improve the intellectual property rights system. This project provides inclusive assistance that covers all facets of the system, ranging from capacity building for the enforcement aspects, including examination and court procedures by competent authorities, to improvement of the procedures for examining and drafting related laws and regulations.

2. Promoting Trade and Investment

In the global economy, the growth of developing economies fundamentally requires trade and investment with other economies. With this in mind, JICA focuses on the following aspects:

(1) Promoting Trade

Imports and exports of emerging and developing countries account for 45% in export value and 42% in import value of total global trade in 2014. It is obvious that trade plays an important role in economic development in developing countries. For furthering trade, it is essential to simplify and facilitate trade-related procedures, including customs, as well as to improve access to foreign markets by companies in developing countries.

(2) Promoting Investment

In direct investment in 2014, 55% of investment went to emerging and developing countries; thus, developing countries are becoming even more attractive as an investment destination for foreign companies. There are also moves on the part of developing countries to take advantage of foreign direct investment (FDI) as an engine to promote domestic industries.

JICA assists developing countries in improving the investment environment and proactively disseminating information on investment opportunities. To this end, it dispatches investment promotion advisors and supports the development of special economic zones. Under its development policy loan program, JICA also supports efforts to reform and improve the policy and institutional aspects of the investment environment.

In fiscal 2015, JICA's activities to support investment promotion in Africa included the dispatch of experts to Kenya, Ghana, and Zambia to build up the capacity of investment promotion organizations in these countries. In Ethiopia, JICA conducted a data collection survey. Based on this survey, it analyzed the investment environment in the country from a trans-African perspective and helped to develop an investment strategy.

3. Improving the Competitiveness of Local Companies

In order to improve the competitiveness of local companies, particularly SMEs, JICA is engaged in strengthening support services for companies and developing industrial human resources.

(1) Strengthening Support Services for Companies

Increasing corporate competitiveness requires enhancing corporate management resources: labor, technology, capital, and information. JICA assists the public entities that are SME support organizations in strengthening their business development services and in fostering industrial clusters.

(2) Developing Industrial Human Resources

Developing countries are showing strong interest in Japanese-style management and production management methods such as *kaizen*. In Asia, JICA takes advantage of its eight Japan Centers for Human Resources Development, called Japan Centers, to assist business training in the region, thereby developing human resources that are familiar with Japanese-style management and production management methods.

In Africa, JICA supports the promotion of the *kaizen* system to improve quality and productivity, which is the most typical Japanese-style management and production management

method [→ see the Case Study below]. It has trained *kaizen* advisors to enhance guidance for companies and other entities in seven African countries. In addition, JICA supports the establishment of human resource development centers for business and industry, as called for in the Fifth Tokyo International Conference on African Development (TICAD V).

The outcomes of all these kinds of assistance are expected to bring about mutual benefits to developing countries and Japan, as they will contribute both to industrial promotion in developing countries and to the activities of Japanese companies there.

4. Tourism

As the economies of developing countries grow, regional disparities have become a major issue in an increasing number of developing countries. In order to spread the benefits of economic growth widely to local residents, JICA supports industrial development benefitting local areas by effectively utilizing tourism resources.

In Myanmar, JICA supports the formulation of an integrated tourism development plan that involves a scheme to enhance the allure of the Bagan area as a tourism destination and accordingly develop tourism products and infrastructure that benefit the local community. Tourism projects in Jordan and Ethiopia emphasize the concept of preserving, displaying and utilizing the tourism resources including local nature, culture and ways of life, in a sustainable and unified manner with local people. To materialize this concept, JICA is supporting capacity development of public and private stakeholders and strengthening of collaboration among those stakeholders.

Case Study

Ethiopia: Project on Capacity Development for Kaizen Implementation for Quality and Productivity Improvement and Competitiveness Enhancement

Promoting African Industries with Japan's Management Know-How

Ethiopia, which is seeking to transform itself into an industrialized economy, is struggling to increase its industrial competitiveness through quality and productivity improvement. The Ethiopian government is taking the lead in promoting *kaizen* across the country.

Kaizen Is the Key to Growth

Convinced that *kaizen* holds the key to growth, the Ethiopian government established the Ethiopian Kaizen Institute (EKI) in 2011 at the strong initiative of the prime minister. With assistance from Japan, EKI has been training consultants and teaching *kaizen* to companies of any size, including large and micro enterprises. To date, more than 200 companies have introduced *kaizen*, increasing their productivity on average by 37.2% and reducing waste on average by 55.2%.

Ethiopia has been working to apply *kaizen* skills and promote the concept nationwide. Its five-year national development plan for 2015-2020 mentions the need for *kaizen* many times.

This project, launched in 2015, involves training EKI consultants with a view to

encouraging companies that are capable of basic *kaizen* activities to engage in company-wide *kaizen* efforts, including total quality management (TQM), and introduce an advanced *kaizen* program. The project also aims to strengthen the management capacity of EKI and support the development of institutions and mechanisms designed to promote and spread *kaizen* throughout the country.

In March 2016, JICA held a Kaizen Knowledge Sharing Seminar in Ethiopia and shared



EKI Director General Getahun Tadesse shares Ethiopia's experience at a Kaizen Knowledge Sharing Seminar.

Ethiopia's experience with the participants from 11 African countries and elsewhere. It is hoped that such knowledge sharing will allow *kaizen* to be widely practiced across Africa, eventually contributing to industrial promotion in the region.

Energy and Mining

Stable supply of quality electric power, meaning a safe and affordable power supply, and mining development are essential for building industrial infrastructure for developing countries as well as for improving the quality of people's lives there. As of 2015, some 1.2 billion people in the world have no access to electricity. About a half of those people are concentrated in Africa. Some estimate that, to rectify the situation, investment worth \$10 trillion will be needed by 2035.

Meanwhile, the development of energy and mining and the supply thereof are strongly required to adopt low-carbon operations to address climate change under the Paris Agreement of December 2015. It may be worth noting here that some 90% of CO₂ emissions from Japan originate from the energy sector and about 40% are associated with power generation. Efforts in this sector are essential in addressing climate change.

JICA is working on energy and mining issues with a focus on contributing to a stable supply of environmentally friendly natural resources and energy at low cost, according to the situation and needs of each partner country or region.

● Overview of the Issue and JICA Activities

1. Energy

Stable securement of low-cost, low-carbon energy is an urgent development subject for developing countries to achieve stable social economy and sustainable growth. However, many countries face a lack of necessary techniques, know-how, and funds, and even human resources in charge of policy planning

and implementation are limited.

To address these challenges, JICA seeks to attain balanced power supply that meets three requirements—low-cost, low-carbon, and low-risk, the “3 L’s,” with an eye on contributing to achieving SDG7: to ensure access to affordable, reliable, sustainable, and modern energy for all. Specific assistance is shown below:

(1) Promoting Better Access to Electric Power and

More Stable Power Supply by Reinforcing National Grids

For many years, JICA has been committed to achieving better access to electric power and more stable power supply in developing countries by supporting the reinforcement of their national grids. In recent years, JICA has provided assistance for establishing an electricity master plan to Myanmar, Pakistan, Tanzania and other countries. It has also supported high-efficiency thermal power generation and assisted the development of power infrastructure, including power transmission and distribution networks, in many countries in Asia, Africa, and elsewhere. Reinforcing and extending national grids will enable stable power supply to a wide range of users, including those in the poverty.

(2) Promoting of Low-carbon Power Sources

Japan possesses world-class technology in geothermal power generation, which is renewable energy and stable base-load power sources. JICA provides a wide range of support, from resources development to the construction of geothermal plants in Indonesia, African Great Rift Valley countries that include Kenya, and Latin American countries.

Small island states, especially those in the Pacific region, need to reduce their consumption of imported diesel fuel and become more self-reliant in energy supply. In this regard, JICA assists

Case Study Academic-Government Partnership in Mining Pollution Control

Putting Japan's Experience and the Knowledge of Japanese Universities to Use for Environmental Pollution Control in the Developing World

Environmental pollution control is now essential for sustainable mining development. In this sector, joint initiatives are underway among Japanese universities that have expertise in mining pollution control, JICA, the Japan Science and Technology Agency (JST), and institutions in developing countries.

Serbia Jointly Developing Environmental Monitoring and Other Techniques

In Serbia, scientists have pointed out the possibility that tailings* at the Bor copper mine, which has operated for more than 100 years, are causing environmental pollution. The problem is that the potentially polluted area is huge due to the many years of operations. To make matters worse, it is difficult to pinpoint where high concentrations of pollution exist. Akita University of Japan and the Mining and Metallurgy Institute Bor of Serbia are now working together to develop a wide-area environmental monitoring technique that utilizes Japan's advanced remote-sensing technology and a tailing-processing technology that can recover recyclables.

Zambia Toward Elucidating the Mechanism of Hazardous Metal Pollution

Major concerns associated with mining development in Zambia include the pollution of water, soil, and other environmental resources as well as hazardous metals pollution in livestock and humans. The Blacksmith Institute, a U.S.-based independent environmental organization, has identified Kabwe as one of the ten most polluted places in the world.

This situation has promoted Hokkaido University of Japan and the University of Zambia to (1) elucidate the mechanism of how the pollution sources contaminate soil, ecosystems, humans, and animals; and (2) develop safe and economical techniques for environmental restoration.



Polluted water flows from the tailings.

Expectations are high for the outcomes of these activities in the two countries to be adaptable in other countries. JICA plans to continue its assistance for sustainable mining development in developing countries.

* The mineral-derived muddy waste generated from mines, smelters, chemical plants, and the like.

these countries in developing a “hybrid” power grid system that builds on the optimal use of diesel power generation and renewable energy.

(3) Pursuing Efficient Use of Energy

How to make energy use more efficient is another important issue. JICA assists Viet Nam, Bangladesh, and other countries in their energy-saving efforts. It also provides them with financial assistance for upgrading power transmission and distribution systems as well as technical cooperation for strengthening operation and maintenance capacity for the systems, thereby contributing to reducing power loss.

2. Mining

Mineral resources development not only has enormous socioeconomic implications; it is vital for sustainable development of the global economy as well.

A transition from the mineral-resource exploration stage to the production stage requires large amounts of capital and advanced technology, which in turn calls for the entry of foreign companies into the mining industry in developing countries. However, many developing countries’ governments have weaknesses in mining policy as well as legal systems and frameworks, and lack basic geological information and infrastructure. Keeping in mind both Japan’s need to secure natural resources and extending assistance to developing countries for the previously mentioned mining development issues, JICA selects countries and provides cooperation: (1) to improve the investment environment in terms of both software and hardware aspects by, for example, strengthening the administrative capacity of developing countries’

governments and developing peripheral infrastructure; and (2) to develop human resources. For the second objective, JICA has recently been working with Japanese universities to offer a training program in Japan, popularly known as the Kizuna Program (*kizuna* means “bonds of friendship” in Japanese). The program is aimed both at training government officials in developing countries who are responsible for mining development as well as at building and strengthening a human network involving Japanese people.

Governance

The term “governance” refers to not only administrative activities, but the overall social system in which the public and private sectors are also involved. Governance becomes the basis for the socioeconomic development of developing countries. Among the low-income countries, however, the average percentage of citizens who have confidence in the judicial system is as low as 20%, according to a 2014 survey. JICA is supporting various kinds of capacity development activities in the field of legislation, judiciary, administration and finance. Such cooperation is conducted from the perspective of assistance in democratic growth and development in developing countries by sharing universal values, such as freedom, market economy, and rule of law.

● Overview of the Issue and JICA Activities

1. Legal and Judicial Frameworks

Since 1996, JICA has been cooperating in (1) establishing

Case Study

Myanmar: Project for Modernizing the Funds Payment and Securities Settlement Systems

A Giant Leap for Modernizing Financial Markets with an Electronic Payment and Settlement System

JICA has supported the development of ICT systems for banking and monetary operations, especially the payment and settlement system of the Central Bank of Myanmar (CBM) by Grants to modernize the country’s financial sector. In this technical cooperation project, JICA is working to create an environment to facilitate the operation and maintenance of these systems.

Building on the BOJ’s System

In Myanmar, most interbank financial transactions were conducted manually, and even large-value payments and settlements were made by the delivery of bank notes. To tackle these inefficient and high-risk transactions, CBM-NET, a Real Time Gross Settlement

(RTGS) system that was developed based on the Bank of Japan (BOJ) Financial Network System (BOJ-NET), was put into operation in January 2016, paving the way for efficient and safe transactions. At the same time, CBM-OA, an in-house ICT system for the Central Bank of Myanmar (CBM), was also introduced for better

IT utilization.

This project began with a seminar, “Central Bank and Central Banking,” presented by the former BOJ governor in August 2014. To date, the project, in cooperation with the BOJ, has involved a range of activities, including development of rules, guidelines, and work flows as well as various training sessions in such fields as payment and settlement, monetary policy, ICT system operation and maintenance, and basic PC usage. Accounting and book keeping, which were traditionally done by hand, has been systematized and are now effectively operated in line with CBM-NET.

During the development stage, many unexpected incidents, such as damage to network cables by rats, were overcome by working with the central bank officials.

Building on the project’s achievements to date, JICA plans to assist in improving financial markets and developing the capacity for monetary operations in order to make better use of CBM-NET.



H.E. U Set Aung, Deputy Governor of the Central Bank of Myanmar, inspects a system test of CBM-NET (Photo: NTT Data Corporation)

and improving the legal framework, and (2) restoring legal and judicial frameworks and developing human resources for economies in transition and in post-conflict countries. Such assistance is delivered in cooperation with Japanese jurists. JICA's assistance is characterized by the utilization of Japan's experience in establishing its own legal framework and the long-term assignment of Japanese jurists to partner countries.

In fiscal 2015, JICA launched two projects in this sector. One is a follow-up project designed to ensure legal consistency and promote the Civil Code in Viet Nam. The other is a project in Indonesia that is aimed at (1) improving legal consistency in drafting and examining business-related laws and regulations, including intellectual property (IP) laws, and (2) strengthening the framework for protecting IP rights.

In Myanmar, Cambodia, and other countries, JICA assisted in developing laws and regulations, building their execution capacity, promoting the mediation system, and improving judicial practice. For the first time, JICA also provided training in criminal justice for the eight French-speaking African countries in Cote d'Ivoire.

2. Democratic Systems

JICA extends assistance for a range of measures to strengthen the foundations for democratic rule in developing countries. The assistance covers such measures as improving the capacity of election management committees in order to ensure fair elections, strengthening the functions of parliament, and reinforcing the capacity of the media, which functions as a monitor of the use of power and influence.

In fiscal 2015, JICA sent an advisor to support the voter registration process to Cambodia, as requested by the Cambodian government. It also continued its assistance for the Office of the National Assembly in Viet Nam. In addition, JICA provided Ukraine with country-focused training to support the legislative branch and the media.

3. Public Safety

JICA is also committed to supporting developing countries in improving public safety in cooperation with Japan's police. Such assistance addresses a number of aspects, including (1) the democratization of police organizations, (2) *koban* community policing designed to promote crime prevention and deterrence based on trusting relationships with the public, and (3) criminal investigation skills as represented by expertise in criminal identification.

In fiscal 2015, JICA continued its project in Brazil that is aimed at disseminating *koban* community policing nationwide. Assistance in institutional and human resources development for promoting civilian community policing in Indonesia, Timor-Leste and other countries are ongoing. Training for Afghan women police officers was conducted in Turkey as well.

4. Public Administration / Public Financial Management / Finance

Public administration, public financial management, and finance constitute the basis for policy formulation, implementation and economic management in each country. Every donor agency

should pay adequate attention to the political and economic background of each partner country and put the country's reform process into in a medium- to long-term perspective, rather than seeking short-term outputs.

(1) Public Administration

In order to strengthen the comprehensive administrative functions of developing countries, JICA has been working on the enhancement of civil servant training and enhancing the planning capacity of local governments for better public service delivery.

In Viet Nam, JICA provided training on public sector reform and other policy issues for candidates for high-ranking official positions in the Communist Party. Of those who participated in this training, 33 were selected as members of the Central Committee at the party congress in January 2016. In the Dominican Republic, JICA supported to establish a mechanism whereby each city coordinates its development plan, which reflects local resources and needs, with the sector plans of central government agencies.

As part of its assistance in anticorruption measures, JICA supported institution building to ensure the integrity of government officials in Bangladesh. JICA also provided Ukraine with country-focused training on administrative and fiscal reforms and organized an anticorruption seminar in the country.

(2) Public Financial Management

Public financial management (PFM) constitutes a key sector that covers all the components that relate to the flow of funds for the public sector. It is a key development issue that influences everything from development planning to public-sector management.

In fiscal 2015, JICA shared its activities and international trends in the PFM sector along with its fiscal 2015 project research, the "Study on Economic and Fiscal Policies in Resource-Rich Countries," with the United Nations, the International Monetary Fund, and the World Bank. It also shared views with these international organizations, which showed strong interest in JICA's wide-ranging activities, including the introduction of performance-based budgeting, public investment management, internal audit, and public-private partnerships (PPPs).

JICA also continues its assistance in tax administration and customs administration, which play the pivotal role on the revenue side of public finance. JICA is supporting the introduction of a new customs clearance IT system in Myanmar, aiming at trade facilitation. In the east, west, and south subregions of Africa, JICA continued to set up One-Stop Border Posts to facilitate cross-border transportation as well.

(3) Finance

Finance constitutes a major part of the "soft infrastructure" that supports private sector development. In recent years, JICA's assistance in this sector has been increasing. In Viet Nam, JICA drew on Japan's experience to support the reform of state owned enterprises and the disposal of nonperforming loans. It also provided assistance to develop the capacity of the central banks to formulate monetary policies. In Myanmar, JICA has provided the central bank with assistance for modernizing the fund settlement system and helped to develop a stock exchange market. In this way, JICA supported financial modernization in Myanmar [→ see the Case Study on page 102].

Other Activities and Initiatives

Public-Private Partnerships

→ P.106-107

Partnership with Japanese Private Sector

→ P.108-109

To apply innovations created by the Japanese companies to solve diversifying issues in developing countries, JICA is strengthening collaboration with private companies through initiatives on PPP infrastructure projects, BOP businesses, and support for Japanese small and medium enterprises.



Science and Technology Research Partnership for Sustainable Development (SATREPS)

→ P.110-111

Based on Japan's advanced science and technology, JICA aims to create newer "knowledge" by promoting international joint research between research institutes in Japan and developing countries. It is expected to contribute to solve global-scale issues by giving research outcomes back to the real world.



Citizen Participatory Cooperation

→ P.112-113

JICA encourages Japanese citizens to take part in the international cooperation as bridges between developing countries and Japan. JICA's activities include development education in collaboration with schools to share various situations in developing countries, and the introduction of international cooperation in which citizens can participate.



Volunteer Programs

→ P.114-115

At the grassroots level, Japanese citizens who are willing to participate in international cooperation are dispatched to developing countries. They are expected to contribute to solving problems in partner countries, by living among local people and familiarizing themselves with different cultures and customs.



To respond to diversifying issues on a global level or the various needs of developing countries, collaboration with partners with innovative technologies or rich experiences, such as local governments, private corporations, universities, and NGOs, is imperative. To make good use of the expertise of various actors to support developing countries, JICA has introduced a variety of collaboration programs. JICA also proactively raises important issues that the international community needs to tackle together, along with the evidence-based findings from the field.



→ P.116-117

Partnerships with NGOs and Other Organizations

Through continuous dialogues with NGOs as well as with universities and local governments in Japan, JICA extends joint support to developing countries, applying the unique experiences and technologies of these organizations.

→ P.124

Partnerships with Local Governments

Experiences and knowledge accumulated by Japanese local governments, such as in water and sewer services and solid waste management, strongly contribute to developing countries as well. JICA aims for a win-win contribution to both the development of developing countries and the revitalization of Japanese local communities.



→ P.118-119

Emergency Disaster Relief

When major disasters occur overseas, JICA conducts disaster relief activities according to requests from governments of disaster-affected countries or the relevant parties. JICA's aid in disaster-affected areas includes searches and medical assistance for disaster-affected people and initial reconstruction from disasters. JICA also provides necessary supplies such as blankets, tents, and medicines.



→ P.120-121

Research

The JICA Research Institute carries out research based on the experiences that JICA has accumulated through actual cooperation activities and contributes to JICA's future operation strategies, and at the same time proactively disseminates the research results domestically and internationally to contribute to the world's development agendas. The institute also conducts research relating to "quality growth" based on the Development Cooperation Charter.



→ P.122-123

Enhancing Development Partnerships

JICA collaborates with international development cooperation agencies, working with them at development cooperation sites. Through dialogues among donors and international conferences, JICA also disseminates views on important issues that the international community must tackle.

Public-Private Partnerships

New Partnership Supporting Economic Growth

It is difficult to meet the capital demands for social and infrastructure development in developing countries with their governments' limited budgets and ODA support. In fact, the private sector accounts for a large proportion of the financial flows to developing countries. The Sustainable Development Goals (SDGs) that were adopted in September 2015 also attach importance to partnership with private companies for overcoming challenges.

These efforts have contributed to creating employment opportunities, human resources development, and improving technologies. In addition, high expectation is placed on the outstanding technologies, know-how, and business ideas of private sector.

JICA provides wide-ranging support schemes to produce better developmental results efficiently and effectively through further collaboration between the activities of the private sector.

● Private-Sector Investment Finance

Economic and Social Development Support in Developing Countries through Partnership with the Private Sector

Of the Loan Aid assistance provided by JICA, Private-Sector Investment Finance (PSIF) is a scheme to support private enterprises that conduct business with positive impacts in certain fields, including infrastructure improvement, poverty reduction, and measures against climate change, through the provision of loans and equity. Furthermore, by introducing technologies and know-how of private companies and by coordinating the collaboration with private financial institutions and local governments, JICA makes efforts to reduce various risks associated with projects and to further increase development outcomes through coordination with JICA's technical cooperation, other international organizations, etc.

In fiscal 2015, JICA signed a loan agreement for the Rental

Factory Development Project for SMEs in Viet Nam, as well as a loan agreement for the Emergency Life-Saving Center Development Project in Cambodia. The latter is the first overseas investment project in the field of medical care since PSIF was restarted [→ see the Case Study on page 107]. Furthermore, JICA has made a decision on equity participation in the Asia Climate Partners LP that provides loans and equity to projects in the Asian region in the field of countermeasures against climate change, and also signed an agreement with the Asian Development Bank to establish a trust fund to support private infrastructure improvement projects in the Asia-Pacific region.

● Preparatory Survey for PPP Infrastructure Projects

Public-Private Partnerships to Address Infrastructure Projects in Developing Countries

In recent years, there has been a growing trend in developing countries toward incorporating the expertise of the private sector into infrastructure projects. Based on a proper demarcation of roles and risks between the public and private sectors, public-private partnerships are implemented in order to engender greater benefits and efficiency in these projects. JICA has established a survey scheme for the formulation of PPP infrastructure projects that are intended to be carried out under the PSIF or Japanese ODA Loan assistance.

This scheme is designed to formulate favorable PPP infrastructure projects at the upstream stage, based on the cooperation between the public and private sectors. JICA entrusts the necessary surveys to private Japanese companies that have submitted promising proposals so as to develop project plans. This scheme contributes to various policies under the Japanese government, such as the Japan Revitalization Strategy and the Infrastructure Systems Export Strategy, as well as "quality infrastructure."

In fiscal 2015, three proposals were selected. More specifically,

Making Use of the Private Sector's Vitality to Boost Developing Countries' Vitality



Tetsuo Konaka
Director General
Private Sector Partnership and
Finance Department

In recent years, the amount of private sector finance flow into developing countries has been much larger than that of public funds such as ODA, and the Development Cooperation Charter of the Japanese government also emphasizes the importance of the public-private partnerships. Similarly, the SDGs put importance on activities where all resources, including those from the private sector, are utilized. Multilateral development banks, including the World Bank, have expressed their commitment toward achievement of the SDGs, in their paper "From Billions to Trillions." JICA is also expected to act as a catalyst to connect the private sector and developing countries.

The Private Sector Partnership and Finance Department is in charge of supporting business proposals from enterprises and other organizations (Proposal-Based Programs), and providing loans and equity (Private-Sector Investment Finance).

The former applies outstanding resources of the private

sector, such as technologies and know-how, to the development of developing countries; out of this, assistance to BOP business promotion has played a pioneering role domestically and internationally. Meanwhile, the latter made remarkable progress, as evidenced in the achievement of the first project in the form of project finance and equity contribution in the Asian Development Bank's trust fund in fiscal 2015. Our department plans to actively form projects with high development effectiveness in the future, while giving consideration to the balance among a country, sector, and an assistance method as well as focusing on risk management.

Public private partnership projects do not materialize without needs and cooperation from those who work in entities such as private corporations. We will continue making efforts such as enhancement of cooperation schemes, and we will be looking forward to receiving proactive proposals and consultations from private sector.

they were proposals to contribute to the improvement of key transportation networks in the countries concerned, including airports and a freight railway in countries such as Indonesia and Thailand. The projects are expected to make the infrastructure of each country more efficient and sustainable through the excellent technologies and know-how that Japanese companies own.

However, there are many challenges related to PPP infrastructure projects in developing countries. These challenges include difficulties in securing project viability, insufficient recognition of proper role-sharing and risk allocation among host governments, and completion risk due to factors such as delays in construction of related facilities. Therefore, not only providing support to developing countries for enlightenment on the PPP system, assisting establishment of appropriate PPP policies and institutions, and strengthening implementation capacities, JICA is also promoting comprehensive efforts for crystallizing PPP projects, as seen in the introduction of a scheme to accept project proposals from private companies at all times, to promote more timely formulation and establishment of projects.

● Preparatory Surveys for BOP Business Promotion

A New Approach for Enhancing Development Impact in Partnership with Private Businesses

BOP/Inclusive Business is an approach aimed at finding new market opportunities by targeting the low-income segment of the population (i.e. the Base Of the Pyramid), which is defined as the populace with an income below \$3,000 per year based on purchasing power parity, as consumers, employees, or business partners including producers.

JICA entrusts surveys on development of business models, project planning, and ideas for collaboration with JICA projects to private companies that have proposed promising BOP business plans. In fiscal 2015, JICA selected eight proposals, including proposals for solar lanterns and high-value-added agriculture. JICA is also engaged in building an environment to

promote realization of projects through activities such as holding networking events among the private companies that have made use of this scheme, and introduction on a website of lessons learned and good practices identified in past projects.

● Collaboration Program with the Private Sector for Disseminating Japanese Technology

Boosting the Dissemination of “Japanese Model” that Contributes to the Growth of Developing Countries

The dissemination of “Japanese Model” with advanced high competitiveness and solution for technological issues in developing countries are regarded as priority issues advocated by the Japanese government, such as the Japan Revitalization Strategy and the Infrastructure Systems Export Strategy. As an effort to address these issues, JICA initiated “Collaboration Program with the Private Sector for Disseminating Japanese Technology for the Social and Economic Development of Developing Countries” in fiscal 2013. This program aims to facilitate the understanding of excellent products, technologies, and systems of Japanese companies as well as to consider the possibility of applying them in developing countries. In this program, training sessions in Japan or in counterpart countries will be provided primarily for government officials from developing countries.

In fiscal 2015, 28 proposals were adopted. Specifically, special reserves for the health and medical care were established under a supplementary budget, and proposals including Japanese diagnostic technologies for infectious diseases were selected as proposals that will assist the dissemination of Japanese-style medical care.

Today, a lot of JICA’s efforts including technical assistance are bearing fruit, such as a widely employed cardiac catheter treatment technique in Mexico and a hybrid toilet system distributed in Kenya that will contribute to women’s social participation, among other benefits.

Case Study Cambodia: The Emergency Life Saving Center Development Project

Contributing to the Improvement of the Level of Medical Care in Cambodia

In June 2015, JICA signed a loan agreement for the Emergency Life Saving Center Development Project in Cambodia with Sunrise Healthcare Service Co., Ltd. (SHS), a company invested by JGC Corporation, Innovation Network Corporation, and Kitahara Medical Strategies International. This is the first project finance under the Private-Sector Investment Finance scheme, which was restarted in October 2012.

Toward Establishment of a Quality Hospital

This project, through establishment and operation of a private hospital equipped with an emergency lifesaving center in Phnom Penh, the capital of Cambodia, the Sunrise Japan Hospital Phnom Penh, will provide quality medical services, thereby assisting in improving the level of medical care in Cambodia. In addition to financing, JICA has supported the training of 42 Cambodian staff at Kitahara International

Hospital to develop medical care providers to work in the hospital.

In Cambodia, lifestyle diseases such as strokes are increasing along with the rapid economic growth of recent years. Furthermore, while the number of traffic accidents has risen with the rapid increase in automobiles and scooters, the emergency medical system is not sufficiently developed. Given these circumstances, the hospital is expected to raise the standard of emergency and advanced



A rendering of the completed hospital

medical care in Cambodia.

As a pioneering project of “quality infrastructure investment,” the project is expected to contribute to the improvement of the level of medical care in Cambodia, as well as to the international utilization of quality health care technologies.

Partnership with Japanese Private Sector

Support for Japanese Small and Medium Enterprises (SMEs) Overseas Business Development to Address Various Development Issues in Developing Countries

Japanese government revised the Framework for Supporting Japanese SMEs in Overseas Business in March 2012 where JICA became a member of the all-Japan support system for overseas business development of SMEs. Since then, JICA initiated programs for supporting overseas expansion of SMEs, in order to tackle various development issues in developing countries, and has supported those companies with ODA for the past four years. In these programs, as of March 2016 JICA had received an aggregated total of 1,649 proposals from SMEs and selected 396 of them. In the Development Cooperation Charter approved by Japan's Cabinet in February 2015, activities by the Japanese private sector, including SMEs, are considered one of the major driving forces to promote the economic growth of developing countries. With the understanding that ODA is expected to play the catalytic role in tackling various challenges in developing countries and in accelerating business activities of private sectors, JICA continues its cooperation with SMEs.

● JICA's Overall Support for Japanese SMEs Overseas Business Development

In fiscal 2015, JICA combined and held explanatory sessions, which until fiscal 2014 had been held separately, on the schemes of Promotion Survey, Project Feasibility Survey, and Verification Surveys for Disseminating Japanese Technologies. JICA explained the differences among the schemes in the sessions to prompt each proposer to make a proposal to the most suitable scheme. In addition, JICA enriched information, including its Web page on "Issues in Developing Countries Where Utilization of Products and Technologies of Small and Medium Enterprises (SMEs) Is

Expected," and made active efforts to encourage proposals by companies with technologies that match respective countries and issues, so as to increase the chances for the proposals to be selected.

Support structures for SMEs' overseas development have been strengthened at JICA's 14 domestic offices. Approximately 1,900 meetings with 2,600 companies were held, and more than 100 seminars for over 5,000 participants were held across the nation during the year.

More effective use of overseas offices has also been considered, and JICA will actively provide such information as the needs from developing countries.

● Promotion Survey and Project Feasibility Survey

In fiscal 2015, JICA made two advertisements for SME Partnership Promotion Survey (called the Promotion Surveys) and Project Feasibility Survey. In a Promotion Survey, which started in 2012 and of which 62 have been selected so far, basic information is collected and an overseas business plan is drafted in order to examine the possibility of solving development problems through a Japanese company's overseas business development, and the possibility for the company to collaborate in related ODA projects. In fiscal 2015, there were 22 surveys selected out of 72 proposals. In a Project Feasibility Study, which started in 2012 and of which 208 have been selected so far, the feasibility of using the company's products and technologies for overcoming challenges in a developing country is analyzed, while information is gathered and a network with the counterpart government agency is built, all of which are necessary to conduct an overseas development

Case Study

Kenya: Feasibility Survey for Capacity Development for Organizational Business Management of Smallholder Horticultures

Japanese-Style Agricultural Management to Africa!

An SME in Katori City, Chiba Prefecture, conducted a feasibility survey for implementation of Japanese-style cultivation techniques and organizational business management know-how for Kenya's smallholders.

Identifying the Effectiveness of Techniques and Know-How

In Kenya, agriculture represents 30% of the country's GDP and is the key industry in which 70% of the total population participate. However, the smallholders to which a majority of farmers belong utilize only poor cultivation techniques and have insufficient background incomes, meaning that they cannot produce added value products and that they have no other means of sale but to rely on brokers who buy products at very low prices.

To cope with these issues, Wago Co. Ltd., with rich experiences in agricultural busi-

nesses, proposed a project to achieve better livelihoods through productivity enhancement by implementing the cultivation techniques and know-how of organizational business management developed in Japan on smallholder farms in Kenya. Wago conducted a feasibility survey to apply its techniques and know-how on (1) uncompromising quality management, (2) high value addition to products, and (3) combined distribution and sales channels.

The survey revealed the current situation, including the lack of knowledge and information on greenhouse horticulture and pest control, as well as excessive use of agrochemicals. It



Inspection of cultivation management conditions by Wago's tomato cultivation experts

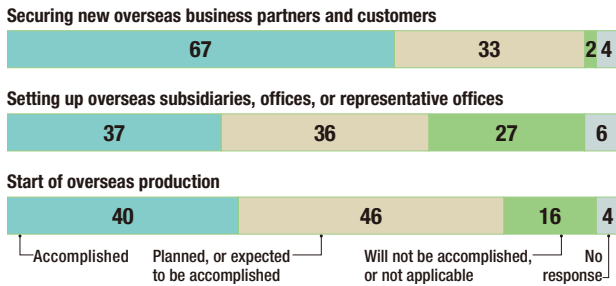
also verified the effectiveness of the company's cultivation techniques and quality management method.

After completion of the survey, the proposal was adopted as a project to disseminate SME technologies, and the project will be implemented to achieve sustainable agricultural business for local farmers, focusing on cultivation of high value-added fruits and vegetables.

(Unit: cases)

(Unit: companies)

Current Status of Business Expansion in Target Countries (n=106)



Source: Results of the Follow-up Survey of Partnership with the Japanese Small and Medium-Sized Enterprises (SMEs) conducted by JICA in fiscal 2016

program. There were 66 surveys selected out of 214 proposals [→ see the Case Study below] in fiscal 2015.

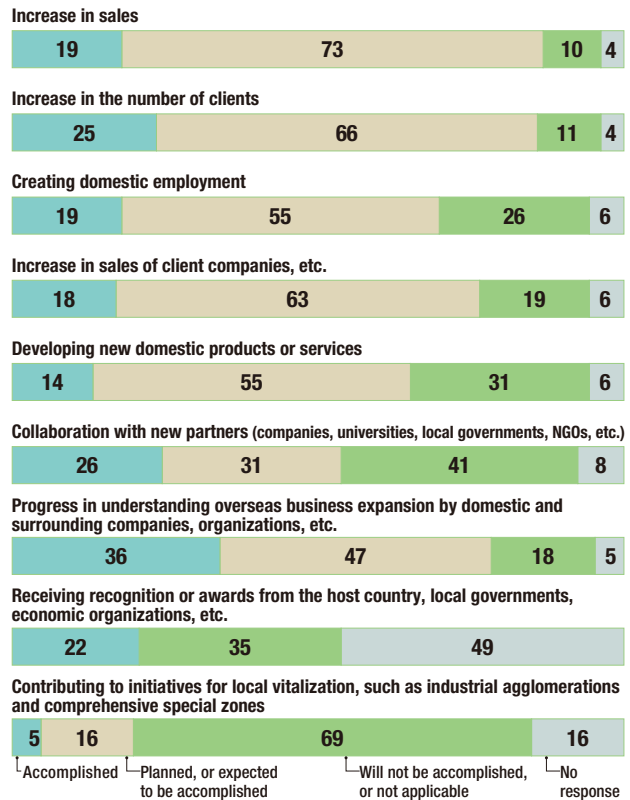
The number of cases where private companies' products and technologies were used in ODA projects as a result of the Surveys included 13 cases of collaboration with technical cooperation projects, seven cases that contributed to usage in ODA Grant and ODA Loan projects or development of new projects, and four cases that led to JICA Partnership Programs, private sector partnership volunteer programs, etc. Meanwhile, effects are also seen on the participating companies' side, as evidenced by securing overseas customers and the start of overseas production (see the graphs).

Verification Survey with the Private Sector for Disseminating Japanese Technologies

The surveys are intended to verify the compatibility of Japanese SMEs' products and technologies to various socioeconomic conditions in developing countries, and possible dissemination of these technologies and products. JICA initiated the surveys under fiscal 2012 supplementary budget, and 126 surveys have been started as of March 2016.

As seen in the examples of an electric tricycle system to reduce

Contribution to Domestic and Local Economies in Japan (n=106)



Source: Results of the Follow-up Survey of Partnership with the Japanese Small and Medium-Sized Enterprises (SMEs) conducted by JICA in fiscal 2016

environmental burdens, a recycling technology for industrial and domestic waste, and wastewater treatment technology at palm oil mills, JICA verifies the unique technologies of Japan that support environmentally friendly and resource-recycling societies for dissemination [→ see the Case Study below]. In addition, many SMEs are involved in verification surveys in various fields, such as agriculture, health and medical care, and education.

Case Study

Philippines: Verification Survey with the Private Sector for Disseminating Japanese Technologies for Environmentally Friendly Urban Transportation Systems Using Electric Tricycles

Expectations for Solving Air Pollution Problems

Chronic traffic congestion causes air pollution problems. A verification survey by a Japanese company is starting, with the aim of introducing electric tricycles that will reduce environmental burdens.

Trial Operation of 20 Electric Tricycles

In the Philippines, traffic congestion has become a normal occurrence along with the economic development and population growth in recent years especially in urban areas, and air pollution caused by the gases emitted from automobiles has become a social problem. Meanwhile, tricycles are widely used among the citizens as an inexpensive means of daily transportation for the public.

Given this situation, the Government of the Philippines has announced its policy for emission control of air-polluting gases and environmental improvement, and has been

conducting a project for the purpose of introducing 100,000 electric tricycle units with assistance of the Asian Development Bank.

Uzushio Electric Co. Ltd., headquartered in Ehime Prefecture, started its EV business in the Philippines in 2013 based on the local need for electric vehicles. The company has been preparing for mass-production of electric tricycles since then. Electric tricycles made by the company are equipped with devices such as long-life lithium-ion batteries and battery chargers. Furthermore, they are designed to offer a comfortable ride.

In this survey, 20 electric tricycle units were



Uzushio Electric Company's electric tricycle

put into operation first in Quezon City, to verify that they can be used in a sustainable manner, and at the same time, the survey involved disseminating activities to promote a deeper understanding of the proposal among the relevant government offices, private operators, and local citizens.

Science and Technology Research Partnership for Sustainable Development (SATREPS)

Jointly Creating Knowledge for International Development

Global-scale problems including global warming, food issue, natural disaster and infectious disease have been increasingly complex. In particular, the influence on developing countries with vulnerable socioeconomic infrastructures is critical. The international community is now required to work together to approach such problems, since it is hard for individual countries or regions to tackle them alone. In addition to traditional cooperation systems, innovation by science and technology is also expected to play an important role in providing solutions for responding to complex and growing issues.

Under this circumstance, and in accordance with the Japanese government's policy to promote science and technology diplomacy as set forth in the Council for Science Technology Policy, JICA initiated the cooperation¹ focusing on the utilization of science and technology for developing countries in 2008. Utilizing Japan's science and technology, JICA aims at creating newer "knowledge" by international joint research between Japan and developing countries, as well as solving global-scale issues by giving research outcomes back to the real world.

● 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 technical cooperation project. 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.

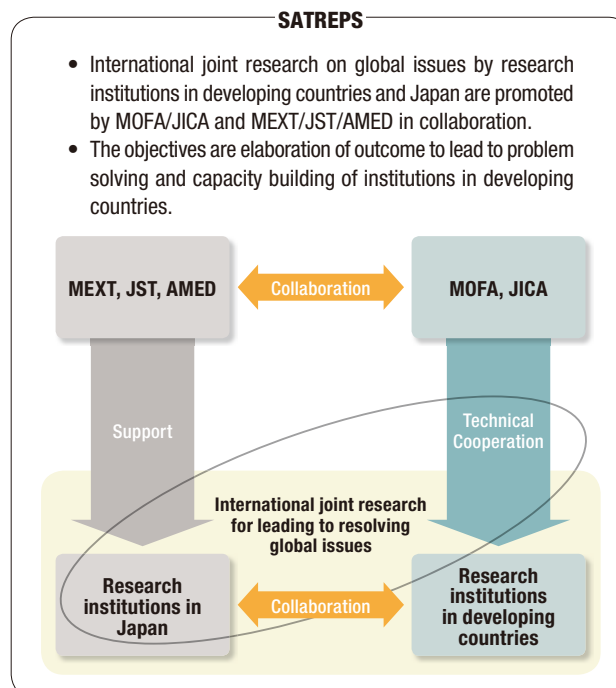
2. Objectives

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

3. Implementation System

SATREPS is jointly conducted by the Ministry of Foreign Affairs (MOFA), JICA, the Ministry of Education, Science and Culture (MEXT), the Japan Science and Technology Agency (JST), and the Japan Agency for Medical Research and Development (AMED)². In SATREPS, research proposals that are submitted from Japanese research institutions to JST/AMED are examined to see if they are consistent with research requests from developing countries (i.e., matching system), from the perspective of science and technology and ODA. Then, adopted proposals come into practice

Implementation System of SATREPS



by research institutions in both Japan and developing countries, under the framework of JICA technical cooperation project. JICA provides the assistance necessary to implement them as technical cooperation projects (e.g., dispatch of Japanese researchers, acceptance of researchers from developing countries, provision of equipment, and local activity expenses). On the other hand, JST/AMED support research activities necessary in Japan or third countries.

4. Eligible Fields of Research

Research objects are four fields: environment and energy, biological resources, disaster prevention, and infectious disease. For the environment and energy field, two research areas, (1) resolution of global-scale environmental issues and (2) advanced energy systems for low carbon society, have been set.

● Achievements in Fiscal 2015

1. Selection of Research Projects

From September to October 2014, JICA and JST/AMED asked Japanese research institutions for SATREPS research proposals for fiscal 2015 and also conducted a survey of developing countries on research requests. As a result, there were 80 matches among

1. Initially, the science and technology cooperation had two schemes; "The Science and Technology Research Partnership for Sustainable Development (SATREPS)," which was a technical cooperation project model, and "The Dispatch Program for Scientific and Technology Researchers," which was an individual expert dispatch model. However, the latter scheme was terminated in 2012.

2. With the April 2015 establishment of the Japan Agency for Medical Research and Development (AMED) as a public institution to integrally conduct medical research and development in Japan, activities in the field of infectious diseases were transferred from JST to AMED. SATREPS projects in this field are implemented by JICA in cooperation with AMED.

103 proposals and 96 requests, and 14 research proposals were finally selected.

Research proposals adopted include five environment and energy fields (three environment areas and two low carbon areas), four biological resources fields, three disaster prevention fields, and two infectious disease fields. Viewed geographically, these proposals consist of seven in Asia, one in Central and South America, five in Africa, and one in the Middle East and Europe.

2. Implementation Status

With new 14 proposals, SATREPS has adopted 101 research projects since 2008 when the project started, in 43 countries including two new entrants in 2015.

These research proposals include 40 environment and energy fields, 23 biological resources fields, 19 disaster prevention fields, and 19 infectious disease fields. Viewed geographically, these proposals consist of 56 in Asia (44 in Southeast Asia and Oceania, one in East Asia, and 11 in South Asia), 16 in Central and South America, 22 in Africa, and seven in Middle East and Europe. In terms of percentage of the total, the Asian region is the largest with 55%, followed by the African region with 22%.

On the other hand, 14 collaborative research projects were finished in fiscal 2015. SATREPS has produced many results in each field. These outcomes have been contributed to the real world.

Case Study SATREPS Projects Conducted in Latin America and the Caribbean Region: Mexico, Colombia, Peru, and Chile

Researchers from Japan, Latin America, and Caribbean Countries Work on Countermeasures against Earthquake and Tsunami Disasters

Earthquakes, tsunamis, and other natural disasters frequently occur in the countries in Latin America and the Caribbean region, lying on the circum-Pacific seismic zone. The Chile Earthquake in 1960 triggered a tsunami that reached Japan and caused damage to the Sanriku area. In the Great East Japan Earthquake of 2011, tsunami warnings were issued to Pacific coastal areas in Latin America and the Caribbean region. Japan and the nations in the region that border the Pacific Ocean have further strengthened cooperation relationships for disaster prevention and mitigation.

Sharing of Research Outcomes in the Region and Promoting Regional Cooperation

Latin America and the Caribbean region, especially countries from Mexico to Chile that have long coastlines, are constantly conscious of crises arising from earthquake and tsunami disasters. JICA has long provided technical assistance to tackle such disasters.

JICA's experience in this area brought a key

concept for developing hazard maps based on scientific analysis of occurrence and damage estimates of earthquakes and tsunamis in order to take effective disaster prevention measures. Accordingly, for creating hazard maps, it was considered necessary to apply science and technology support and improve research capabilities. JICA finally began to receive requests for SATREPS cooperation from nations in the region.

In Mexico, a SATREPS project was initiated in 2015 that is mainly led by Kyoto University. Other joint research activities also have been carried out through collaboration among counterpart organizations of partner countries in the region and representative research institutions in Japan, including Nagoya University working with Colombian organizations, Chiba University with Peruvian organizations, and the Port and Airport Research Institute with Chilean organizations.

In addition to research activities conducted within the countries, these projects are also intended to strengthen regional cooperation by hosting seminars and sharing research outcomes with project-related researchers and officials responsible for disaster control throughout the region. This science-based initiative is an opportunity for participants having similar concerns over earthquake and tsunami countermeasures to learn about case studies and good practices in other nations and get tips on disaster prevention measures for their countries. Since the damage from disasters may cross national borders and spread widely, neighboring countries have also formed a cooperation system to deal with these situations.

In order to boost regionwide cooperation, JICA started a new technical cooperation project, the KIZUNA Project (Disaster Risk Reduction Training Program for Latin America and the Caribbean; *kizuna* means "bonds of friendship" in Japanese). The project was launched at the Third UN World Conference on Disaster Risk Reduction held in Sendai City in March 2015. This Chile-based technical cooperation project is expected to further promote and leverage the SATREPS research outcomes of each country for disaster control across Latin America and the Caribbean.



SATREPS researchers contributing to the KIZUNA Project

Citizen Participatory Cooperation

Expanding Understanding of International Cooperation to Schools and Citizens

JICA promotes and supports international cooperation activities by Japanese citizens as bridges between developing countries and Japan. JICA refers to such cooperative activities as Citizen Participatory Cooperation and undertakes a variety of initiatives.

Through Citizen Participatory Cooperation activities, JICA aims to contribute to developing countries, to promote understanding of and participation in international cooperation by Japanese citizens, and further to return benefits to Japanese local communities. It is also expected that international cooperation will become a part of Japanese culture through promotion of Citizen Participatory Cooperation as two-way initiatives that invigorate both developing countries and Japan.

See pages 114–115 for more information about volunteer programs and pages 116–117 for Partnerships with NGOs and Other Organizations regarding the JICA Partnership Program and support programs for NGOs.

● Using Japan's Domestic Offices as International Hubs

JICA has several domestic offices in Japan. These offices undertake activities such as visiting programs focused on promoting understanding of, and providing opportunities for participation in international cooperation. Additionally, JICA's international cooperation promotion officers at local government entities nationwide, who play the role as liaisons linking JICA with local communities, hold events or seminars and also are available for consultation regarding the series of international cooperation programs, especially citizen participatory cooperation.

At the JICA Global Plaza in Ichigaya, Tokyo, and the Nagoya Global Plaza in Nagoya City, Aichi Prefecture, people with abundant experiences in international cooperation and global issues serve as Global Concierges, and they lead visitors to exhibitions that encourage seeing, listening, touching, and thinking. Through these exhibitions, with intelligible explanation, visitors can virtually learn and experience various conditions in developing countries and become aware of global issues as well as international cooperation activities to tackle with their issues. Global Plazas feature on-site cafes that allow visitors to enjoy international cuisines and sell fair-trade commodities. In addition, plazas have spaces for holding seminars about citizen-led international cooperation activities as well as presentations on the outcomes of such activities.

In September 2015, JICA Global Plaza in Tokyo broke the 1.3 million mark in total visitors, while there were about 500,000 visitors in total to the Nagoya Global Plaza in December 2015 [[→ see the Column](#)].

● Efforts to Promote Understanding about International Cooperation

Programs for Supporting Development Education

In various scenes, including school education, JICA supports development education programs at educational forums in partnership with NGOs, local governments, and schools in order to foster abilities to understand various developmental issues that

the world faces and their relationships to Japan, to treat them as their own problems and proactively study them, and to participate in efforts to overcome them.

For children and students, the International Cooperation Lectures, which mainly deploys former Japan Overseas Cooperation Volunteers as lecturers, are delivered about 2,000 times per year in schools. There is also an Essay Contest on International Cooperation for Junior and Senior High School Students that receives about 70,000 total applicants per year.

For teachers, the Study Tour Program for Teachers allows teachers to observe the actual conditions in developing countries and then put their experiences into practice in their classes once they have returned to Japan. JICA provides about 20 courses per year and about 160 teachers participate in the program every year. In fiscal 2015, JICA held the Training Program for Development Education Leaders (Practical) and network councils that aimed to establish and develop networks for teachers in various regions for the purpose of following up with teachers who were actively involved in development education after they returned from the Study Tour Program for Teachers. In the Debrief Meeting of Practices held in February 2016, participants in the

Nagoya Global Plaza Welcoming More Than 500,000 Visitors in Total

JICA Chubu's Nagoya Global Plaza opened its doors in June 2009 as a base of international cooperation activities in the Chubu region. Having many visitors, this facility is used as a place to encourage people to enhance their knowledge and understanding of international cooperation through exhibitions and more. In addition, Nagoya Global Plaza also enables people engaged in international cooperation activities in their regions to transmit information, allows citizens to interact with them, and provides training sessions.

In December 2015, six and a half years since its opening, Nagoya Global Plaza welcomed its 500,000th visitor. In the same month, the memorial event was celebrated with the International Communication Course first-year students of Gifu Prefecture's Gifu Commercial & Business High School, who visited the plaza under the Nagoya Global Plaza Visiting Program.



Event celebrating the milestone of welcoming the 500,000th visitor to Nagoya Global Plaza

program gave presentations with the theme of “Initiatives for International Understanding Education Incorporating the Concept of Active Learning” [→ see the Column].

At each domestic office, JICA holds the Training Program for Development Education Leaders, designed to provide methods and case examples regarding development education in which more than 9,000 teachers in total participate every year. In March 2016, JICA also set up a website useful for the practice of development education and international understanding education. Visit the Development Education and International Understanding Education Website (<http://www.jica.go.jp/hiroba/teacher/index.html>) to find many educational materials and practice cases.

● For Development of Global Human Resources

Along with promoting prioritization of development education in school education, JICA is also engaged in forging collaboration with the Ministry of Education, Culture, Sports, Science and Technology (MEXT) as well as the prefectural boards of education. In addition to this, JICA is also working on correlating school curriculum guidelines with development education in order to gain an understanding from officials involved in educational administration. JICA and the National Institute for Educational Policy Research (NIER) jointly carried out a project titled Comparative Study on International Education for the Global Age. Among the “21st century competencies,” which are composed of basic literacy skills, collaborative thinking and problem solving abilities, and practical abilities, the results of the survey conducted in this project show that international education will be effective for acquisition of collaborative thinking and problem solving abilities and practical abilities. JICA will utilize its accumulated knowledge and help MEXT to consider revision of the educational curriculum to address growing globalization.

In June 2012, a proposal titled Strategy for Developing Global Human Resources was advocated by the Council on Promotion of Human Resource for Globalization Development, chaired by the Chief Cabinet Secretary. As an activity in light of the strategy, JICA is providing the Field Study Program for College Students on International Cooperation in order for undergraduate students to acquire a global perspective and skills to identify and resolve problems. In 2015, JICA provided 40 college students with international cooperation field-surveys in India and Laos as well as prior and subsequent training programs in Japan.

● For Practice and Promotion of Development Education at Schools

In order for teachers to carry out development education, it is also important to gain understandings from those involved in educational administration. On this account, JICA started providing educational supervisors with Overseas Study Tour Program for officials involved in educational administration in fiscal 2014. In fiscal 2015, a total of 21 officials participated in the program. Along with developing partnerships with the education centers of local governments, JICA affiliates sometimes deliver lectures at teacher-training events conducted by local governments for the purpose of facilitating the understandings of JICA projects and developing countries. The Global Plaza further contributes

to the enlightenment by lending its showpieces in Saitama and Gunma prefectures as well as to the Niigata Prefectural Education Center for exhibition. In an induction training course for newly hired teachers in Saitama Prefecture, all participants visit the exhibition.



On-site training of Overseas Study Tour Program for officials involved in educational administration (Nepal)

2016 Debrief Meeting of Practices in Development Education and International Understanding Education Incorporating the Concept of Active Learning

The 2016 Debrief Meeting of Practices was held at JICA Global Plaza in February 2016. This meeting was intended to provide an opportunity for teachers, who are engaged in development education and international understanding education that focus on various issues in developing countries and other regions in the world, to learn from each other's presentations.

The theme of this debrief meeting was “Initiatives for International Understanding Education Incorporating the Concept of Active Learning.” In the panel talk session, one presentation discussed a topic about a class conducted in an elementary school where students think about the literacy and schooling situations in developing countries by utilizing practical educational materials for international understanding education provided by JICA. The presentation speaker reported that class activities, such as simulation of illiteracy and group discussion on barriers to schooling, can even contribute to encouraging inattentive students to be aware of the importance of school. Topics of other presentations included various types of lectures and activities that are conducted in schools with the theme of developing countries.



Debrief Meeting of Practices held in February 2016

Volunteer Programs

“There is always something you can offer” 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, the programs are expected to act as a means to develop human resources with global perspectives that are valuable to Japanese society.

● JICA’s Volunteer Programs

Japan Overseas Cooperation Volunteers (JOCVs) were dispatched to the first five nations, namely Laos, the Philippines, Cambodia, Malaysia, and Kenya, in fiscal 1965. The JOCVs celebrate their 50th anniversary in 2015. Along with big changes in the environment surrounding volunteer programs over 50 years since their establishment, JICA’s volunteer programs have grown.

For JOCVs, recruitment targets people between the ages of 20 and 39. An approximate total of 41,000 people have been dispatched to 88 countries as of the end of fiscal 2015. For Senior Volunteers, recruitment targets people between the ages of 40 and 69. Volunteers for Japanese Communities Overseas and Senior Volunteers for Japanese Communities Overseas, too, are dispatched to contribute to the development of *Nikkei* communities in Latin America. As well as long-term volunteers, short-term volunteers are dispatched for periods of less than one year. To date, a total of around 49,000 people have joined these

JICA volunteer programs as of the end of fiscal 2015.

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. This style of cooperation has been carefully handed over to the new generation for 50 years.

● Development of Human Resources with Global Perspectives

Lately, JICA’s volunteer programs are highly regarded by local governments, private sector, universities, etc. as opportunities to develop capabilities in solving problems, communication, dealing with diverse cultures, etc., through volunteer activities and experiences living with local people in developing countries. The number of job offers to volunteers who have returned home increased from 304 in 2009 to 1,939 in 2015. Furthermore, to make use of technologies and knowledge of domestic partners, including local governments, private sector, and universities, in solving development challenges in developing countries, JICA cooperates with such entities to dispatch volunteers in the form of cooperation agreements with nine local governments, 101 private companies, and 21 universities. Such initiatives are expected to promote the usage of rich human resources and knowledge of each entity or company for the benefit of developing countries, which in return will lead to high evaluation of the cooperation by

Case Study Nicaragua: Senior Volunteer Support for Persons with Disabilities

International Cooperation Leveraging the Abilities of Persons with Disabilities

A senior volunteer was engaged in developing acupuncture and massage therapists in the only Eastern medicine educational institution in Central America, and contributed to the self-reliance of persons with disabilities and education for the handicapped.

Guidance in Techniques and Development of Professionals

In September 2015, Mr. Akira Tsunakawa returned to Japan after completing his four-year Senior Volunteer activities at the Institute for Higher Education of Oriental Medicine in Nicaragua, Central America.

While Eastern medicine, including acupuncture and moxibustion therapy, became popular in the country around the 1980s, the knowledge of Eastern medicine that professors and students had at that time was based only on textbooks. At first, since they did not even understand the accurate positions of the 361 acupuncture points on the human body, which is the basis of Eastern medicine, it was not easy for them to conduct actual treatments. In such

a situation, Mr. Tsunakawa worked enthusiastically to improve the educational curriculum.

Subsequently, he showed himself at his best in teaching students with visual impairment. Mr. Tsunakawa, who is a visually impaired person and spent many years in education for the disabled, fully understood the abilities of individual students and provided guidance suitable for each of them. In addition to guidance in techniques for students with visual impairment, he also worked hard to develop professionals. He finally produced six instructors, two of them are visually impaired, and 59 graduates.

Toward Realizing the Dream of Making Persons with Disabilities Self-Reliant

Four graduates who were taught by Mr.



Senior Volunteer Mr. Tsunakawa, second from left, teaching college students the techniques of Shiatsu (finger-pressure therapy)

Tsunakawa jointly established a Shiatsu (finger-pressure therapy) clinic, which was highly publicized throughout the town. While it is difficult for persons with disabilities to acquire technical knowledge in this country, Mr. Tsunakawa gave big dreams to students and graduates of the school who want to start their own businesses. He successfully demonstrated that even disabled people can contribute to society, or that their disabilities can be advantageous in making social contributions, which also helps achieve the Sustainable Development Goals (SDGs). Mr. Tsunakawa received a JICA President Award in October 2015.

the subject countries. At the same time, the experience of international cooperation is expected to provide opportunities to develop human resources to deal with the globalization of Japan.

● **Strengthening Ties with Japanese Society and Contributions to Japanese Society**

The JICA volunteers who have completed their missions in developing countries and returned to Japan are expected to contribute to overcoming challenges in Japanese society, such as multicultural coexistence and revitalization of local communities, as human resources with experiences in welcoming diverse cultures and societies, being open to dialogue, and taking actions in a variety of settings.

Many returned volunteers take initiatives to address various issues faced by Japanese society, including the implementation of child-rearing support, earthquake disaster reconstruction, and the revitalization of Japanese communities. Volunteer programs became known as programs which not only contribute to the development of developing countries but also serve to “energize Japan.”

Based on information that has been confirmed as of 2015, the number of local government authorities and boards of education that have special employment quotas or preferential treatment for returned volunteers has increased to 97 local governments/educational boards.

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.



A Volunteer for Japanese Communities Overseas providing a baseball class for private-school children in Brazil (Photo by Atsushi Shibuya)

● **Efforts to Implement Volunteer Programs with a Focus on Quality**

JICA volunteers work on improving the effects of cooperation on diversifying development challenges by working together with JICA’s other projects, volunteer organizations of other countries, and international institutions, in accordance with the development cooperation policy of Japan.

Efforts have been made in recent years to improve the quality of the programs to maximize the effects of cooperation by flexibly dealing with diversifying development challenges, such as fighting international problems that include epidemic diseases and environmental issues, initiatives to develop local industries and small and medium-size enterprises, and development activities through culture and sports.

Case Study

Hosting the Conference of International Volunteer Cooperation Organizations (IVCO 2015)

Passing the Experience of 50-Year Volunteer Programs to the Future of the World

Having marked its 50th anniversary of volunteer programs, JICA introduced its accumulated experience at the international conference and received a high evaluation.

Volunteers’ Contributions to the SDGs

In October 2015, JICA hosted the conference of the International Volunteer Cooperation Organizations (IVCO), the annual conference of Forum, the International Forum for Volunteering in Development. IVCO 2015 attracted 132 participants from international organizations, volunteer-involving organizations, NGOs, academia, and businesses in 31 countries.

Participants discussed how volunteering can contribute to the Sustainable Development Goals (SDGs). In the three-day session, they shared information on international trends in volunteer programs and new tools and frameworks that support volunteering in development. The conference adopted the Tokyo Call to Action, which stipulates the guidelines for future actions.

“Our volunteers are conscious of respecting local practices and value systems, and they carry out innovative, creative activities in close collaboration with local community members. Over the 50 years of engagement, volunteer activities have facilitated behavior change and improved community members’ skills,” said JICA president Shinichi Kitaoka in his keynote speech.

In the side events, JICA Research Institute introduced the political origins of the Japan Overseas Cooperation Volunteers (JOCVs). They also reported survey and research results, including the fact that the volunteers’ fundamental work competencies change during their overseas service, analysis of their motivations to apply to be JOCV, and other findings. The research results were



Vigorous discussions were held by about 130 participants from all over the world.

highly evaluated by the participants for being innovative and useful [→ see the Case Study on page 121].

JICA’s volunteer programs will continue to contribute to the growth of developing countries and achieving the SDGs by strengthening cooperation with various domestic and international partners.

Partnerships with NGOs and Other Organizations

Collaboration with Diverse Actors in International Cooperation

In order for more people to become interested in international cooperation and also obtain opportunities to get involved in developmental challenges, JICA has been promoting “civic participation” through dialogue, cooperation, and providing assistance for NGOs, local governments, universities, and private sector entities.

● Partnerships with NGOs

1. Dialogue

NGO-JICA Dialogue Meeting

— Promoting Equal Partnerships

In fiscal 2015, JICA hosted four dialogue and other meetings with respect to matters of mutual concern and interest as well as for the promotion of cooperation activities.

The priority issues in fiscal 2015 were “Promotion of NGOs’ Participation in Technical Cooperation (based on a request from the partner country’s government)” and “Utilization of JICA through the Support Program for NGOs and Other Organizations.” In the former, a new task force was set up to discuss the framework in which NGOs and JICA work further in technical cooperation based on the experience of JICA Partnership Program (see next section about JPP). In the latter, NGOs and JICA agreed on the future directions and contents of the Support Program for NGOs and Other Organizations, which makes full use of their advantages and local characteristics.

2. Cooperation

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, local government entities, universities, and private companies. JPP projects consist of two schemes: the partner type, in which projects are carried out by organizations with a certain level of experience in developing countries and the support type, in which projects are carried out by organizations with less experience in developing countries.

In fiscal 2015, the JPP system was reviewed to encourage more small and medium-size NGOs and other organizations to participate in JPP and make project proposals that can cope with issues existing in Japanese society today. This effort successfully increased the number of both proposals and adopted projects from new partner organizations as well as the number of proposals focusing on problems in both developing countries and Japan.

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 in developing countries.

3. Activity Support

Support Program for NGOs and Other Organizations

— Supporting Organization and Activities for Better International Cooperation

JICA provides training programs that support the organizational management and enhance project execution capabilities of NGOs and other organizations engaged in international cooperation activities. The ideal concept of the program was reviewed in fiscal 2015 through NGO-JICA Dialogue Meetings. Accordingly, JICA developed a new direction in its support activities based mainly on partnerships with NGOs and other organizations as well as regional initiatives.

NGO-JICA Japan Desk

— Supporting the Overseas Activities of Japanese NGOs

Established in 20 countries, the NGO-JICA Japan Desk provides local information useful for JICA Partnership Programs and other activities as well as consultation services for Japanese NGOs.

● Partnerships with Universities

1. Partnership Agreement and Memorandum

To strengthen the partnerships with universities, JICA has concluded comprehensive cooperation agreements and exchanged memorandums with 33 universities in Japan. In fiscal 2015, JICA signed new agreements with three of these universities.

2. Technical Cooperation Project, SATREPS, etc.

JICA strives to improve the quality of human resource development programs and carries out the Science and Technology Research Partnership for Sustainable Development (SATREPS) and other activities in collaboration with universities [→ see page 110 for details].

3. JICA Partnership Program (JPP)

In fiscal 2015, in cooperation with universities, JICA adopted and started four JICA Partnership Programs in the fields of peacebuilding and support for children with disabilities, among others.

4. International Cooperation Field Study Program and Internship for College Students

As part of global human resource development, JICA dispatched 40 college students to India and Laos to let them experience and learn about the situation of developing countries. In addition, JICA also accepted more than 100 interns from foreign countries.

● Partnerships with Local Governments

[→ See “Partnerships with Local Governments” on page 124]

Case Study JICA Partnership Program (JPP)

Aiming to Popularize an Exciting Physical Education Curriculum that Encourages Students to Learn the Importance of Social Rules and Become Cooperative

Cambodia: Project for Human Resource Development and Establishment of Sustainable Diffusion System of Primary School Physical Education (a partner type project)

Project Operator: Hearts of Gold (HG)

Since 2006, Okayama City-based Hearts of Gold (HG) has been engaged in improving the quality of physical education (PE) classes in Cambodian primary schools and popularizing the new curriculum. HG has been working on spreading the outcomes of its efforts throughout the country since 2013.

Focusing on Target Schools in 15 Provinces

Before HG provided support, the activities in PE classes in Cambodian primary schools were very limited, such as playing soccer, volleyball, and other sports or studying different subjects after having a 10-minute warm-up because teachers were less familiar with PE teaching methods.

However, the new PE curriculum created



Sixth-grade children playing a baton relay in a primary school in Kampong Chhnang [Photo: Hearts of Gold]

with the help of HG has allowed teachers to develop the behavior, knowledge, skills, and cooperative personality of students according to different stages of child development. The new curriculum is composed of six athletic activities, including track and field, rhythmic exercise, and soccer. One of the purposes of PE is to encourage students to observe social rules and become cooperative with others in the workplace and the community. In other words, this school subject is expected to develop human resources who will contribute to the future of Cambodia, an economically developing country.

The Voice of an NGO Staff Member

Mr. Koji Tezuka,
Project Manager

Physical education is an important school subject for healthy

and sound development of children. Since HG started 10 years ago to create the teaching guidelines and the teachers' manuals in cooperation with the Ministry of Education, Youth and Sport, we have developed many national and regional trainers who disseminate the new PE curriculum mainly to the targeted primary schools and teachers' training schools in 15 provinces. I am looking forward to seeing the ministry promote this curriculum in primary schools without our help.

The Voice of a Counterpart Organization

Mr. Dok Kirirath
Deputy Director of the Department of PE and Sports for Students,
Ministry of Education, Youth and Sport

Thanks to the support from HG, teaching guidelines and teachers' manuals became available for Ministry of Education officials, allowing them to provide appropriate guidance to students at teachers' training schools and to primary school teachers. The Ministry made 50,000 copies of the teaching guidelines and distributed them in 25 provinces. Now children love and enjoy PE classes.

Aiming to Support the Life of Community Residents and Protect World Heritage through the Utilization of Cultural Resources

Guatemala: Project for the Improvement of Livelihood and Support of Community Residents through the Preservation and Utilization of the Mixed World Heritage Site Tikal National Park (a support type project)

Project Operator: Kanazawa University

The Tikal ruins of the Mayan civilization receive many tourists today. In order to protect and pass this cultural heritage down to future generations, it is essential for community residents to be aware that the ruins are their cultural resource.

For Sustainable Preservation and Utilization of the Ruins

While conducting research on the Mixed World Heritage of the Mayan Civilization, Kanazawa University is also committed to preserving and utilizing the heritage by regarding the ruins as a cultural resource for improving the life of community residents. This JPP project was initiated based on the suggestion by Guatemalan training participants in the issue-specific training for preservation and utilization of world heritage, which was consigned by JICA to Kanazawa University.

The villages located alongside the main road to Tikal National Park are very poor, and many of the people there are farmers or day laborers. They are less interested in the ruins and not aware that world heritage belongs to them.

This project is carried out jointly by the Tikal National Park and Kanazawa University.

Targeting three poor villages around the national park, this project aims to improve the life of community residents by encouraging them to utilize the Tikal ruins as a cultural resource and reaping economic benefits from the activity. The JICA project is working on helping community residents understand the value of world heritage as a cultural resource and raising their awareness of protecting it for the sake of their benefit. The ultimate goal is to achieve sustainable protection and utilization of the world heritage through resident participation.

As part of this initiative, JICA provides various programs, such as training sessions for prospective licensed guides to the Tikal ruins, bird-watching training for people who wish to become nature guides, workshops for planning and creating tourist-oriented local crafts and commodities using local materials, training programs for techniques to restore and preserve



Bird-watching training [Photo: Kanazawa University]

the ruins and relics, and outdoor experience classes for primary and middle school students to raise their awareness of world heritage.

JICA will further develop these activities and also establish an organization where community residents can engage in voluntary activities.

Emergency Disaster Relief

Regaining as Many Smiles as Possible

● The JICA Emergency Disaster Support System

JICA is responsible for executing Japan's disaster relief operations in response to requests from the governments of affected countries or international organizations following large-scale disasters. JICA has two forms of assistance: dispatch of a Japan Disaster Relief (JDR) Team and provision of emergency relief supplies.

JDR is composed of five units: rescue team, medical team, infectious diseases response team, expert team, and the Self-Defense Force unit. The decision to dispatch a JDR team is made by the Minister of Foreign Affairs based on the request of the affected country and consultation among the governmental organizations concerned. JICA takes charge of JDR operations. JICA is also in charge of providing emergency relief supplies.

● Operations of the Secretariat of Japan Disaster Relief Teams

1. Dispatch of JDR Teams

The Secretariat of JDR at JICA is in charge of the administrative work of disaster relief operation for overseas afflicted areas. When the Japanese government decides to dispatch a JDR Team, the Secretariat of JDR organizes the team members. In addition to arranging flights for the team and organizing cargo, the secretariat sends a team of JICA personnel for logistics support and provides various other types of support so that team members are ensured of smooth operations in the field. Among the JDR teams, the rescue team and the medical team are most often dispatched.

A JDR rescue team searches for and rescues people affected by large-scale disasters abroad. JDR rescue teams are classified in the International Search and Rescue Advisory Group's (INSARAG) external classification as "heavy," or the highest rank, in 2010. In March 2015, the teams also passed the qualification test, which is conducted every five years.

A JDR medical team provides medical assistance to disaster-affected people. The team used to provide only primary care

involving outpatient services. In response to the diversified needs of affected countries, now the team is capable of meeting advanced medical needs, including performing surgeries and dialysis and providing hospitalization services. An electronic record system called JDR MOS was built in fiscal 2014, making it possible to streamline medical treatment and expedite data collection procedures.

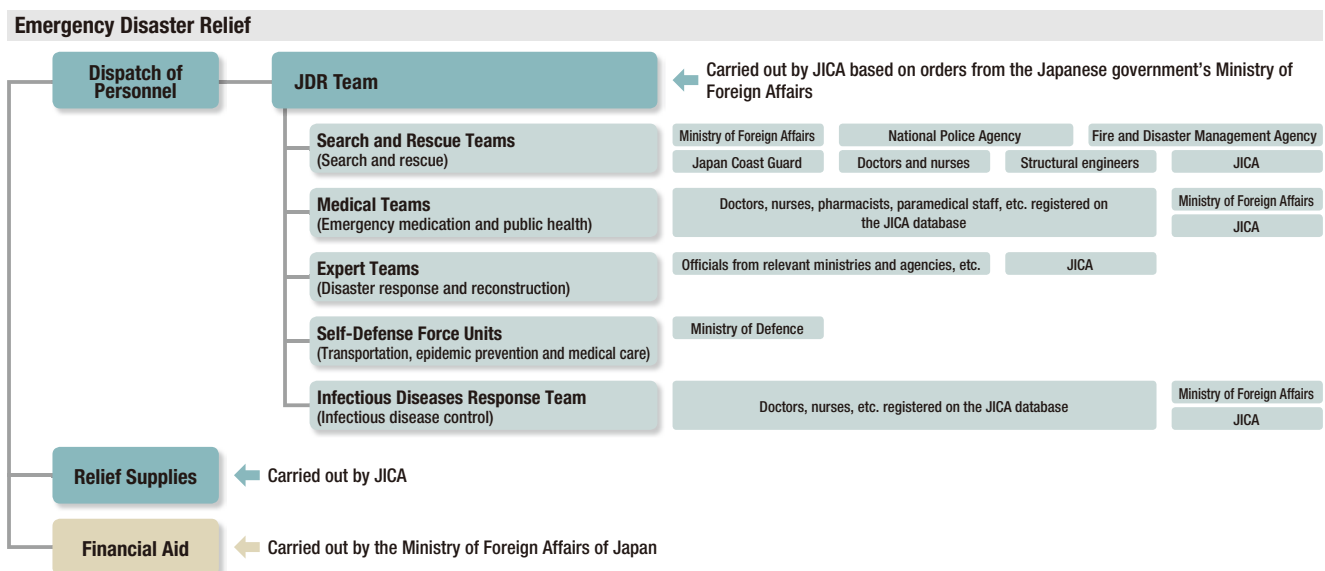
Furthermore, taking into account the response to Ebola hemorrhagic fever that spread in West Africa in 2014, an infectious diseases response team was newly organized in October 2015 to provide more effective medical assistance in the event of a global epidemic of an infectious disease. JICA established the new team for the first time in about 20 years since a Japan Self-Defense Forces unit joined JDR in 1992. This team is expected to provide medical assistance in a wide range of areas related to infectious disease control.

2. Provision of Emergency Relief Supplies

In order to provide affected areas with emergency relief supplies in a quick and secure manner, Secretariat of JDR procures and stores them beforehand, and keeps a stockpile of such supplies in its warehouses at three locations around the world and at United Nations Humanitarian Response Depots (UNHRD). Moreover, in fiscal 2015, on-site storage warehouses were newly established in the Pacific region. In the same fiscal year, JICA made a total of ten in-kind contributions including support for the drought damage in the Marshall Islands, the cyclone damage in Fiji, and other natural disasters.

3. Preparation for Emergency Response in Peacetime

In order to enable JDR teams to deliver prompt and appropriate assistance in times of large-scale disasters, it is essential to maintain readiness in normal times. To this end, JICA provides various kinds of training throughout the year to build the capacity of candidate JDR team members.



The rescue team conducts a 48-hour comprehensive drill in searching and rescuing survivors from under the rubble in a simulated setting. The medical team provides introductory training for aspiring registration applicants. Two times a year, it also offers intermediate-level specialized training as part of its efforts to improve skills and knowledge in disaster medicine.

With regard to donor coordination, the Secretariat of JDR has been working to strengthen relationships with other international organizations concerned, including the United Nations Office for

the Coordination of Humanitarian Affairs (UNOCHA) and the World Health Organization (WHO).

Recent years have seen more and larger natural disasters in the world. Accordingly, international disaster relief operations by Japan, a disaster-prone country with vast experience in disaster management, is increasing in importance. The Secretariat of JDR is strengthening cooperation with different departments and sections to provide seamless assistance for rehabilitation and reconstruction after emergency response.

Emergency Disaster Relief in Fiscal 2015: 15 cases

No	Date disaster occurred	Country/region	Type of disaster	Type of relief	Supplies provided
1	April 2015	Micronesia	Typhoon	Provision of supplies	Water purifiers, potable jerry can
2	April 2015	Nepal	Earthquake	Search and Rescue team	72 people
3	April 2015	Nepal	Earthquake	Medical team (1st team)	46 people
4	May 2015	Nepal	Earthquake	Medical team (2nd team)	34 people
5	April 2015	Nepal	Earthquake	Self-Defense Force team	149 people
6	April 2015	Nepal	Earthquake	Provision of supplies	Tents, blankets
7	June 2015	Ghana	Flooding	Provision of supplies	Blankets, sleeping pads, plastic sheets
8	August 2015	Myanmar	Flooding	Provision of supplies	Blankets, sleeping pads, plastic sheets
9	September 2015	Dominica	Flooding	Provision of supplies	Water purifiers, generators, water tanks
10	September 2015	Myanmar	Flooding	Provision of supplies	Mosquito nets
11	October 2015	Indonesia	Fire and smoke pollution	Provision of supplies	Fire-extinguishers
12	October 2015	Indonesia	Fire and smoke pollution	Expert team	1 person
13	February 2016	Taiwan	Earthquake	Provision of supplies	Plastic sheets, potable jerry can
14	February 2016	Fiji	Cyclone	Provision of supplies	Tents, sleeping pads, plastic sheets, generators
15	March 2016	Marshall	Drought	Provision of supplies	Water purifiers, potable jerry can

Case Study

Nepal: Dispatch of a Japan Disaster Relief Team to Address Earthquake Damage

JICA Dispatched a Rescue Team and a Medical Team Simultaneously

An earthquake of magnitude 7.8 hit Nepal on April 25, 2015, widely inflicting enormous damage on the capital Kathmandu and other areas. At the request of the Nepalese government, JICA dispatched a Japan Disaster Relief Team immediately after the earthquake.

The First Dispatch of JDR Medical Team for Field Hospital Performing Surgical Operations on Seriously Ill Patients

The dispatch of a rescue team was decided on the day of the earthquake, and a total of 70 rescue team members and four rescue dogs left Japan the following day. After arriving in Nepal, the rescue team consulted with the Nepalese government, international organizations, and other entities for necessary adjustments and conducted search and rescue activities in temples around the former royal palace in Kathmandu. After that, the Japan rescue team, allocated to a part of the ancient city of

Bhaktapur, continued energetically working on search and rescue activities there. The government and people of Nepal highly evaluated and acknowledged the contributions of the rescue team.

Following the rescue team, it was also decided to dispatch a medical team. The medical team first provided medical assistance in hospitals in Kathmandu and then carried out medical treatment activities in the village of Barabise, three hours northeast of Kathmandu. Barabise is a small village in a mountainous area with poor access to medical services. The only hospital in the village where surgical operations can be performed was also afflicted. When the med-

ical team started providing medical treatment, residents who were injured in the earthquake formed a long line for medical care.

This dispatch program was the first case in the more than 30-year history of the medical team. The functions of the medical team were enhanced so as to be capable of performing surgical operations, providing dialysis treatment, and setting up hospital wards. There was a little boy among the seriously ill patients who received a surgical operation by the medical team. His right arm was fractured in the rubble of a collapsed building, and there was a risk that his arm would become nonfunctional without receiving adequate medical treatment. His life might have been greatly changed if a surgical operation had not been performed. In this way, the Japan medical team played an enormous role in providing medical assistance for the village with many seriously ill patients and extremely limited access to medical services.

In conjunction with the emergency assistance, JICA also commenced a new support program that takes into account post-disaster rehabilitation and reconstruction as well as disaster prevention measures in peacetime. Learning from past disasters, JICA will continuously provide various types of assistance in cooperation with the Nepalese government to prevent the same tragedy from being repeated

[→ see the Case Study on page 91].



Search and rescue activity



Surgical operation in the medical tent

Research

JICA Research Institute Aiming to Set a Trend in Development Assistance and Give Feedback to Practical Development Projects

The JICA Research Institute (JICA-RI) carries out research activities with two main objectives. The first objective is to conduct analysis of development issues in developing countries and contributing to JICA's operation strategies. The second is to contribute to constructive discussion on the development agenda by sharing research evidence widely and leading international policy dialogue. With these two objectives, JICA-RI conducts researches that build on the field experiences and know-how it has accumulated as a development assistance organization.

The results of the researches are published in the form of working papers, policy briefs and books, released broadly through websites and other means, and shared in international conferences and seminars as well.

● Basic Policy for Research Activities

1. Incorporating a Comprehensive Perspective

JICA-RI will incorporate a comprehensive perspective in its cross-field research and analysis of development issues, encompassing individuals, society, the state, and the market.

2. Integrating Past and Future

JICA-RI will conduct studies based on the past experiences and analytic results of development aid organizations worldwide, including JICA, and make these studies available for use in future aid activities.

3. Sharing Experiences in Japan and Asia

JICA-RI will analyze the growth experiences of Japan and its Asian neighbors and explore the applicability of these experiences to other regions.

4. Sharing Information with the International Development Community

JICA-RI aims to be a research institute that is open to both Japanese and international partners, including researchers, aid-implementing organizations, governmental bodies, private-sector corporations and NGOs.

● Focus Areas of Research Activities

1. Peace and Development

JICA-RI conducts comparative analysis of past experiences to uncover ways to effectively prevent and manage armed conflict, and promote post-conflict peacebuilding.

2. Growth and Poverty Reduction

Japan and its Asian neighbors are considered economic development success stories, having realized growth and reduced poverty. JICA-RI studies these cases from the multifaceted perspectives of individuals, state, market and society, and conducts comparative analysis with economic development in African countries.

3. Environment and Development/Climate Change

Regional and global environmental deterioration are major threats to human security in developing countries. JICA-RI conducts research in order to contribute to devise policies for evaluating environmental damage, effective means to manage natural resources, and ways to mitigate or adapt to climate change.

4. Aid Strategies

JICA-RI pursues rigorous academic analysis of the effectiveness of various approaches to international development assistance, utilizing Japan's experience and knowledge. Research is based on principles such as the "capacity development" approach aimed at enhancing multilevel capabilities covering individuals, organizations, governments, and societies, and the concepts of "human security" and "dynamic development that benefit all people."

● Outcomes of Research Activities

Based on the policies and areas, JICA-RI conducted 27 research projects in fiscal 2015 and published the outcomes.

1. Publications of Research Outcomes

JICA-RI compiles its research outcomes into working papers and publishes them for those engaged in development assistance around the world. In fiscal 2015, JICA-RI released 25 working papers that present findings of the research projects.

For example, in the research project titled "Impact Evaluation Analyses for JICA Projects," JICA participatory school management project titled "School for All," which has achieved good results mainly in West Africa, was evaluated by means of econometric methods. The results of various analyses of the case studies in Burkina Faso were summarized in three Working Papers (WP). One WP, titled "How Can Community Participation Improve Educational Outcomes? Experimental Evidence from a School-Based Management Project in Burkina Faso," demonstrated that both the attendance rate of students and the working situation of teachers were improved by encouraging community residents to get involved in school management.

Another research project, "Research for Developing Tools of the System Assessment for Better Education Results (SABER): A Focus on the Participatory School-Based Management System, Decentralization, and Accountability" focuses on participatory school management as well. This project utilizes an educational system analysis tool called SABER which was proposed by the World Bank and operated and improved by JICA and other organizations. The outcomes of this research project in Senegal and other countries were compiled in two Working Papers.

Research outcomes are also compiled as books by JICA-RI. JICA-RI released seven books written in English and two in Japanese in fiscal 2015.

In November, a book titled *Japan's Development Assistance: Foreign Aid and the Post-2015 Agenda* was published. It contains

the findings of the research project that was carried out in commemoration of the 60th anniversary of Japan's development assistance. Looking back on the history of Japan's ODA, this book was compiled by taking into account the Japan's future role in international cooperation. Jointly written by Japanese officials and scholars as well as by researchers at the Brookings Institution in the United States and scholars from overseas including China and the Republic of Korea, this publication provides a broad perspective of Japan's ODA. Furthermore, a book titled *In Pursuit of an African Green Revolution: Views from Rice and Maize Farmers' Fields* was also published in January 2016, which discusses the findings of the research project "Empirical Study on Increase of Rice Production in Sub-Saharan Africa." This publication argues the necessity of bringing about a Green Revolution in Africa. The Green Revolution in Asia successfully increased agricultural productivity and contributed to increased food production and economic growth. This book also examines how to generate revenue growth and to resolve the poverty of small-scale farmers, which accounts for a large percentage of the poor in Sub-Saharan Africa.

In addition, two books were released in Japanese: *Road to the Future: 40-Year History of the Sindhuli Road in Nepal and Regional Nation-Building* and *The 15-Year History of Inter-municipal Cooperation between Japan and Thailand*. These books were published in the series of "Project History," (Japanese only) which aims at analyzing Japan's contribution to developing countries from a long-term perspective.

In addition, most of the outcomes of research projects are widely shared among scholars, as articles of academic journals, books and conference presentations.

2. Collaboration with International Organizations and Research Institutions

For these research activities, JICA-RI promotes joint research with other research and aid organizations in Japan and the world building partnerships and networks.

In fiscal 2015, JICA-RI and the Center for Strategic and International Studies (CSIS), a famous Think Tank in the United States, launched a collaborative project in July on "Transformative Innovation for Sustainable Development and Poverty Reduction." In October, JICA-RI, the United Nations Economic and Social Commission for Asia and the Pacific (UN-ESCAP) and the Japan Society for International Development (JASID) jointly hosted a conference of "North-East Asian Development Cooperation Forum 2015," and discussed with researchers and academics from throughout the region about development issues from the perspective of the Sustainable Development Goals (SDGs).

In addition, JICA-RI works with the World Bank, the United Nations Development Programme (UNDP), and other multilateral donors. It also conducts joint research with researchers at the Institute of Development Studies (IDS) in the United Kingdom, the Initiative for Policy Dialogue (IPD) at Columbia University and the Brookings Institution in the United States, and the African Center for Economic Transformation (ACET) in Africa.

Case Study

Case Study Project: "Interdisciplinary Study of Japan Overseas Cooperation Volunteers (JOCVs)"

Discussion from Various Disciplinary Perspectives

JICA-RI has been examining the Japan Overseas Cooperation Volunteers (JOCVs) program using methods and insights from various academic fields, including economics, sociology, anthropology, and political science.

The JOCV program incorporates both Japanese youth participation and contributions at the grassroots level. Because of this multidimensional nature, evaluating the JOCV program with a single index can be problematic and even inappropriate. Taking this into account, JICA-RI established interdisciplinary research projects.

Public Seminar and Symposium

With the 50th anniversary of the JOCV program in 2015, JICA-RI hosted a public seminar in May to feature JOCVs as "Leading Actors in Development Cooperation." In July, JICA-RI and Tohoku University jointly held a two-day public seminar that targeted students on the first day and the public on the second day. This seminar aimed to deepen understanding of the JOCV program.



Interdisciplinary Study on Japan Overseas Cooperation Volunteers Symposium

In November, JICA-RI also hosted a symposium titled "Interdisciplinary Study on Japan Overseas Cooperation Volunteers," focusing on the objectives of the JOCV program: nurturing Japan's youth, fostering mutual understanding between Japan and developing countries, and promoting development cooperation. At this event, the idea of correlation among these subjects, which was nurturing youth and fostering mutual understanding could lead to promoting

development cooperation, was presented, and the future role of JOCVs was discussed.

JICA-RI also gave a presentation about its research findings at the luncheon session of the annual meeting of the International Forum for Volunteering in Development (IVCO 2015) held in Tokyo in October. Its quantitative analysis study on JOCV activities drew great attention from the attendees [→ see the Case Study on page 115].

Enhancing Development Partnerships

Contributing for Setting Development Agenda in Collaboration with Development Cooperation Agencies in the World

● Issues in Recent Years

Japan and other developed countries, along with international development cooperation agencies (hereinafter “donors”), have increased their efforts to address poverty reduction under the framework of the Millennium Development Goals (MDGs) with a target completion date of 2015. While some goals are left unachieved, such as reduction of the under-five mortality rate and maternal mortality ratio, many developing countries have made remarkable progress in poverty reduction, as can be seen in the impoverished population rate, and the Human Development Index.

To follow up on these efforts, “the 2030 Agenda for Sustainable Development” was adopted at the United Nations Summit in September 2015. The agenda sets forth “the Sustainable Development Goals (SDGs)” as guidelines to materialize poverty eradication and sustainable development by 2030, and calls for actions to tackle new issues that were not subject to the MDGs, such as expansion of disparities, climate change and natural disasters, while paying due efforts toward unfinished business of the MDGs.

Meanwhile, the agenda also calls for actions by all countries, not only developing countries, but also developed countries, and emphasizes the importance of cooperation by all parties involved, against the backdrop of the increasing roles of private corporations and civil society. Furthermore, in order to respond to diversified development challenges including new issues such as climate change, financing on the level of trillions of dollars, rather than billions of dollars for the MDGs, is necessary. The agenda necessitates a wide variety of financing and resources, not limited to ODA, directed to contribute to sustainable development.

In response to this situation, the modernization of definitions of ODA and development finance has been discussed in OECD DAC for the first time in about four decades to mobilize more development finance with quality. With regard to the quest for aid effectiveness that was started in the early 2000s, following the Fourth High Level Forum on Aid Effectiveness in Busan, Republic of Korea, in 2011, discussions are ongoing, with a focus on enhancement of the effects of even broader development cooperation with the involvement of civil society, the private sector, and South-South cooperation.

It is essential for a development agency to constantly follow trends or changes in global development landscape, and to strengthen its ability to deliver its voice and contribute to international discussions. Furthermore, stronger efforts should be made to promote field level collaboration with other donors. All of these activities are vital to the effective and efficient implementation of development cooperation.

● Donor Coordination for Development Cooperation

JICA has established strong partnerships with, for example, European countries, the United States, and international organizations, in such ways as co-financing, collaboration



United Nations Development Programme (UNDP) Administrator Helen Clark (left) and President Shinichi Kitaoka held talks at JICA headquarters in November 2015.

in technical cooperation, and the like. For achievement of the SDGs in particular, a necessary level of financing and its efficient use are required. To materialize more effective and efficient cooperation, collaboration among donors enables to bring different set of expertise and technologies. And to support large-scale development projects, collaboration could be a solution when a single organization cannot meet the required needs. Dissemination of JICA’s experience and knowledge through participation in international discussions on development cooperation will not only improve the quality of international initiatives, but also increase the understanding and raise the profile of Japan’s experiences, approaches and ODA principles.

JICA actively participates in annual meetings of the World Bank Group (WBG), Asian Development Bank (ADB), Inter-American Development Bank (IDB), African Development Bank (AfDB), and European Bank for Reconstruction and Development (EBRD) and conducts mutual visits with executives of donor agencies.

JICA attended the WBG/International Monetary Fund (IMF) Spring Meetings in April and the Annual Meetings in October, the ADB Annual Meetings and the AfDB Annual Meetings in May, the Third International Conference on Financing for Development in July, as well as the 21st Conference of Parties to the United Nations Framework Convention on Climate Change (COP21) in December of 2015. JICA executive officers gave keynote addresses and spoke as panelists at many side events on recent development issues where they explained JICA’s position, activities and policies. In addition, at the United Nations Summit in September, JICA’s then President Akihiko Tanaka attended sessions on human security, global health, and disaster risk reduction, and he stated opinions based on JICA’s knowledge and contributed to the discussions [→ see the Case Study on page 123].

In fiscal 2015, with regard to the fields of South-South and triangular cooperation, JICA shared its knowledge, experiences, and good practices with international community at several

international conferences that were attended by a large number of UN-related personnel, such as the High-Level Meeting on South-South Triangular Cooperation in the Post 2015 Development Agenda, and the United Nations–hosted High-Level Multi-Stakeholders Strategy Forum on South-South and Triangular Cooperation.

JICA regularly holds strategic discussions with some of its development partners. In fiscal 2015, the Second High-Level Dialogue between the presidents of the World Bank Group and of JICA was held for strategic-level discussions on subjects including health and the Asia and Africa regions. JICA also had annual or regular discussions with other international organizations, such as the ADB, the UN Development Programme (UNDP), the Office of the United Nations High Commissioner for Refugees (UNHCR). In addition, JICA had a discussion with the French Development Agency (AFD) on topics including climate change and sustainable cities.

Furthermore, JICA aims to deliver cooperation with higher quality through reinforcement of collaboration with nonconventional providers, including the Bill & Melinda Gates Foundation, the Aga Khan Foundation, and the Asia Foundation, as well as with the Arab Coordination Group, to which 10 Arab donors belong.

● Partnerships with Emerging Countries

In recent years, emerging countries such as China, the Republic of Korea, Thailand, Indonesia, Brazil, and Turkey have become development cooperation providers. JICA has attached much value in sharing a variety of development approaches and issues with such emerging countries based on the experience of Japan that was Asia's sole DAC member for many years.

JICA leads the Asian Development Forum every year, in order to conceptualize Asia's development experiences and share them with international community as the "voice of Asia." Through the Forum, Asian countries including emerging countries, and international organizations, exchange views and experiences on various topics, such as inclusive growth and SDGs.

JICA continues to hold periodic bilateral discussions with development partners in China and the Republic of Korea, namely the Export-Import Bank of China, Korea International Cooperation Agency (KOICA) and Economic Development Cooperation Fund of the Export-Import Bank of Korea (EDCF). In addition, JICA, together with the Export-Import Bank of China, the EDCF, and the Neighboring Countries Economic Development Cooperation Agency (NEDA) of Thailand, holds quadripartite discussions among Asian development finance institutions.

Case Study Stating Opinions at Meetings of the UN Sustainable Development Summit

Contribution to Discussions on Topics Including Key Challenges in the 2030 Agenda for Sustainable Development

At the UN Sustainable Development Summit in September 2015, JICA cosponsored various side events with multiple partners, in anticipation of some important meetings to be held the following year. JICA's president appeared on those events as a keynote speaker or as a presenter, and expressed JICA's views.

Promotion of UHC and African Development

JICA attended a side event on global health that was cosponsored by five countries, including Japan, along with the World Health Organization (WHO), the World Bank, and the Global Fund. Through the event, a message was expressed that health was a core of the 2030 Agenda and that universal health coverage (UHC)* was effective in solving various health problems. JICA addressed the concept of UHC that JICA aims to achieve a health system that can not only provide maternal and child health care but also can serve as an underlying measure against infectious diseases such as Ebola pandemics. JICA also mentioned the importance of cooperation among the parties involved, such as governments and donors.

Meanwhile, as one of the pre-events of the Sixth Tokyo International Conference on African Development (TICAD VI) in August 2016, JICA took the lead to host a side event together with partners, including the Japanese government, the New Partnership for Africa's Development (NEPAD), the United Nations

Development Programme (UNDP), the World Bank, and Columbia University. JICA introduced its insights on Africa, including the necessity of industrial development as an effort to promote structural transformation and strengthening resilience, the feasibility to apply experiences in Asia to Africa, and the achievements of industrial policy dialogue and Kaizen projects in Ethiopia. Many other speakers also expressed their opinions on the importance of industrial development in Africa, which also caught the participants' attention as a suitable theme for TICAD VI.

Furthermore, to lay the foundation for the World Humanitarian Summit in May 2016, a side event on the financing of humanitarian assistance and development cooperation was held. Discussions in this meeting addressed that humanitarian crises have increased and protracted, and they were deeply related to poverty eradication, so an integral approach to humanitarian assistance and development



JICA's then President Tanaka emphasized the importance of an integral approach to humanitarian assistance and development cooperation, as well as the concept of "build back better," at a side event.

cooperation was necessary. The discussions also touched on topics such as expectations in innovative financing that include the private sector mobilization. JICA emphasized the importance of the mechanism in which humanitarian and development agencies could participate in discussion at the early stage of a crisis to support attempts towards the integrated approach.

* WHO defines UHC as "ensuring that all people can use the promotive, preventive, curative, rehabilitative and palliative health services they need, of sufficient quality to be effective, while also ensuring that the use of these services does not expose the user to financial hardship."

Partnerships with Local Governments

Local governments in Japan have accumulated extensive skills and knowledge in areas such as water and sewage systems, waste disposal, agriculture, and the like. Such know-how is a great help to developing countries facing similar social problems.

JICA plays a role in connecting the needs of developing countries with regional resources including local governments in Japan in order to produce win-win outcomes, i.e., growth of

developing countries and regional revitalization in Japan.

To do so, it is important to strengthen cooperation with local governments and other organizations as well as to combine or mutually connect JICA's various schemes for flexible and strategic execution. In particular, the following schemes carried out jointly by local governments, are now drawing attention due to the potential of revitalizing both developing countries and Japan.

1. JICA Partnership Program

In fiscal 2015, JICA adopted 31 JICA Partnership Programs (Local Government Type) that assist local governments in conducting international cooperation activities.

As part of the programs, Marugame City in Kagawa Prefecture, which produces about 90% of the total *Uchiwa* (Japanese bamboo fan) output in Japan, shares their *Uchiwa* production techniques with the people of Laos, who earn a living from making bamboo wares. In such a way, the partnership programs also contribute to transmitting Japanese traditional techniques to foreign countries.



Teaching how to make *Uchiwa* in Laos

2. Knowledge Co-Creation Program (former Training Program)

Local governments are important cooperation partners for JICA's Knowledge Co-Creation Program (hereafter referred to as KCCP), and JICA is accepting approximately 10,000 KCCP participants from about 140 countries every year.

The KCCP is being recognized today as having many positive impacts, not only for the overseas participants but also for global human resources development in many regions in Japan.

3. Project for Assisting SMEs in Overseas Business

This project is intended to solve development issues and achieve the growth of developing countries by leveraging the excellent technologies and products of Japanese SMEs. In this project, local governments accept training participants. Support for domestic SMEs' activities abroad in this program is also expected to rejuvenate the Japanese economy and local communities.

Comprehensive Cooperation Agreements with Local Governments

In 2011, JICA concluded a comprehensive cooperation agreement with Yokohama City, which became the first local government to enter into the contract. The Yokohama Waterworks Bureau has a long history of providing support for developing countries for over 40 years. Especially, the bureau's cooperation through JICA to the water sector in Viet Nam has been provided for more than 15 years and has produced robust achievements. Thanks to the bureau's support, a "Declaration of Safe Water" was issued throughout Hue Province in 2009.

In addition to Hue, the central part of Viet Nam enjoys cooperation outcomes as well, which also allows the member companies of the Yokohama Water Business Conference to promote their water business in Viet Nam. This project is anticipated to provide business opportunities for Japanese companies as well as to hand down Yokohama Waterworks Bureau's technologies to young engineers in Japan.

JICA Domestic Offices: As a Base for Business Expansion that Takes Advantage of the Characteristics and Experience of Local Communities

Kansai International Center (JICA Kansai) as a Base for Development of Human Resources for Disaster Risk Reduction

Operating 14 domestic offices in Japan, JICA provides support for developing countries by making best use of the regional characteristics and experience in Japan under the cooperation of local governments, NGOs, private companies, education-related personnel, and other entities.

JICA Kansai (formerly JICA Hyogo until 2012) was established in 2002. It is located in Kobe City, which was affected by the 1995 Great Hanshin-Awaji Earthquake. JICA Kansai has been sharing with the world its lessons gained from the disaster response and the process of reconstruction together with Hyogo Prefecture, Kobe City, and other local governments and organizations.

In response to the Hyogo Framework for Action 2005–2015, adopted at the UN World Conference on

Disaster Risk Reduction, JICA and Hyogo Prefecture jointly established the Disaster Reduction Learning Center (DRLC) in 2007 on the premises of JICA Kansai. This facility is a base for the development of global human resources for disaster risk reduction. Until the end of fiscal 2015, DRLC provided programs for disaster risk reduction to 2,355 participants, such as administrative officials and engineers from 109 developing countries in cooperation with Hyogo Prefecture, Kobe City, and other local governments in Kansai region as well as specialized organizations that include the Hyogo Prefectural Disaster Reduction and Human Renovation Institution.

In 2013, JICA concluded comprehensive cooperation agreements with Hyogo Prefecture and Kobe City. In addition to cooperation in the field of disaster risk reduction, JICA will further strengthen partnership with local governments and private companies in Hyogo and Kobe.

Cooperation Modality and Operations Management



Burkina Faso: A boy catching fish at a small lake formed by a dam. The lake is for livestock and farmers to use in the dry weather. (Photo by Akio Iizuka)

Technical Cooperation

● 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 have become increasingly diverse. In addition to fields of agriculture, transportation and infrastructure, industrial development, health care services and education, in recent years these needs have extended to those of legal systems, peace-building and reconstruction assistance, and environmental and climate change measures.

JICA provides multitiered assistance for human resources development, organizational strengthening, policy formulation, and institutional development in developing countries with the knowledge, experience, and technologies of both Japan and developing countries.

● Effectively Combining a Variety of Components

1. Dispatch of Experts

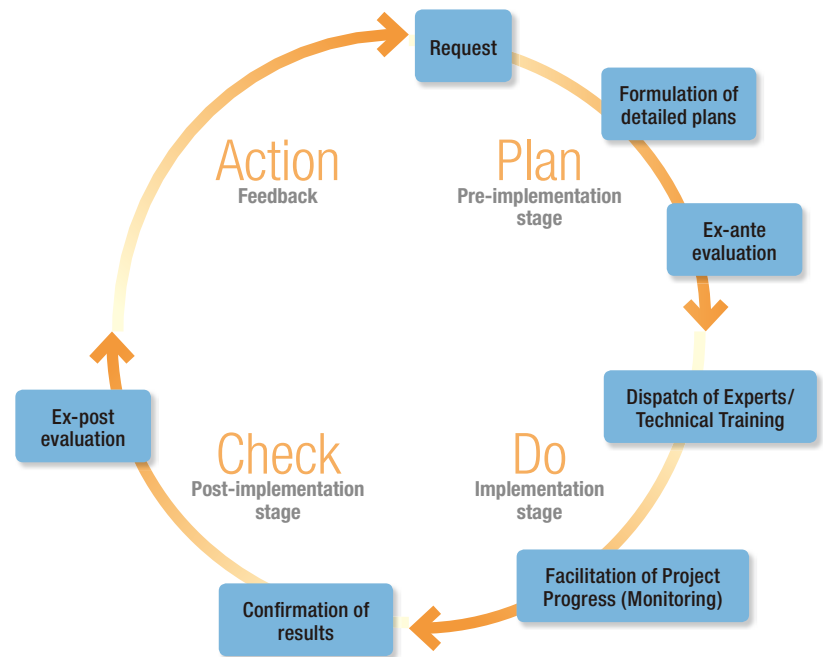
Japanese experts are dispatched to developing countries to provide necessary technologies and knowledge to government officials and specialists (the counterparts) of a developing country (the partner country). At the same time, they cooperate with these counterparts to develop/disseminate technologies and systems that are suitable to the partner country. Depending on the historical background, language, and regional characteristics of the partner country, JICA can also dispatch experts from third countries (countries other than Japan or the partner country) in order to meet the needs of the partner country more efficiently.

2. Technical Training

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 to acquire the knowledge and technologies needed in their countries (e.g. Knowledge Co-Creation Program's Group and Region Focus courses, Country Focus courses or Young Leaders courses) [→ see page 128 for details]. JICA also organizes overseas technical training programs in third countries, other than the partner countries and Japan.

3. Provision of Equipment

Technical cooperation projects, which use the optimal combination of the "Dispatch of Experts" and "technical training" as well as a variety of components that include the provision of equipment, are the core operation of JICA's technical cooperation. Project outcomes can be obtained by working together with the counterparts and associated organizations in the partner country through planning, implementing, monitoring and evaluating the project in a systematic and comprehensive manner [→ see the figure].



Implementation Process

1) Project Identification and Formulation

JICA identifies and formulates projects through interactive activities, such as discussions with developing countries and information-gathering by JICA overseas offices.

2) Request and Approval

Based on the request from the partner country, the Ministry of Foreign Affairs of Japan, related ministries and agencies and JICA decide on the approval of the project. Approved projects are reported by the Japanese government to the partner country and note verbales concerning the cooperation are exchanged through the diplomatic channel.

3) Planning / Ex-Ante Evaluation

In order to clarify details and expected outcomes of the project and examine whether the implementation would be appropriate, a detailed planning survey is conducted and ex-ante evaluation is determined.

4) Project Implementation / Monitoring Project Progress

JICA and the government organization (partner organization) of the partner country sign Record of Discussions (R/D) regarding project implementation, details of the activities and necessary measures.

During the project, based on the plan formulated in the planning phase, JICA and the partner organization implement the project with regular monitoring. Then, the outcomes are reviewed at the end of the project.

5) Follow-up / Ex-Post Evaluation

After the project finishes, if difficult circumstances arise afterward, despite improvement efforts and endeavors by a partner country to support the measures taken by the partner



Strengthening Teacher Performance and Skills through School-Based Continuing Professional Development Project in Zambia: A JICA expert attending a review meeting that teachers hold in a primary and junior-high school after classes (photo by Atsushi Shibuya)

country, complementary assistance (follow-up) can be provided by JICA. Ex-post evaluation is conducted two or three years after the project completion and the evaluation results are then shared as lessons learned and used as a reference when formulating and implementing similar projects.

4. Technical Cooperation for Development Planning

While supporting developing countries' policy formulation and master plans, JICA provides technologies, such as survey/analysis methods and planning methods to the counterparts in the partner country.

Following the completion of this cooperation, developing countries are expected to conduct the followings.

- 1) Formulate plans for sector/regional development or rehabilitation/reconstruction by utilizing the recommendations;
- 2) Implement policies and plans by raising funds from international organizations and others; and/or
- 3) Carry out the recommended organizational/institutional improvements.

5. 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 between Japan and the partner country for developing and applying new technologies and acquiring new scientific knowledge. SATREPS will help address global challenges [environment, energy, natural disasters (disaster prevention), infectious diseases, food supplies and other problems] by using partnerships that encompass universities and research institutions, etc. in Japan and those in developing countries [→ see page 110 for details].

JICA-Net: Toward International Cooperation That Transcends the Restriction of Time and Distance

JICA-Net is a distance technical cooperation modality provided by JICA. It expands the possibility of international cooperation through activities such as joint work and learning of technologies across distant sites, and studies using digital archives on development experiences in Japan and in developing countries.

JICA-Net Library

JICA-Net library is operated to assist JICA activities by storing and publishing multimedia-based learning materials, seminar materials, and other digital contents that were developed in JICA's technical cooperation projects. JICA-Net digital content is distributed through the JICA-Net Library.



JICA-Net Library URL:

→ [JICA website](http://jica-net-library.jica.go.jp/en2/index.html) <http://jica-net-library.jica.go.jp/en2/index.html>

The Knowledge Co-Creation Program (KCCP)

● Globally Unique Knowledge Co-Creation Program

Implementation methods of JICA's technical cooperation can be divided into two approaches. One is overseas cooperation by dispatching experts and volunteers in various development sectors to developing countries; the other is domestic cooperation by inviting participants from developing countries to Japan. The latter is the Knowledge Co-Creation Program, formerly called a Training Program, and is one of the core programs carried out in Japan. By inviting officials from developing countries and with cooperation from domestic partners, the Knowledge Co-Creation Program provides technical knowledge and practical solutions for development issues in participating countries.

JICA hosts approximately 11,000 participants every year in cooperation with its 14 domestic offices across Japan. The majority of the participants are affiliated with the partner governments and are decision makers, technical advisors and practitioners, concerned strategic personnel, and so forth. Moreover, there has been an increase in NGO-affiliated participants and private-sector participants, reflecting the diversified needs of developing countries and capacity expansion of Japan's cooperation programs. The Knowledge Co-Creation Program is undertaken in cooperation with universities, research institutes, private-sector enterprises, public-interest organizations, NGOs, and other organizations as well as central and local governments.

Implementation of the Knowledge Co-Creation Program has significance with regard to the utilization of Japan's development experience and know-how by adapting them to each partner country, rather than only sharing Japan's advanced technologies



Training participants learning a method to observe forest resources using a drone, with the cooperation of Rakuno Gakuen University in Ebetsu City, Hokkaido Prefecture: Knowledge Co-Creation Program (Group and Region Focus) — Remote Sensing of Forest Resources

and skills. To learn and understand Japan's knowledge, skills, and experience, it is often required that on-site experience concerning Japan's institutional know-how is put into practice, as well as the background and the transitions underlying Japan's social system.

One of the specific characteristics of the Knowledge Co-Creation Program is to provide an opportunity for participants to become aware of and reexamine the issues and challenges of their own countries from outside by experiencing Japan. Hence, participants get to be able to tackle various development issues in their home countries with a different perspective. Among the courses of the Knowledge Co-Creation Program, the Group and Region Focus courses, in which participants are from several

Triple-Win Contribution to Developing Countries, JICA and Japan's Regional Revitalization



Satoshi Iwakiri
Director General
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Toward an Innovative and Quality Program

Since 2015, "regional revitalization" continues to be an important task for the Japanese society. In different regions in Japan, there are many corporations, local governments, universities, and other entities that possess world-class technologies and knowledge. Identifying these valuable local resources and encouraging them to participate in JICA's activities are significant for JICA's mission and its partner developing countries. JICA's 14 domestic offices are at the forefront to achieve this important goal. The domestic offices aim for a triple-win contribution to developing countries, JICA, and Japan's regional revitalization by making use of various tools and networks that JICA owns, and connecting Japanese regions to developing countries under the cooperation with domestic partners and resources.

JICA's Knowledge Co-Creation Program is one of the programs that utilizes Japanese astonishing technologies and knowledge accumulated in each region. Every year,

JICA conducts approximately 500 training courses in a variety of fields.* In fiscal 2016, JICA will put further effort into new trials to carry out an "innovative and quality program" that can accommodate both developing countries' needs and Japan's policy challenges by fully utilizing regional characteristics and their special qualities.

Most importantly, training participants in the Knowledge Co-Creation Program are expected not only making use of Japanese technologies and knowledge for the development of their own countries when they return home, but also promoting correct and better understanding of Japan overseas. Former training participants are becoming valuable bridges between Japan and developing countries, and JICA consolidates its network with those who understand, support, cooperate with Japan through reinforcing JICA's overseas' alumni associations for former training participants.

*Course numbers for Knowledge Co-Creation Program (Group and Region Focus / Young Leaders)

different countries, give opportunities to participants to examine a variety of issues not only from the perspectives of Japan and their own countries, but also from multifaceted viewpoints among all participating countries by exchanging opinions and information. Group and Region Focus courses thus offer valuable insights and discoveries to each participant.

The Knowledge Co-Creation Program, a globally unique program in terms of its scale and diversity, is an essential tool of JICA's technical cooperation by utilizing Japan's own knowledge, skills, and development experiences to promote human resource development and to solve development issues in partner countries [→ see the Case Study on page 38].



Training participants learning a repair technique for water leakage at a training facility in Hamamatsu City, Shizuoka Prefecture: Knowledge Co-Creation Program (Group and Region Focus) — Non-revenue Water Management (Leakage Control)

● Multifaceted Benefits of the Knowledge Co-Creation Program

The goal of the Knowledge Co-Creation Program is to contribute to solving development issues in partner countries; meanwhile, the program also has achieved many other benefits.

To date, over 330,000 people have participated in the Knowledge Co-Creation Program, and the participants have met numerous Japanese people during their stays in Japan and returned home with a deeper understanding and familiarity of Japan by learning about it. Meanwhile, on-site activities designed in the program also benefit Japanese society. For instance, private sector and public organizations can obtain direct information about developing countries and build relationships that may lead to expansion of their overseas operations and capacity. In addition, university students and researchers can acquire a greater global perspective by interacting with the participants. As a result, the Knowledge Co-Creation Program creates additional benefits of invigorating various regions of Japan and fostering



Training participants discussing productivity improvement: Knowledge Co-Creation Program (Nikkei-Japanese Descendants) — KAIZEN and 5Ss

its people with global attitude and knowledge.

Again, the Knowledge Co-Creation Program contributes to solving issues in developing countries. In addition, promotion of understanding of Japan, revitalization of Japan's regional communities, and fostering global human resources are other important benefits of the program. Consequently, JICA implements the Knowledge Co-Creation Program by identifying these significant benefits.

● Implementation of the Strategic Knowledge Co-Creation Program

For the implementation of the Knowledge Co-Creation Program, JICA has strived to establish the program to emphasize the multifaceted aspects of its outcomes. Meanwhile, to strengthen the quality of the program with better effectiveness and efficiency, JICA ascertains the trend in other cooperation modalities and also examines all development issues, such as education, agriculture, etc.

In 2015, JICA had reviewed the significance of its Knowledge Co-Creation Program and redefined it as three main functions: (1) a fundamental role in realizing effective international cooperation; (2) an opportunity to encourage participants, who will forge the future in developing countries, to understand Japan; and (3) a contributor to globalizing Japanese regional communities. Along with the current remarkable growth of developing countries, JICA understands them as important partners and will improve and enhance the Knowledge Co-Creation Program based on the concept of "co-creation," which produces new values through interactive learning among the participating countries and Japan. JICA will further strengthen the Knowledge Co-Creation Program that can tackle newly emerging issues, crosscutting issues and Japan's policy challenges.

ODA Loan and Private-Sector Investment Finance

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

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

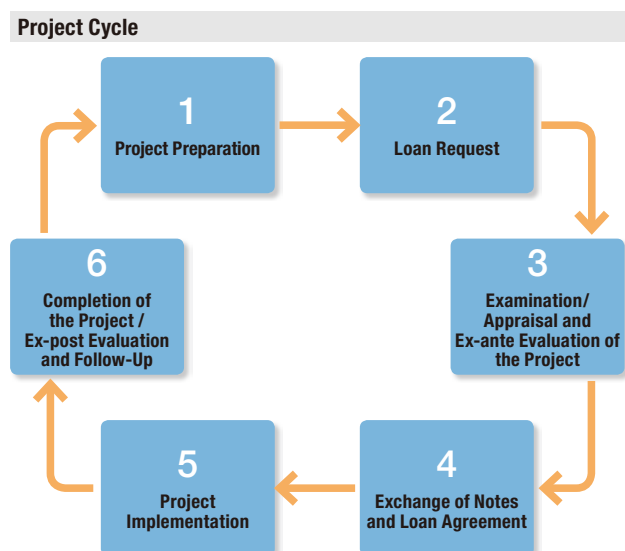
ODA Loan

● Support and Emphasize Ownership by the Developing Country

Ownership of developing countries is crucial for economic growth and poverty reduction in these countries. ODA Loans, which require repayment, promote efficient use of the borrowed funds and appropriate supervision of projects, thereby bolstering developing countries' ownership in the development process. In addition, as ODA Loans are 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 Loans: Project Cycle

ODA Loans follow 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 and/or for conducting civil and other related works.

2) Engineering Service (E/S) Loans

Engineering Service (E/S) loans are for engineering services necessary in the course of 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 prerequisites 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-size enterprises in manufacturing, agriculture, and other specified industries and the construction of facilities to improve the living standards of the people with low income. 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.

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's 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 the economies of developing countries, commodity loans provide settlement funds for urgent and essential import of materials to the 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 and agricultural and other kinds of machinery, the specifics of which are agreed on 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 investment for sector-specific development.

Private-Sector Investment Finance

● Support for Development Projects by the Private Sector in Developing Countries

In recent years, the importance of the private sector in economic and social development in developing countries has been steadily increasing, as international organizations as well as European and U.S. donors greatly boost their support for the private sector. Private-Sector Investment Finance (PSIF) aims to stimulate economic activity and improve the living standards of people in developing countries through equity investments and loans for projects undertaken in developing countries by the private sector.

● Scope of Support

PSIF is for such projects with high levels of development effectiveness in developing countries as fall within following three categories: (1) infrastructure and growth acceleration; (2) MDGs and poverty reduction; and (3) climate change.

● Organizational Structure of Risk Assessment and Control

PSIF has been resumed with an appropriate organizational structure for risk assessment and control. In addition to mutual checks and controls among the departments concerned, JICA conducts portfolio management for the whole of PSIF through an independent account¹ and is reinforcing its capacity for project implementation, risk assessment and management.

Active Utilization of ODA Loans and Private-Sector Investment Finance Projects for Promotion of Quality Infrastructure Investment

At the 21st International Conference on the Future of Asia held in May 2015, Prime Minister Abe announced a slogan, “Partnership for Quality Infrastructure,” and revealed Japan’s additional support plans to address the huge demand for infrastructure. At the ASEAN Business and Investment Summit in November 2015, the prime minister proposed “follow-up measures for ‘Partnership for Quality Infrastructure’” to embody the slogan announced in May. The plans to be implemented include the following drastic system enhancements.

JICA will promote quality infrastructure investment in harmony with foreign governments and international organizations as well as contribute to the socioeconomic growth of developing countries and regions by taking the SDGs into consideration.

1. Expansion and Acceleration of Assistance through JICA

1-1 Acceleration

In order to accelerate Loan Aid procedures;

- (i) The period necessary for government-related procedures for ODA Loan projects will be reduced; and
- (ii) With respect to Private-Sector Investment Finance (PSIF) projects, the period between the submission of applications from private companies and the initiation of JICA’s appraisal will be shortened.

1-2 Expansion of the Coverage of Support

JICA will expand the coverage of PSIF, and encourage private investments through co-financing with private financial institutions. Furthermore, JICA will further enhance the attractiveness of Loan Aid through providing dollar-denominated loans and introducing the ODA Loan with Currency Conversion Option scheme to middle-income and upper-middle-income countries.

2. Collaboration with the Asian Development Bank (ADB)

2-1 Support for Public-Private Partnership (PPP) and Private Infrastructure Projects (Collaboration for Non-Sovereign Projects)

JICA will invest to establish a new trust fund at the ADB and provide investments and loans jointly with the ADB to private infrastructure projects and other quality PPPs through the trust fund. The amount of the investments and loans to be provided by the trust fund will be up to \$1.5 billion over the next five years.

2-2 Support for Public Infrastructure Investment (Collaboration for Sovereign Projects)

To promote quality infrastructure investment in public sector, JICA and the ADB will work together to develop long-term support plans and provide technical cooperation and loans to foreign governments. The amount of aid to be provided by JICA and the ADB in this initiative will be a total of \$10 billion over the next five years.

The Government of Japan, JICA, and the ADB will have high-level policy dialogues on a regular basis to facilitate quality infrastructure investments under the above-mentioned initiatives.

1. In the Private-Sector Investment Finance independent account, loans totaled ¥1,293 million, affiliate companies’ stock was ¥41,753 million, and investment securities were ¥924 million as of March 31, 2016. Ordinary revenues were ¥24,439 million (including dividends on investments of ¥24,369 million) and net income was ¥23,315 million in the year ended March 31, 2016. The independent account received the assets of the Private-Sector Investment Finance operations on October 1, 2008, when JICA was established under its current structure. Ordinary revenues consist of dividends on investments, interest on loans, and other revenues from Private-Sector Investment Finance; ordinary expenses consist of loss on valuation of affiliated companies’ stock, loss on investment securities, interest on borrowing, provisions for the allowance for possible loan losses, outsourcing expenses, and other items involving Private-Sector Investment Finance. Revenues and expenses that are not directly related to Private-Sector Investment Finance, (depreciation, real estate expenses, personnel expenses, etc.) are not included in the independent account revenues and expenses.

Grants

● Building Foundations for the Future of Developing Countries

Grants are a type of financial assistance in which funds are granted to a developing country to support construction work or services such as procuring equipment and materials that are necessary for socioeconomic development. Since Grants are financial assistance with no obligation for repayment, they target mainly developing countries with low income levels.

Assistance is provided mainly for development of socioeconomic infrastructure, such as hospitals, schools, water supply systems, irrigation systems, roads, bridges, ports, and power supply. In recent years, assistance has also been extended for peacebuilding, developing business environments, disaster prevention and reconstruction after disasters, measures to cope with climate change, and development of human resources for those who will play important roles in their own countries' policymaking.

Where necessary, technical guidance for operation and maintenance is also provided so that the facilities and other systems financed by Grants are sustainably managed.

● Project Cycle

Grants are carried out in a project cycle consisting of six major steps, as described in the chart.

- 1 JICA conducts a preparatory survey as a part of project preparation. In the preparatory survey, JICA examines the appropriateness of the project and develops an outline of the project together with the government of the partner country.
- 2 The Japanese government receives an official request for the project from the partner country.
- 3 JICA examines and appraises the contents of the requested project and conducts an ex-ante evaluation.
- 4 Based on the result of JICA's appraisal, the Japanese government approves the project to be financed by Grants at the Cabinet level. Then, the government of the partner country

signs the Exchange of Notes and Grant Agreement with the Japanese government and JICA, respectively.

- 5 As the main conductor of the project, the government of the partner country implements the project, whereas JICA, respecting the partner country's ownership, monitors the progress of the project and gives advice to the stakeholders in order to ensure proper and smooth implementation.

- 6 After completion of the project, JICA conducts an ex-post evaluation, and where necessary provides Follow-Up Cooperation to resume the performance of the equipment and facilities as well as to support the activities for disseminating the project outcome. Feedback from the evaluation will be utilized for preparing new projects.

By applying this project cycle sequence, from the planning stage to ex-post evaluation, JICA conducts strategic and effective operation of Grants.

● Types of Grants Implemented by JICA

1. Project Grants

This is a type of Grant in which the government of a partner country enters contracts with consultants or contractors to build facilities or to procure equipment and materials. It is mainly used for establishing foundations for basic human needs or for building socioeconomic infrastructure.

2. Sector Grants

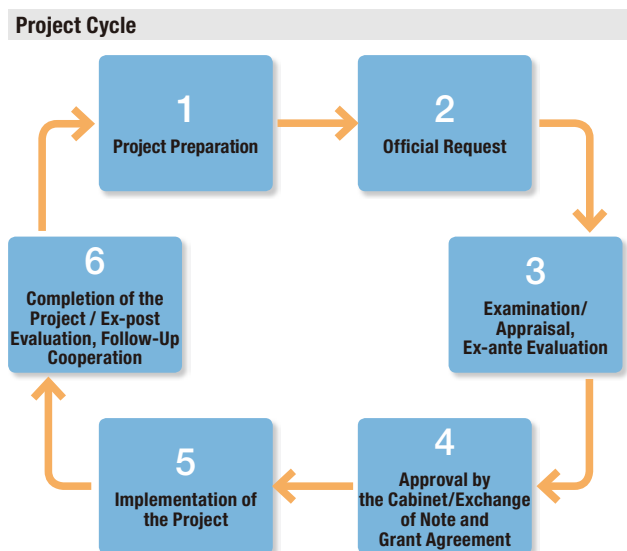
This is a type of Grant in which multiple subprojects are implemented in a flexible manner under a single Grant program. When assisting restoration or reconstruction from disputes or disasters, prompt and flexible responses to a variety of rapidly changing needs are required. Therefore, this type of Grant was applied to a project to support Syrian refugees in Jordan, and to a project for restoration and reconstruction after disasters caused by Typhoon Yolanda that struck the Philippines in November 2013.

3. Grants in Association with an International Organization

This is a type of Grant in which an Exchange of Notes and a Grant Agreement are signed with an international organization to implement a project for the government of a partner country while making use of the expertise of the international organization.

4. Grants through Budget Support

This is a type of Grant in which budget support is provided for a developing country for purposes such as the promotion of a poverty-reduction strategy that is a comprehensive development plan for the country's socioeconomic development. There are three categories in this type of Grant: (1) general budget support, in which purposes and expense items are not specified; (2) budget support for a sector in which purposes and expense items are limited to a certain sector; and (3) budget support for a common fund in which support is given to a special account opened by the government of a partner country or a supporting agency.





Sindhuli Road in Nepal. Construction progressed under Grants from 1995 and was completed after approximately 20 years. The road was functional even after the Nepal Earthquake in 2015, and became a vital transportation route for relief supplies.

● Recent Initiatives

1. Initiatives to Mitigate Project Risks

As Grants are conducted in developing countries, they face a variety of risks, such as delays in arrangements that a partner country's government is responsible for, and may discourage the contracting companies to bid for the projects. In order to mitigate such risks in the course of project implementation, JICA has reviewed the Grant procedural system comprehensively and has taken measures for improvement. Major initiatives in place in fiscal 2015 are as follows.

- **Clarification of responsibilities that JICA and the partner country's government must comply with**

For Project Grants, JICA has clarified, in detail, responsibilities that JICA and the partner country's government are to comply with in order to strengthen measures to ensure the fulfilment of duties. More precisely, the responsibilities of JICA and the partner country's government that are necessary to run a project are confirmed in more specific terms than before in the preparatory survey, the responsibilities of both parties are clearly stated in the Grant Agreement, and the partner country's government is obligated to report periodically the state of the project's progress. In connection with this, documents, including Grant Agreement, Procurement Guidelines, and a format for contracts, have been revised.

- **Organization of the project briefing session**

For projects mainly in African countries, to allow candidate companies to obtain information at earlier stages than before, JICA started to organize a project briefing session before the project implementation stage to share information that has been

collected through the preparatory survey.

- **Allocation of Grants for contingency**

Grants for contingency are allocated to all projects that consist of construction work and some of those that consist of equipment. This enables management of unexpected risks in developing countries, such as a sudden rise in material costs, discrepancies between conditions for construction and actual construction sites, deterioration of the security situation or political instability, and natural disasters.

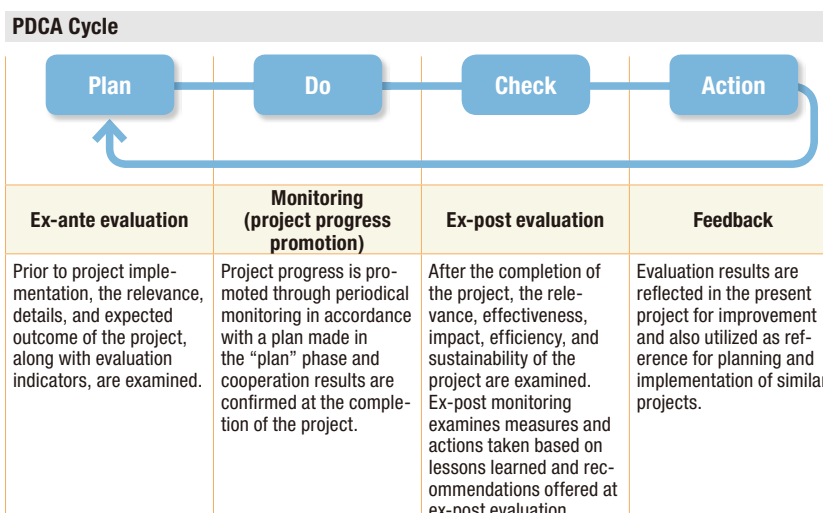
2. Grants in Cooperation with Japan's Local Governments

Local governments in Japan have accumulated experience through overcoming various challenges in connection with urban development. They also have know-how gained through operating public works, such as water and sewer services and solid waste management, which have expanded along with the economic growth of Japan. In order to apply such experiences and know-how to the infrastructure improvement of developing countries, and also to revitalize Japan's local communities through building relationships between local communities and developing countries, JICA has introduced a system to implement Grants based on project proposals from Japan's local governments. Based on the project proposals, JICA will conduct preparatory surveys for cooperation together with these local governments. Moreover, in the implementation stage of Grant projects, the local governments will provide technical assistance.

Operations Evaluation

JICA uses the plan-do-check-action (PDCA) cycle to conduct evaluations of projects and programs, including technical cooperation, Loan Aid and Grants. JICA utilizes a common framework for monitoring and evaluation that encompasses the project formulation, implementation, post-implementation and feedback stages while taking into account the features of each scheme of assistance, the assistance period and time frame for expected results.

By conducting evaluations in the PDCA cycle, JICA aims to improve the development results of its assistance efforts.



● Characteristics of JICA's Operations Evaluation

1. Evaluation along the PDCA Cycle of a Project

[→ See the table]

2. Coherent Methodologies and Criteria for Three Assistance Schemes

JICA conducts evaluations and utilizes the findings based on a standardized framework and evaluation methodology, while also recognizing that there are differences in operational characteristics among the three assistance schemes. For example, JICA conducts monitoring and evaluation along the PDCA cycle, using the Criteria for Evaluating Development Assistance laid out by the Development Assistance Committee (DAC) of the Organization for Economic Co-operation and Development (OECD) as an international ODA evaluation criteria. JICA also uses its own standardized rating system across all evaluations.

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.

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

JICA conducts thematic evaluations, in which multiple projects are selected for comprehensive and cross-sectoral evaluation and analysis; specific development issues and assistance methods are also chosen for evaluation. Thematic evaluations have a different perspective from that of project evaluations, and provide recommendations and lessons common to the selected sector.

4. Ensuring Objectivity and Transparency

JICA conducts external evaluations for ex-post evaluations that provide an objective view of project implementation results. An external third-party makes objective evaluation judgments for projects over a certain size. In addition, results of the evaluations are published on the JICA website to ensure the transparency of these evaluations. Furthermore, in order to improve the quality of evaluation, advice on the evaluation framework, structure, and the entire system is provided periodically by the Advisory Committee on Evaluation.

5. Utilization of Evaluation Results and Assurance and Improvement of Evaluation Quality

JICA's project evaluations put a high value on quality improvement of the “plan” and “do” phases of the PDCA cycle by utilizing evaluation results in the next step of the “action” phase: the use of evaluation results or feedback. To achieve this, JICA utilizes recommendations, lessons learned, cross-sectoral analyses, and results of thematic evaluations to further strengthen JICA's strategies for cooperation, including cooperation programs and the JICA Thematic Guidelines. JICA also shares the evaluation results with partner governments so that they can utilize the results for their national projects and programs and development policies.

See the Annual Evaluation Report for the details of project evaluations [→ JICA's Web page: http://www.jica.go.jp/english/our_work/evaluation/reports/2015/index.html]

Use the lookup function to see evaluations of individual projects [→ JICA's Web page: http://www.jica.go.jp/english/our_work/evaluation/tech_and_grant/project/ex_post/about.html]

Recruiting and Training Human Resources

There are dynamically changing and diversifying needs for professionals at international cooperation and responding accurately to increasingly complex and diverse aid needs has become increasingly competitive. Developing human resources for ever changing needs at international cooperation are a big challenge for the implementation of JICA projects. In order to respond promptly to these needs, JICA has been undertaking a variety of programs for training and recruiting eligible people.

Overview of Programs in Fiscal 2015

Number of those registered on PARTNER as human resources for international cooperation	10,642
Number of those registered under the simplified registration system	9,038
Associate Experts (including 14 ongoing participants)	27
Interns (total of the following types)	109
General	79
Development Consultant	23
Healthcare Provider	4
Doctor	3
Long-Term Overseas Training	3
Pre-Dispatch Training for JICA Experts	289
Capacity Enhancement Training	488
Security Management Training in Collaboration with UNHCR eCenter	19

● Training Human Resources for the Future

1. Internship Program

This program provides one to three months of internship at a JICA domestic, overseas office, or JICA project site to undergraduate and graduate students as well as health professionals (medical doctors, nurses, midwives, and public health nurses) who aspire to engage in international cooperation. The purpose of this program is to deepen their understanding of JICA projects and Japan's international cooperation, as well as to facilitate becoming professionals for international cooperation including JICA experts and development consultants in the future.

In fiscal 2015, JICA integrated Open Recruitment Internship and Development Consultant Internship into the unified JICA Internship Program. This new JICA Internship Program is open to graduate and undergraduate students, and health professionals. JICA also expanded application opportunities twice a year (in spring and in autumn) from once a year (in spring). As a result, 102 undergraduate and graduate students (79 interns at JICA and 23 interns at project sites of development consultant) and four health professionals at JICA health projects learned how JICA works.

Furthermore, to recruit more potential human resources for the

global development challenges, JICA started Doctoral Internship on a trial basis in fiscal 2015, targeting postdoctoral researchers and doctoral course students. As a result, three interns joined JICA projects related to their research fields.

2. Master Degree Scholarship Program for Future JICA Experts

In those fields where needs for JICA experts are expected to be high, this program aims to develop potential JICA experts by offering one year scholarship to master course students in overseas graduate schools. In fiscal 2015, three students had enrolled at graduate schools in the UK and in Ireland in the fields of peacebuilding, forest and natural environment management, and rural development. JICA plans to dispatch four training participants in fiscal 2016. Within three years after receiving master's degrees, the participants are expected to join JICA projects.

● Training Courses for Work-Ready Professionals

1. Associate Expert Program

— A Step toward Becoming JICA Experts

Associate Expert Program was introduced to facilitate mid-to long-term human resource development for JICA experts in the fields where the shortage of human resources is expected. This program is designed for young professionals with little JICA experience to accommodate with various JICA Programs. Successful applicants learn about mechanisms and processes of Japan's international cooperation and JICA programs mainly through on the job training at JICA headquarters. On average more than 20 participants attend the training every year, and they are dispatched as JICA experts when they complete the training.

2. Short Training Courses for Professionals

JICA provides training programs for individuals who already possess expertise and knowledge in certain fields with language proficiency and are intending to be a JICA expert in the near future. In light of recent development needs and trends, JICA opened four new courses: Nutrition Improvement, Health System Enhancement by 5S-KAIZEN-TQM Approach, Universal Health Coverage (UHC), and Special Needs Education, in addition to existing courses in fiscal 2015. JICA also conducted four joint training courses: Three agricultural courses and one course for safety management of overseas construction sites were co-hosted with association of consulting firms.

The Comprehensive International Cooperation Career Information Website “PARTNER”

“PARTNER” is a comprehensive career website planned and operated by the Department of Human Resources for International Cooperation. PARTNER provides an abundance of useful information on career development and recruitment to people aiming to engage in a wide range of activities in developing countries.

What is “PARTNER”?

Not only JICA but also many other organizations including international agencies, government agencies, NPO/NGOs, consulting firms, and lately, Japanese companies aiming to expand their business overseas are registered with PARTNER. Day by day, the registered organizations post a great deal of information, including a wide variety of recruitment information, such as regular employees, short-term contract, part-time employees, event volunteers and internship, and also event information such as training courses and workshop/presentation events held by registered organizations.

More than 10,000 individuals who have experiences or are interested in international cooperation have registered on the PARTNER website and are being regarded by the registered organizations as “a competent workforce” or “promising human resources.” PARTNER also features many topics, including career development information, interviews of experienced people in the field of international cooperation, and special feature articles.

A place where people willing to participate in overseas projects and the organizations and companies wanting to recruit experienced people can meet, as well as an information platform for the field of international cooperation—this is what PARTNER is.

Seminars, Events, and Career Consultation Services

PARTNER provides seminars, events, and

also career consultation services to assist career building in international cooperation.

Events include the full day Seminars on Human Resources for International Cooperation, which introduce various types of work in international cooperation, and the International Cooperation Job Seminars in the evening, which introduce jobs at specific fields. In fiscal 2015, JICA held full day seminars in Tokyo, Osaka, and Hiroshima. These seminars in Osaka and Hiroshima were held as a part of local events, the One World Festival in Osaka and the Hiroshima International Festival, respectively. The Job Seminars covered the agriculture and private sector development.

Career consultation services are provided via e-mail and face-to-face. PARTNER also offers services in line with the needs of consulters, such as a service via Skype, instead of face-to-face, for those living in foreign countries or outside of Tokyo area in Japan, and also consultation on holidays and in the evening. In fiscal 2015, there were 315 cases of career consultation rendered.

Initiatives for Work-Life Balance

In fiscal 2015, aiming at developing good work-life balance (WLB) environment in the career of international cooperation, JICA held a series of workshops for students and businesspeople who want to develop their career in international cooperation. Starting in February 2015, five workshops in total were held by March 2016, for a cumulative total of 263 participants.



<http://partner.jica.go.jp>

The first half of each workshop consisted of presentations by experts and development consultants who had overcome difficulties of overseas assignments, and the second half consisted of group discussions by participants using “facilitation method.” Each group discussion at the workshop discussed different topics including successfully managing overseas assignments and childrearing at the same time, and various work styles and career development to achieve work-life balance. Discussions, after reports from the panelists, among the participants of a variety of ages and positions were good opportunities for the participants to raise awareness to achieve work-life balance in the field of international cooperation.

Contribution to the Revival of Japanese Local Communities in Scope as Well

JICA’s international cooperation in developing countries incorporates various fields including access to schools, medical care, water supply, and sewerage; reduction of disparities between urban areas and rural areas; and improvement of agricultural productivity. These issues have a lot in common with the challenges in Japan’s local communities.

JICA volunteers’ and experts’ attitudes and experience on bridging different cultures, adaptability in environments, and enthusiasm and communication abilities to fit into local communities are highly appreciated when engaging in various problem solving in developing countries. Human resources with these capabilities are also in demand in Japanese rural communities and can become powerful drivers of rural revitalization.

Therefore, PARTNER is also engaged in contributing to rural revitalization in Japan, such as posting a special feature article expressing the viewpoint that international cooperation experiences can help regional revitalization in Japan.



Group discussions held at the workshop on work-life balance

Organizational Management



Indonesia: Home visit by a midwife working on a maternal and child health project. (Photo by Kenshiro Imamura)

Corporate Governance

Internal Control

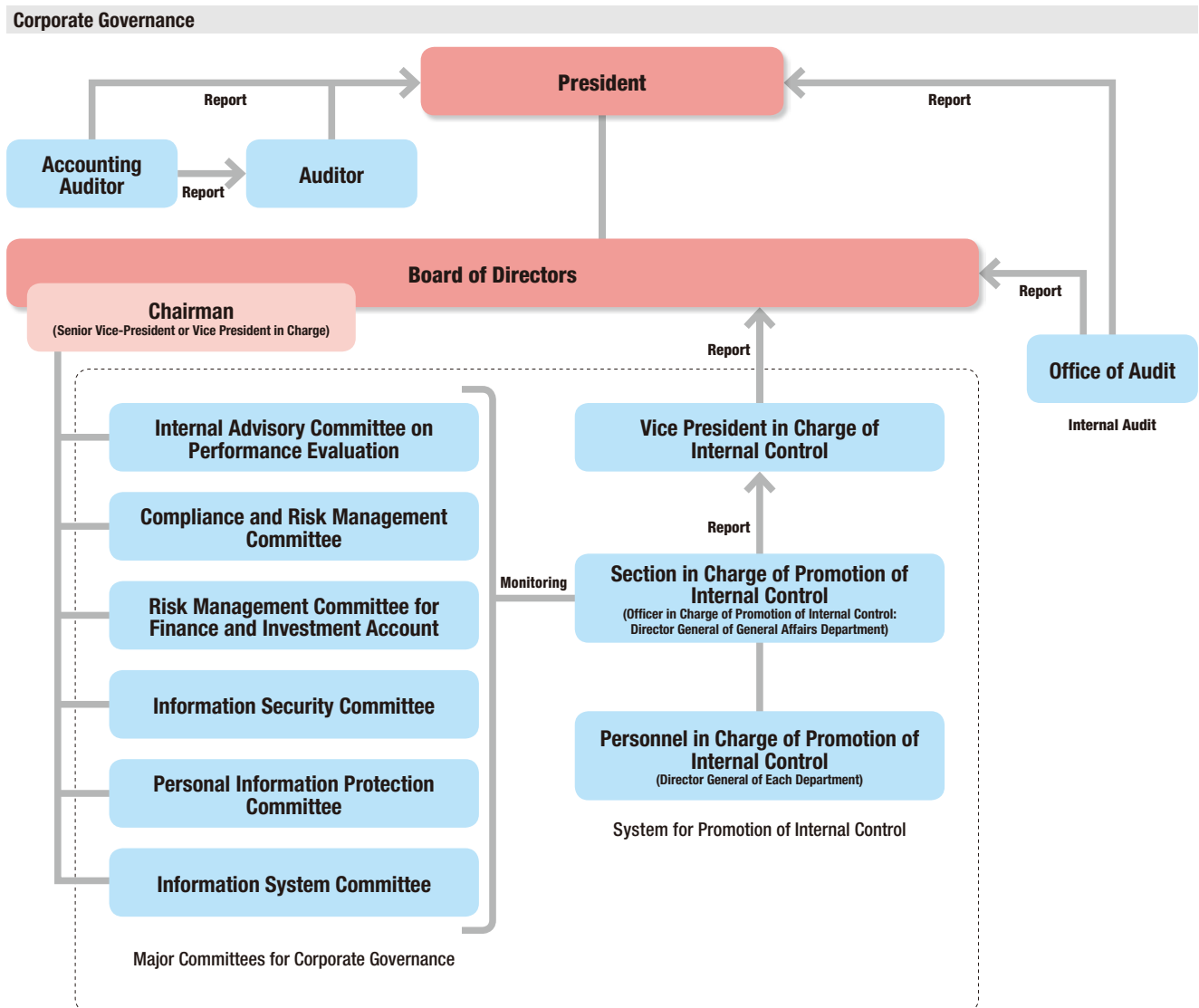
In order to improve the effectiveness and efficiency of its operations, to comply with laws and other rules, and to accomplish objectives as stipulated in the Act of the Incorporated Administrative Agencies—Japan International Cooperation Agency, JICA has developed a corporate governance structure.

Specifically, in order to promote internal control as laid out in the Act on General Rules for Incorporated Administrative Agencies, JICA has established an internal control system, where under the President, who represents JICA and presides over its operations, the Vice President in charge of general affairs takes charge of internal control along with the Director General of General Affairs Department, who takes charge of its promotion in the organization. The status of internal control is monitored on a regular basis, and reported to and deliberated on the Board of Directors.

JICA has also established the Office of Audit as an independent section that conducts internal audits to ensure the efficiency and effectiveness of its operations. Furthermore, JICA receives audits from auditors and accounting auditors, and maintains the quality of its governance by firmly following up the results of the audits.

Moreover, JICA strives to raise awareness regarding internal control by developing rules for internal control and a series of manuals to set out standard operating procedures, and also promote internal control activities through reference document: “Internal Control at JICA.”

For important areas of internal control, JICA sets up committees that deliberate on relevant issues and take necessary precautions. JICA has also established contact points for internal and external whistleblowing to ensure that needed information is communicated from parties inside and outside of JICA.



Performance Evaluation

JICA, as an Incorporated Administrative Agency (IAA), is required to improve quality and efficiency, ensure autonomous management, and secure transparency of its operations. In order to carry out these operations along with plan-do-check-action (PDCA) cycle, the Act on General Rules for Incorporated Administrative Agencies identifies the mechanism for medium-term objective-based management and the performance evaluation system.

● Medium-term Objective-Based Management and a Performance Evaluation System

To achieve the Medium-term Objectives set by the competent ministers, JICA prepares its five-year Medium-term Plan and an Annual Plan, and operates in accordance with these Plans. JICA also performs self-evaluations at the end of each fiscal year and each five-year Medium-term Plan period, and submits the results to the competent ministries. At the same time, JICA prepares the next Medium-term Plan and Annual Plan based on the results and thus iterates the PDCA cycle to induce more effective and efficient operation of projects.

More precisely, while the Medium-term Plan needs to obtain approvals from the competent ministers, Annual Plans are prepared by JICA and submitted to the ministers. JICA also prepares self-evaluations on its annual operational performance, compiles them into a Performance Report, and submits it to the ministers. The ministers evaluate the report, give feedback to JICA and also publish it, and may order JICA to improve its operational management based on the results of the ministers' evaluation.

Additionally, at the end of each Medium-term Objectives period, the ministers conduct overall review on JICA's operations and organization, examining necessity for the continuation of each operation and the retention of organization itself, and take necessary measures based on the results.

Meanwhile, the Evaluation System Committee for Incorporated Administrative Agencies, established under the Ministry of Internal Affairs and Communications, states its opinions, as necessary, on the content of Medium-term Objectives, Medium-term evaluations conducted by the competent ministers, and the necessary measures to be taken at the end of a Medium-term Objectives period, as described in the previous paragraph. This mechanism ensures the objectivity of the evaluation system.

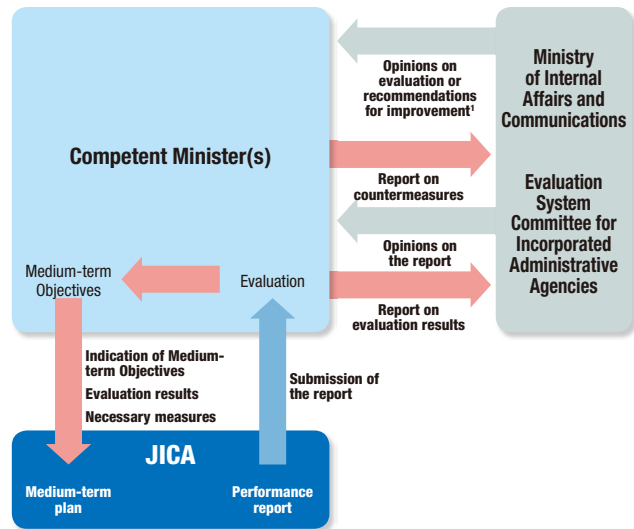
● Efforts for Achieving the Medium-term Plan and the Annual Plans

In order to improve JICA's operational quality, the ongoing Medium-term Plan (business year 2012 to 2016) prioritizes formulation and implementation of quality projects that are based on a concept of human security, with focus on poverty reduction, sustained economic growth, addressing global issues, and peacebuilding, which are the Japanese government priority issues for development cooperation.

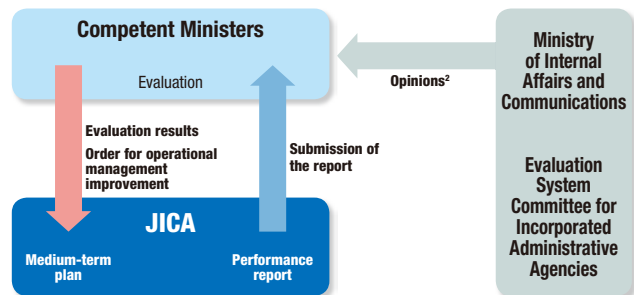
As specific measures, JICA is promoting strategic initiatives based on analyses on each country, region, issue, and sector. Such initiatives include promotion of a program approach that incorporates technical cooperation, ODA Loan, and Grants in

Framework for Performance Evaluation and Operational Management Review

Medium-term cycle



Annual cycle



1. In cases where recommendations are made, the Committee may state opinions to the Prime Minister when specifically necessary
2. Only when application of an evaluation is deemed remarkably inappropriate

a comprehensive manner; strengthening of partnerships with private sector, local governments, NGOs, and universities; and enhancing contribution to Japan's leadership roles in the international community. Furthermore, JICA will continuously take measures to improve the flexibility of organizational management, promote competitiveness and transparency in its contracting process, and enhance cost efficiency.

JICA internally monitors the progress of operations to achieve these Plans. Additionally, JICA reviews its performance and self-evaluation through the Internal Advisory Committee on Performance Evaluation, with the participation of external experts. JICA also reflects the results of the evaluations by the ministers, the opinions of Evaluation System Committee for Incorporated Administrative Agencies of the Ministry of Internal Affairs and Communications, and the results of internal monitoring on the improvement of its operational quality and optimization of its operational management.

Compliance and Risk Management

Compliance Policy

- (1) JICA shall improve the transparency and fairness of its operations and financial activities in order to secure public trust.
- (2) JICA shall contribute to the sound development of the international economic community through development assistance in order to secure the trust of the international community.
- (3) JICA shall meet the needs of developing regions and swiftly and flexibly provide quality services.
- (4) JICA shall consider natural and social environments when conducting its operations.
- (5) JICA shall communicate well with various levels of society and maintain an organizational culture of transparency.

● Compliance Framework and Risk Management

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 Japan, it is becoming increasingly important to ensure transparency and fairness of its operational management in accordance with laws, internal regulations and social norms. A compliance system is essential for appropriate operational management. Based on this understanding, JICA has defined principles of conduct as compliance policy.

Compliance is one of the objectives of internal control, while identification and assessment of risks are fundamental components of internal control. JICA defines risks as those factors that will act as barriers to its operations. To achieve organizational objectives and plans, such as the Medium-term Plans, in an effective and efficient manner, JICA assures implementation of risk management systems and performs risk identification and

assessment for the smooth running of its projects.

To properly embed a compliance framework and risk management within the organization, an accident report system and external and internal whistleblower report systems have been established to prevent violations of laws and internal regulations, to secure proper and prompt response to violations, and to prevent the reoccurrence of violations. JICA also works on prevention of fraud and corruption to avoid bribery and other unacceptable acts to be identified in the projects funded by JICA. 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 addition to serving as a guide to behavior for staff.

Furthermore, in order to deliberate and consider various issues related to compliance and risk assessment and management, the Compliance and Risk Management Committee, which is chaired by the Senior Vice-President, meets regularly. For the purpose of firmly establishing and strengthening an organizational compliance framework, JICA implements activities in each fiscal year based on the compliance program determined by the committee. Also, all departments annually review and assess risks that are relevant to their operations.

● Activities in Fiscal 2015

In fiscal 2015, JICA Consultation Desk on Anti-Corruption that was enhanced in fiscal 2014, continued its operation, and JICA opened a new contact point for external whistleblowing. The new contact point, in line with the purpose of the Whistleblower Protection Act, accepts reports from outside JICA for detecting and correcting unlawful acts relating to JICA's operational management and for ensuring fairness.

Furthermore, to improve compliance awareness, JICA revised its compliance manual drastically to change the contents to be more user friendly, and to reflect amendments such as revisions of relevant regulations. In addition, to improve compliance awareness of the persons concerned with JICA's operation and management, such as staff members and experts, JICA conducted training on compliance and prevention of fraud and corruption, and discussed views on risk assessment within the organization.

Risk Management of Finance and Investment Account

The operations of the Finance and Investment Account involve various risks, including credit risk, market risk, liquidity risk, operational risk and other risks. The nature as well as the volume of risks in JICA's operations and the ways to deal with them differ from the risks and countermeasures at private financial institutions. Nonetheless, it is essential for JICA to have appropriate risk management just as at a financial institution. In line with the global trend of increasingly focusing on risk management among financial institutions and regulators, JICA is constantly improving risk management of its Finance and Investment Account.

More specifically, risk management of the Finance and Investment Account is positioned as a managerial issue that needs to be addressed systematically by the entire organization. JICA has thus adopted a risk management policy for its operations. Under the policy JICA identifies, measures and monitors various risks. The objective of this policy is to ensure sound and effective operations and to earn returns commensurate with risks. JICA has established Risk Management Committee for Finance and Investment Account that examines important issues related to integrated risk management.

● Credit Risk

Credit risk refers to the potential loss from difficulties or failure to recover credit assets due to the deteriorating financial condition of a debtor. The main area of Finance and Investment operations is lending. Consequently, the control of credit risk is a major part of JICA's risk management. Sovereign risk makes up a considerable part of the credit risk that accompanies ODA Loan operations. JICA, as an official financier, evaluates sovereign risk by making full use of information gathered through communication with the governments and relevant authorities in the recipient countries, multilateral institutions such as the International Monetary Fund (IMF) and the World Bank, other regional and bilateral donor organizations, and private financial institutions in developed countries. As for Private-Sector Investment Finance (PSIF), JICA assesses the risk associated with lending to private entities as well as country risk and currency risk.

1. Credit Rating System

JICA has established a credit rating system as part of the organization's operating procedures that is to cover all the borrowers. Credit ratings are the cornerstone of credit risk management, being used for conducting individual credit appraisals and quantifying credit risks. Credit ratings are divided into two categories: sovereign borrowers and non-sovereign borrowers. A different credit rating system is used for each category. Ratings are subsequently updated as appropriate.

2. Self-Assessment of Asset Portfolio

When managing credit risks, it is important to make proper self-assessments of the loan portfolio and implement write-offs and loan loss provisions in a proper and timely manner. Based on the Financial Inspection Manual prepared by Japan's Financial Services Agency, JICA has developed internal rules for assessment. To ensure an appropriate checking function in this process, the first-stage assessment is conducted by the relevant departments in charge of lending and investment, and the second-stage assessment is conducted by the credit risk analysis department. An accurate understanding of asset quality is essential to maintain JICA's financial soundness as well as for disclosure.

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 do that, it is important to take into account the characteristics of JICA's loan portfolio, a significant proportion of which consists of long-term loans and sovereign loans to developing and emerging countries. Also, JICA takes into account multilateral mechanisms for securing assets such as the Paris Club, which is a unique framework for debt management by official creditor countries. By incorporating these factors in the credit risk quantification model, JICA measures credit risks and utilizes it for internal controls.

● Market Risk

Market risk refers to the potential losses incurred through changes in the value of assets and liabilities caused by fluctuations

in foreign currency exchange rates and/or interest rates.

JICA bears risks arising from long-term fixed rate interest loans due to the characteristics of its lending activities. In this regard, JICA is enhancing its capacity to absorb interest rate risk by using capital injections 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.

JICA hedges exchange rate risks, which may arise from foreign currency-denominated loans in PSIF and the Japanese ODA Loan with Currency Conversion Option, with currency swaps, etc.

Moreover, when foreign currency-denominated investments are extended in PSIF, the valuation of investments is exposed to exchange risks. JICA manages this risk through regular and continuous monitoring of exchange rate fluctuations in the currency of the country in which the counterparty is located.

● 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 uses many measures to avoid liquidity risk through management of its cash flow. This includes efforts to secure multiple sources of funds such as Agency Bonds and borrowing under Fiscal Investment and Loan Programs.

● Operational Risk

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

Security and Safety Management

The Government of Japan and JICA, based on the outcome of the Council on Safety Measures for International Cooperation Projects that was established under the Minister of Foreign Affairs in response to the Dhaka terrorist attack, implement enhanced measures and strengthen safety control in the areas of (1) improvement in collection, analysis, and sharing of threat information, (2) thorough implementation of the codes of conduct among project members and NGOs, (3) enhancement of protection measures, training, and drills both in hardware and software aspects, (4) responses to actual emergencies, and (5) enhancement of risk control awareness and identification of the preferred stance among the Ministry of Foreign Affairs and JICA, in addition to the existing activities.

In addition to the measures against terrorism that happens frequently in developed countries as well as in developing countries, following measures are still important tasks, that is, measures against deteriorated public order due to unstable political situations, continuous serious challenges including damages from general crimes such as theft, pilfering, assaults, and robberies, and from traffic accidents caused by undeveloped transportation infrastructure, poorly maintained vehicles, and immature driving techniques.

In this regard, JICA gives a high priority to security and safety management in order to ensure safe activities of JICA personnel in abroad.

The number of cases of crime that affected individuals concerned with JICA in fiscal 2015 was 399, and this was approximately on the same level as the 396 cases in fiscal 2014.

● Implementation of Security and Safety Measures Training for Related Personnel

JICA conducts security and safety measures training before dispatching personnel engaged in JICA activities, including staffs, experts, volunteers and their families, and after their arrival at their destinations. These training sessions provide specific and practical instructions and advice regarding safety risks in each area, as well as on emergency response to crimes, selection of residence, communication skills with local residents, and so on. JICA overseas offices periodically hold Security and Safety Meetings that provide the latest local safety information and opportunities to share actual experiences of encountering crimes and lessons learned, leading to increased awareness on security and safety among the participants. In future, JICA will provide opportunities for training and drills to a larger-scope audience involved in JICA projects, and will also make an effort to improve the quality of the training and the drills.

● Assignment of Security Advisors

JICA locally assigns personnel with public security and safety management expertise as Security Advisors. They collect and analyze day-to-day security information and provide appropriate guidance and instructions on prevention and measures against problems such as general crimes and traffic accidents.

● Establishment of Emergency Communication System for Overseas Offices and Headquarters

JICA has established a safety system in each country for prompt communication of information and confirmation of safety of its personnel in cases of emergency. JICA maintains a standby system in Japan that can effectively receive and handle emergency contacts from overseas offices 24 hours a day, 365 days a year.

● Dispatch of Security Survey Missions

JICA dispatches security survey missions from its headquarters or from overseas offices to assess local safety conditions and to implement country-specific safety measures. Based on analysis of those local security conditions, JICA makes appropriate decisions on the range of JICA personnel activities and necessary safety measures to implement. In fiscal 2015, missions were dispatched to eight countries from JICA headquarters and overseas offices. To deal with general crimes, JICA dispatches a security advisory mission to provide safety guidance to related personnel. Among other topics, the guidance covers prevention of residential and other crimes. The advisory mission was dispatched to 15 countries in fiscal 2015. Depending on local conditions relating to traffic accidents, the usage situation of rental motorcycles, etc., JICA dispatches missions to study local traffic and provide instruction on traffic safety. Missions were dispatched to seven countries in fiscal 2015.

● Security Measures for Residences of Related Personnel

JICA conducts security checks on the residences of personnel to secure safety. JICA enhances crime prevention systems as necessary (construction of raised fences, reinforcement of doors and window frames, installation of iron bars and auxiliary locks, etc.) as well as the allocation of security guards.

● Sharing of Safety Management Information with Private-Sector Entities

As a member of the Overseas Safety Public-Private Cooperative Council, established by the Ministry of Foreign Affairs, JICA promotes public-private cooperation for overseas safety management. For individuals concerned with Japanese private corporations that have secured orders for ODA Loan projects from the governments of recipient countries, JICA encourages registration with the emergency contact networks of JICA's overseas offices, provides security information, supports safety confirmation activities, and extends other assistance. JICA's training programs for the individuals concerned are also offered to security personnel for external organizations.

● Awareness in Avoiding the Risk of Terrorism

These days, terrorism attacks frequently happen in many areas of the world, and no place can be free from the threat of terrorism, and to make awareness in avoiding the risk of terrorism an imperative precaution. JICA strives to develop awareness of terrorism to avoid terrorism risks, especially among individuals

who work in high-risk regions, for example, by briefing them on specific precautions for avoiding involvement in terrorism incidents on such occasions as pre-dispatch training and post-arrival orientation. JICA is also strengthening risk avoidance through implementation of a code of conduct for each country. To have personnel obtain on-site know-how on potential risks, such as kidnapping, riots, and terrorism, JICA has offered more pragmatic security training since 2003 in conjunction with the United Nations High Commissioner for Refugees (UNHCR) eCentre. In fiscal 2015, JICA conducted practical training on counter-terrorism measures in Japan on a trial basis.

● Security Measures in Peacebuilding and Reconstruction Assistance Areas

For peacebuilding and reconstruction assistance, JICA conducts programs in post (or ongoing) conflicts countries or regions such as Afghanistan, Iraq, Pakistan, the Palestinian territories, and Mindanao in the Philippines. In these places, JICA closely monitors political and public security conditions every day, and has implemented safety measures such as restriction on areas and times of activities and further enhancement of security systems.

Information Security and Personal Information Protection

Up to now, JICA has engaged in information security and protection of personal information by developing internal regulations such as the Information Security Management Rules and Personal Information Protection Bylaws.

Regarding information security, in the circumstances where cyber threats have become increasingly serious, as represented by targeted email attacks, the Basic Act on Cyber Security was amended and enacted in April 2016. Cyber security has been enhanced throughout all government agencies, and independent administrative agencies are now subject to investigations of causes, audits, and drills that are conducted by the National

Information Security Center (NISC).

Regarding personal information protection, since the Social Security and Tax Number System so called “My Number” system was introduced for practical use in January 2016, the importance of personal information protection has increased progressively.

To respond to this situation, JICA has strengthened operation monitoring and data acquisition from information networks and PCs, compared to previous practices, as well as conducting drills and training for employees and other persons concerned, to further improve information security and personal information protection.

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 Act on Access to Information Held by Incorporated Administrative Agencies (Act No. 140 of December 5, 2001).

● Information Related to the Organization

Objectives, overview of operations, relationships with Japanese government programs; overview of organization; laws and regulations; standards for officer salaries and retirement allowances; standards for employee salaries and retirement allowances; business continuity plan; etc.

● Information Related to Operating Activities

Project reports; performance reports; Mid-term Objectives; Mid-term Plans, Annual Plans; etc.

● Information Related to Financial Standing

Financial statements, etc.

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

Performance evaluation documents; audit reports of auditors; audit opinions of auditors; internal audit reports; administrative

evaluations and supervisory reports; accounting audit reports; etc.

● Information Related to Noncompetitive Negotiated Contracts

Information related to noncompetitive negotiated contracts, etc.

● Information on Related Entities

Recipients of financing activities; the status of related public-interest corporations; etc.

● For More Information

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

Information Related to Disclosure

→ [JICA website](#) “Home” page

→ Information Disclosure

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

Information Related to the Protection of Personal Information

→ [JICA website](#) “Home” page

→ Privacy Policy

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

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 including air, water, soil, and/or ecosystem as well as negative impacts on society such as involuntary resettlement or infringement of rights of indigenous peoples.

In order to achieve sustainable development, the project's impacts on the environment and society must be assessed, and costs to avoid, minimize, or compensate for those impacts must be integrated into the project itself.

This internalization of the cost that reduces environmental and social impacts into the development cost is the gist of environmental and social considerations (ESC). JICA's Guidelines for Environmental and Social Considerations (ESC Guidelines) are guides that set forth JICA's responsibilities and required procedures, together with obligations of partner countries and project proponents, in order to put ESC into practice. By running projects with appropriate ESC put into practice in accordance with the ESC Guidelines, JICA promotes inclusive and dynamic development.

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.

[> http://www.jica.go.jp/english/our_work/social_environmental/guideline/index.html]*

● Application of the ESC Guidelines

JICA's partners, including host countries, borrowers, and project proponents (hereinafter 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. Reinforcement of ESC

JICA provides various assistance to project proponents etc. to ensure that appropriate ESC are put into practice. For example, in the planning stage of a project JICA may provide assistance for the survey and other procedures related to ESC within its Preparatory Survey or Detail Design. JICA also enhances the capacity of project proponents etc. in ESC through Knowledge Co-Creation Programs and technical cooperation projects.

Aiming at reinforcing Japan's support system, JICA provides capacity-building programs for consultants etc., as well as collects information on ESC in developing countries. In addition to these efforts, JICA also engages in dialogues and shares information regarding ESC with development partners including the World Bank and Asian Development Bank.

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.

2. Confirmation of ESC

JICA examines and confirms that the ESC are 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 four categories based on the magnitude of their potential impacts; Environmental Review in which JICA examines and evaluates the ESC during the review of the project proposal; and Monitoring in which JICA follows up on the 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 provided 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 where 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.

In Environmental Review, JICA confirms the possible environmental or social impacts together with countermeasures to be 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 the EIA report and other documents related to ESC. Then JICA evaluates the proposed measures for

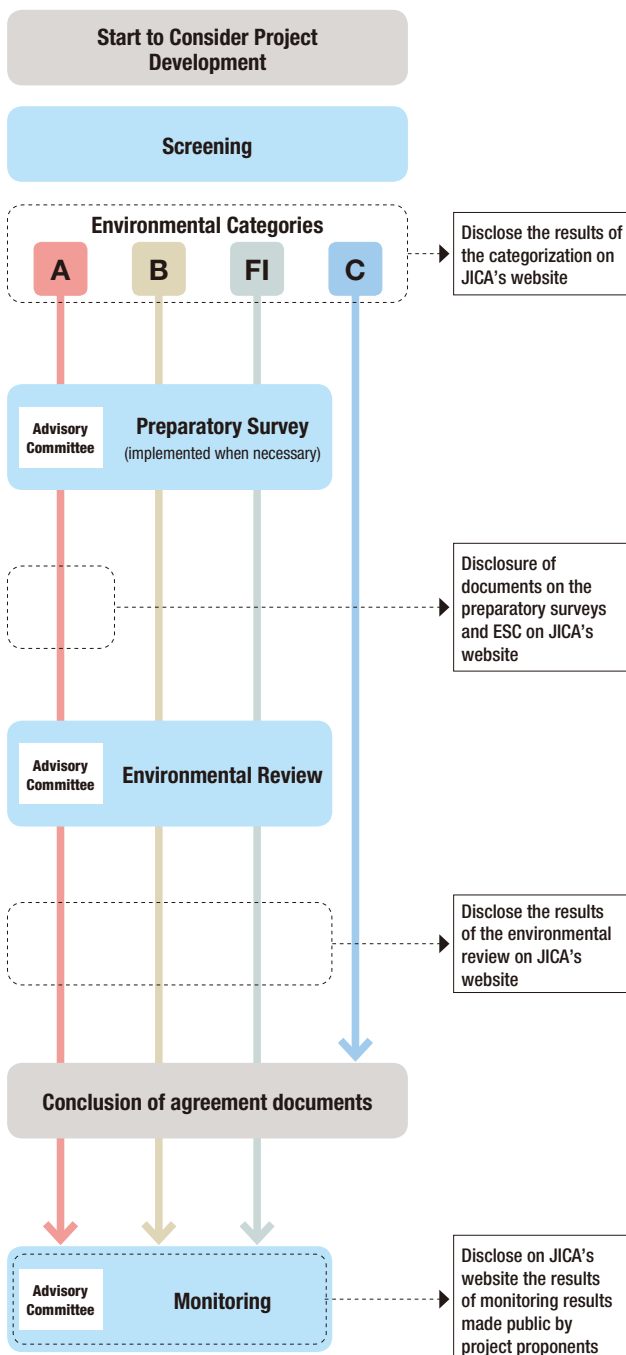
* The ongoing ESC Guidelines are applied to projects requested in July 2010 onward. For projects requested before July 2010, either JICA's former ESC Guidelines (April 2004) or JBIC's 'Guidelines for Confirmation of Environmental and Social Considerations' (April 2002) applies, depending on the scheme.

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 is carried out by the project proponents etc. Regarding the project in categories A, B, and FI, JICA confirms the results of monitoring of significant environmental impact items for a certain period of time. If any necessity of improvement is identified during monitoring, JICA urges the project proponents, etc. to devise appropriate countermeasures and provides necessary support. Monitoring surveys were carried out in fiscal 2015 in response to the fact that five years had passed since the

Flowchart for Environmental and Social Consideration Procedures



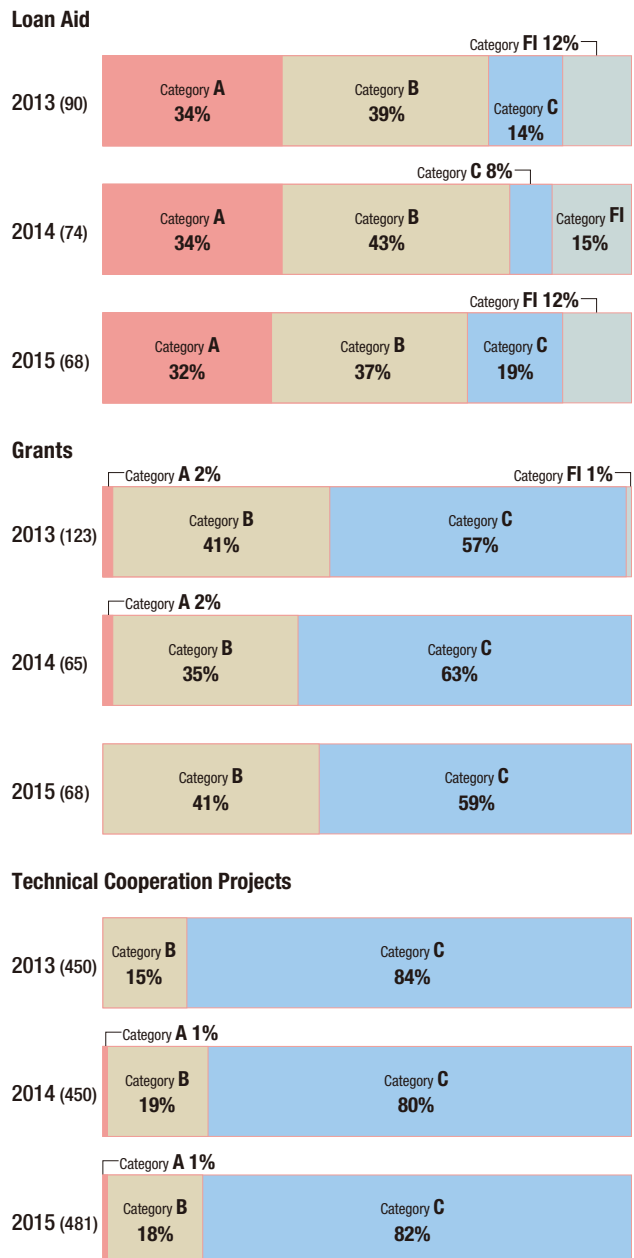
ESC Guidelines had been implemented, and that an increasing number of projects to which the ESC Guidelines applied were moving into implementation stages.

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 external experts in the relevant field who were impartially selected following a public advertisement. Provisional members will be appointed according to the needs.

During fiscal 2015, there were 10 plenary meetings held as well as 30 meetings of Working Group in which the group

Category Composition Trends



* Technical cooperation projects include the programs such as Partnership with Japanese Private Sector (Feasibility Study and Verification Survey). The figures are based on the number of evaluations and screenings JICA's Evaluation Department conducted, so they might not correspond with the number of projects for which agreement documents were concluded. Due to the round-off calculation, the total number may not be 100%.

of committee members assigned by the plenary meeting investigated the particular project, and the committee provided advice on examination and support of ESC for 26 projects.

The list of the committee members and the minutes of plenary meetings (in Japanese) are available on JICA's website. [→ <http://www.jica.go.jp/environment/advice/index.html>]

4. Objection Procedures

In addition to the 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, residents or its agent 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 with JICA.

Contents of the objection will be reviewed by the Examiners who are independent of the Operational Department of JICA. The 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 is identified as a result of JICA's non-compliance with the ESC Guidelines, Examiners will encourage a dialogue between the Requester (person who raised the objection) and the project proponents, etc.

Documents providing an outline of Objection Procedures and the annual reports of the Examiners are available on the Objection Procedures page of JICA's website. [→ http://www.jica.go.jp/english/our_work/social_environmental/objection/index.html]

During the course of fiscal 2015, two objections were accepted.

5. Information Disclosure

In order to maintain its accountability and transparency, JICA actively discloses information on ESC. Project proponents, etc. are primarily responsible for the disclosure of information regarding the project's ESC, but JICA itself also discloses key information about a project's ESC at appropriate times in the planning stage of a project through the disclosure system based on the ESC Guidelines. For example, JICA discloses the EIA reports of all category A projects on its website.

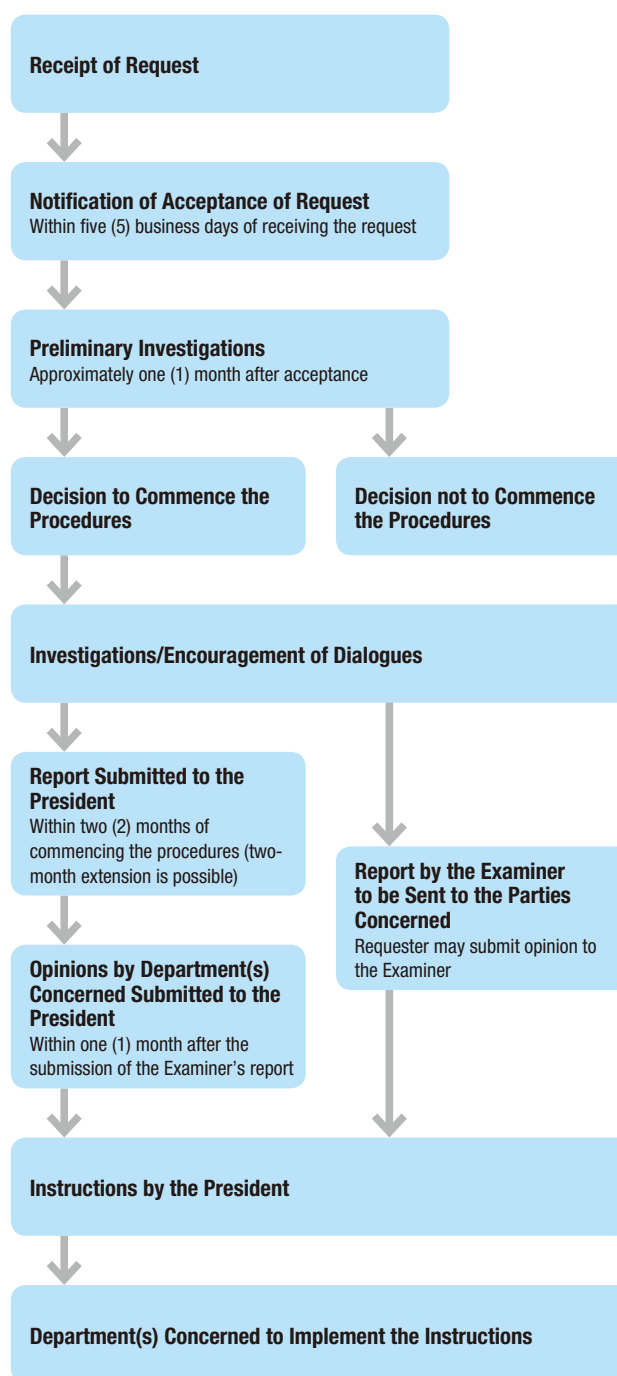
JICA also discloses resettlement action plans of the projects that involved large scale involuntary resettlements. In addition, minutes of the Advisory Committee for Environmental and Social Considerations as well as information on the Objection Procedure are available on the Environmental and Social Considerations page in JICA's website. [→ http://www.jica.go.jp/english/our_work/social_environmental/index.html]

6. Harmonization with Other Development Partners

The 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 those 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

Objection Procedures Flowchart



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 global trends and to share its experiences, thus contributing to the improvement of the overall ESC.

Efforts to Improve Management of Organization and Operations

Based on the Medium-term Objectives and Plan, JICA has been working on improvement of the organizational management and operations. Above all, JICA has placed priorities on areas such as improvement of the mobility of organizational management and streamlining as well as rationalization of working procedures.

● Improvement of Mobility of Organizational Management

To cope with internal and external environmental changes, such as the diversified needs of developing countries and a change in aid priorities in Japanese ODA policies, JICA has made the following efforts at JICA headquarters and overseas offices.

At JICA headquarters, the jurisdictional affairs of individual departments and sections responsible for each issue were reorganized. Doing so will further facilitate the sharing and utilization of knowledge of development challenges and effectively respond to global initiatives in the fields of disaster control, food security, and the like. Furthermore, in order to strengthen the functions of overseas offices, organizational structure of overseas offices has been reviewed and fortified. Additionally, the headquarters strengthened its support system for overseas offices.

● Streamlining and Rationalization of Working Procedures

In fiscal 2012, the Committee for Operational Process

Improvement, chaired by the President, was formed within JICA. Under the leadership of the President, JICA has been working on drastic streamlining and simplification of operational processes, and formulated a plan to improve quality and speed of operations. Based on the plan, JICA worked on the following operational improvement in fiscal 2015.

- ▶ For more effective, efficient, and proper facility management of JICA domestic offices, JICA strengthened the technical support scheme to integrate facility management information and formulate the medium- to long-term renovation and maintenance plan.
- ▶ To reduce costs for system development and maintenance, improve convenience, and reinforce information system governance, improvement of information systems, such as construction of a shared database system, was conducted.
- ▶ With the aim of realizing more flexible and effective inputs and activities to produce positive outcomes in technical cooperation projects, operational guidelines related to experts' activity expenses, procurement of equipment, and overseas training were reviewed. Furthermore, operational processes were further streamlined by improving the estimation method for project planning and also by developing standard description samples.

Efforts to Better Global Environment

On April 1, 2004, JICA announced the Environment Policy as the basic principle toward the environment and took the first step toward the implementation of the Environmental Management System (EMS). In recent years, there have been even greater demands to properly fulfill civic obligations such as compliance with environmental laws and regulations. Therefore, JICA has switched to its own EMS after ISO 14001 certification expired in 2013 for the purpose of building a more efficient and effective EMS. The JICA EMS aims to facilitate environmental protection activities while still incorporating the fundamental principles of ISO 14001.

● Environmental Policy

JICA places the utmost importance on efforts that incorporate concerns for the environment. Key points of the Environment Policy are 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." This global environmental protection will be conducted in compliance with environmental laws and regulations. Furthermore, in order to prevent and reduce negative

environmental impacts resulting from JICA's activities, JICA will utilize an environmental management system and continuously work to improve it.

In particular, JICA will promote the following activities.

- ▶ Promotion of environmental measures through international cooperation activities

Based on the Japanese government's Official Development Assistance (ODA) policies, JICA will promote cooperation activities in environment protection and improvement.
- ▶ Promotion of activities for general environmental awareness

With the aim of raising public awareness, JICA collects information about environmental issues.
- ▶ Promotion of environmentally friendly activities within JICA offices and facilities

JICA promotes environmental programs to reduce any negative impacts caused by its activities in all facilities.
- ▶ Compliance with environmental laws and regulations

JICA will consistently adhere to relevant environmental laws and regulations.

For details on other activities, please refer to the following website:

→ [JICA website](https://www.jica.go.jp/english/our_work/social_environmental/index.html)

https://www.jica.go.jp/english/our_work/social_environmental/index.html

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 at over 90 overseas offices.

● Public Relations Strategies and Achievements

JICA utilizes various means and actively shares information on the current issues in developing countries, trends in the international community, and the international cooperation activities. With 2015 being the 70th anniversary of the end of the war, the Development Cooperation Charter as well as the Sustainable Development Goals (SDGs) were mapped out, and there were also other major movements that received significant domestic and international attention. Taking the opportunities, JICA publicized the events and initiatives.

1. Website and Social Media

JICA's website and social media feature the issues in developing countries, Japan's advantage in solving the issues and specific past achievements, while also introducing the stories of people engaged in JICA projects.

In addition, about 3,500 articles have been posted so far on the ODA mieruka site, a website for visualizing ODA that presents information such as photos of ODA projects to help Japanese people understand JICA's cooperation activities.

Strengthening the utilization of social media, JICA also provides useful information almost every day through Facebook, Twitter, YouTube, Ustream, and other types of social media.

2. JICA Monthly Magazine *mundi*

The JICA monthly magazine *mundi* contains a special feature about global trends and upcoming international conferences. Specifically, this magazine introduces JICA's initiatives, for example, by covering sports events for the Rio de Janeiro Olympics and focusing on Africa for the Tokyo International Conference on African Development (TICAD).

3. For the Overseas Audience

JICA is strengthening its information dissemination through its website and English edition of the magazine *JICA's World*. On



mundi, a monthly magazine in Japanese



JICA's World, a quarterly magazine in English

the occasion of the G7 Ise-Shima Summit and other international conferences, JICA helped create photo panels and movies of project achievements for media workers.

4. For the Media

For Japan's media, JICA's headquarters as well as domestic and overseas offices issue press releases in a timely manner. In addition, JICA conducts workshops for journalists that cover climate change countermeasures and health care as well as countries and regions such as Central Asia and Africa. For overseas media, under the theme "Disaster Restoration and Prevention," 18 media workers from nine countries in Asia and Latin America were invited to Japan, and JICA provided an opportunity that allowed them to cover JICA's support for disaster prevention activities and experience of restoration from

JICA Official Supporters

Mr. Tsuyoshi Kitazawa, a former member of the Japan national soccer team, and Ms. Naoko Takahashi, the women's marathon gold medalist at the Sydney Olympic Games, have been working as JICA official supporters since 2004 and 2012, respectively. The purpose of JICA official supporters is to share with the public on how JICA's cooperation helps to solve various issues in developing countries.

Mr. Kitazawa visited Cambodia in 2015 and observed Japan's contributions to boosting the popularity of soccer in the country. Ms. Takahashi visited Laos to learn about the world's worst situation in unexploded ordinance as well as JICA's assistance in sports for the challenged. They learned about the up-to-date situation and JICA's support in these developing countries, and their visits were broadcast on TV.



Mr. Kitazawa interacting with the students of the National Football Academy in Cambodia



Ms. Takahashi talking with a visually challenged athlete in Laos

the 1995 Great Hanshin-Awaji Earthquake as well as the current situation and reconstruction activities in the areas affected by the Great East Japan Earthquake in 2011.

5. Events

Under the main theme “The 50th Anniversary of Japan Overseas Cooperation Volunteers,” JICA, the Ministry of Foreign Affairs, and NGOs jointly hosted various international cooperation events in fiscal 2015. In addition, there were about 101,300 visitors to Global Festa Japan in Tokyo, 78,000 visitors to World Collaboration Festival in Nagoya, and 24,000 visitors to One World Festival in Osaka.

6. Japan Brand

Japan’s unique know-how, experience, and technologies born in Japan and cultivated in the field of international cooperation have contributed to the growth of many developing countries. In fiscal 2015, JICA announced “Japan Brand” in international cooperation, which contains problem-solving techniques, concepts of project models, and examples of practical cases in the fields of maternal and child health, disaster risk reduction, safe water, and so on. JICA shares these ideas and approaches with overseas countries as “Japan Brand” brochures.

7. Collaboration with the Media

JICA utilizes a cross-media approach with the cooperation of Mr. Akira Ikegami, a Japanese famous journalist. The topics mainly discussed were the future of ASEAN integration and the roles of ODA, focusing on the ASEAN Economic Community, founded in December 2015. The approaches included holding public symposiums, broadcasting a four-year anniversary special program of Future Century Zipangu (TV Tokyo) in December, publishing articles in the *Nikkei Business* magazine (New Year edition), and contributing online articles on ASEAN countries (Nikkei Business Online; January to March). These initiatives received great responses from Japanese citizens.

● Initiatives by Domestic Offices

Domestic offices actively provide the local media with information on international cooperation led by local governments, universities, SMEs, Japan Overseas Cooperation Volunteers, and other local organizations and individuals. Moreover, in order to help local media understand JICA’s efforts in depth, 19 media



“Japan Brand” brochures

workers from 14 local media outlets were invited to visit actual cooperation sites in developing countries.

● Initiatives by Overseas Offices

Overseas offices have made efforts at building relationships with local media in each country through carrying out press tours for them to visit JICA’s cooperation sites as well as holding seminars for reporters from Japanese media overseas.



Nantokashinakya Project

The Nantokashinakya (We Need to Do Something) Project, so-called Nan-Pro, which was started in July 2010, is promoting international cooperation through public participation. In this project, NGOs, international organizations, governmental agencies, private companies, local governments, and educational institutions collaborate to share with all of society the need for international cooperation. It is also expected to spread public action for international cooperation like waves through society at large.

Making People Feel Closer to International Cooperation

The Nantokashinakya Project is operated by the Japan NGO Center for International Cooperation (JANIC), the United Nations Development Programme (UNDP) Representation Office, and JICA. In partnership with more than 130 celebrity members and over 270 member organizations that agree with the concept of Nan-Pro, this project shares information on the situation in developing countries and opportunities related to international cooperation.

In the summer of 2015, this project marked its fifth anniversary. Since the autumn, JICA has been making efforts to help young people in their teens and twenties become more familiar with the Nan-Pro activities. The website design and user interfaces were renovated so that the website will be more user-friendly for smartphone users. In addition, a new column, “Sekaigamieru Topics” (literally, Topics to See the World), was added to the website to help visitors get various information on developing countries. As a result of strengthening the utilization of SNS, Nan-Pro Facebook has more than 30,000 fans today.

In 2015, actress sisters Alice and Suzu Hirose were invited to be Nan-Pro members. Ms. Alice Hirose visited the Philippines. Her visit to project sites related to fair trade was broadcast on TV. After returning to Japan, she attended a public event in August to speak about her experience in the country. Having many young fans, the event greatly encouraged them to learn about fair trade.



Ms. Alice Hirose at a meeting on fair-trade products at the site of Salt Payatas, a Nan-Pro NGO member organization in the Philippines

Response to the Great East Japan Earthquake

New Initiatives for Information Sharing, Collaboration, and Mutual Reconstruction

JICA has continuously supported the people and areas affected by the Great East Japan Earthquake in the past five years, starting immediately after the disaster occurrence on March 11, 2011. In fiscal 2015, JICA's efforts were centered on sharing and disseminating information through opportunities that include JICA training and international conferences, promotion of joint

reconstruction projects in collaboration with local governments of disaster-affected areas, and human resources development.

JICA plays a role in communicating valuable knowledge and experiences of reconstruction after the earthquake to developing countries, and at the same time, JICA continues to conduct projects in the Tohoku area to contribute to local revitalization.

Dissemination of Reconstruction Processes and Lessons Learned, and Collaboration with Local Governments of Disaster-Affected Areas

Participation in the 2016 Sendai Symposium for Disaster Risk Reduction and the Future

As a follow-up event one year after the Third UN World Conference on Disaster Risk Reduction that was held in Sendai in March 2015, the 2016 Sendai Symposium for Disaster Risk Reduction and the Future was held in March 2016, hosted by the City of Sendai.

JICA reported on the "build back better" efforts that had taken place after Typhoon Yolanda, which hit the Philippines in 2013, and after Nepal Earthquake in 2015, as well as on the lessons-learned in the areas affected by the 2011 Great East Japan Earthquake. Meanwhile,



Theme session hosted by JICA

Higashimatsushima City in Miyagi Prefecture reported on its "Future City" Initiative, specific measures to "build back better," and relationships and collaboration with overseas entities fostered through experiences of the earthquake.

Signing a Memorandum of Cooperation with Higashimatsushima City

After the Great East Japan Earthquake, Higashimatsushima City has been working on reconstruction, together with stakeholders that include the citizens, administrators, universities, and the private sector, and has globally disseminated and shared knowledge and lessons learned through the reconstruction process in collaboration with JICA. The city's activities involved accepting visits by interested parties such as JICA training participants, implementation of the JICA Partnership Program aimed at joint reconstruction effort with the City of Banda Aceh in Indonesia, which had been affected by the 2004 Indian Ocean earthquake and tsunami, and assistance for reconstruction of the island of Leyte and Samar in the Philippines, an area affected by Typhoon Yolanda.

Based on these collaborations, JICA signed a Memorandum of Cooperation with Higashimatsushima City in July 2015. By strengthening collaboration with Higashimatsushima's "build back better" initiative, JICA aims to contribute to the development of developing countries as well as promoting further revitalization and reconstruction of Higashimatsushima.

Promoting Reconstruction in Disaster-Affected Areas, and Sharing and Accumulating Experiences

Promoting Reconstruction in Disaster-Affected Areas

Since August 2011, JICA has been dispatching former JICA volunteers as Reconstruction Facilitators to the Miyato and Nobiru areas of Higashimatsushima City. The Facilitators carry out their missions along with reconstruction of the areas by making use of their experiences in international cooperation.

Furthermore, under the Cooperation Agreement with the Reconstruction Agency and the Japan Overseas Cooperative Association, JICA started dispatching former JICA volunteers to Iwate, Miyagi, and Fukushima prefectures as support administrative officers for municipalities in January, 2013. The aggregate number of volunteers that have been dispatched is 117 as of March 2016.

New Attempts Include Workshops with JICA Training Participants

Local governments of Iwate, Fukushima, and Miyagi prefectures have accepted visits by JICA training participants to disaster-affected areas and conducted explanations on reconstruction programs. Aggregate totals reached 230 cases and 3,703 participants from fiscal 2012 through 2015.

In fiscal 2015, JICA started a new program under the theme of women's participation in disaster prevention with seven Asian countries, consisting of Indonesia, Sri Lanka, Thailand, Nepal, Bangladesh, the Philippines, and Viet Nam, and held a workshop in Sendai City with local female leaders active in the field of disaster prevention.

Meanwhile, new attempts had also started, as seen in the example

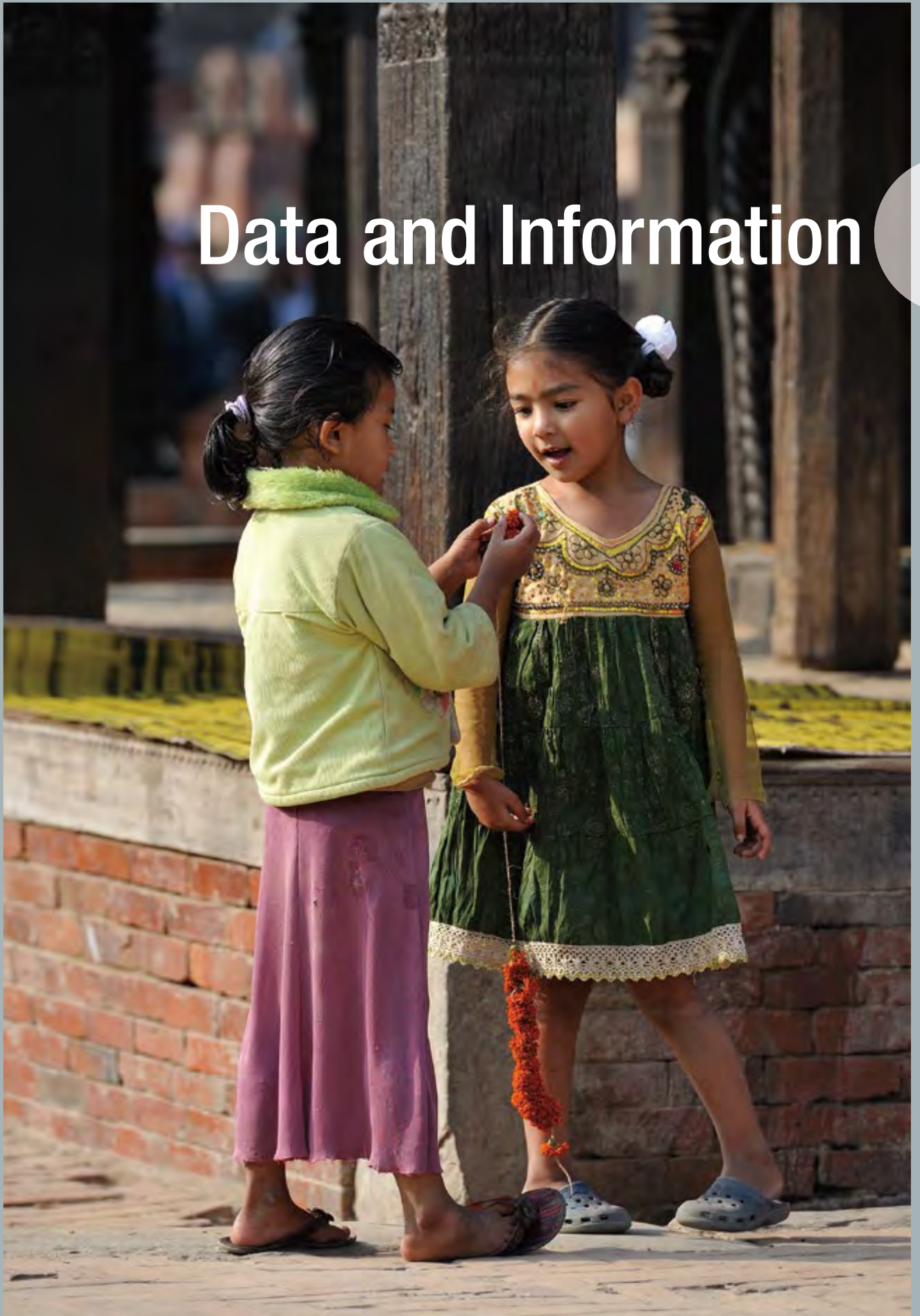
of participants from Colombia, a country where assistance for the IDPs (internal displaced persons) to return to their original residential areas has been big challenges. Participants visited and exchanged their experiences with the local residents and administrative officers in Iwaki City, Fukushima Prefecture about the collaborative efforts made by the old and new residents and the administrative officers for reconstruction from the complex disaster of earthquake, tsunami, and the severe nuclear power plant accident.

Making Experiences of Reconstruction an Advantage for Tohoku

The Miyagi Roundtable for Disaster Risk Reduction and Risk Management was established by Tohoku University, Kahoku Shimpo Publishing, the City of Sendai, Tohoku Electric Power, and other organizations in 2015. This is an initiative to share research and efforts among those who are locally involved in disaster management, such as private sector, government, academia, the mass media, and citizens' groups, aiming at continuing the collection and dissemination activities of lessons learned from the earthquake, in which JICA also participates as a member.

Through collaboration with various initiatives in Tohoku, as mentioned above, JICA will continue to share invaluable experiences of disaster management and reconstruction from the Great East Japan Earthquake to countries working on reconstruction from disasters and conflicts, and to countries that plan to develop suitable disaster management schemes.

Data and Information



Nepal: A scene of the ancient city of Patan. (Photo by Koji Sato)

History of JICA

The former Japan International Cooperation Agency

January 1954	The Federation of Japan Overseas Associations is established.
April 1954	The Society for Economic Cooperation in Asia 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.
September 1992	Environmental Guidelines for Infrastructure Projects are published.
August 1995	Annual Evaluation Report is published for the first time.
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.
October 2002	Act on Access to Information Held by Incorporated Administrative Agencies, etc. is implemented.
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 Medium-Term Plan is made public.
April 2004	JICA Guidelines for Environmental and Social Considerations are published.
April 2006	The Global Plaza Tokyo is opened.
April 2007	The Second Medium-Term Plan is made public. The JICA Donation Fund for the People of the World, a public donation program, is launched.

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

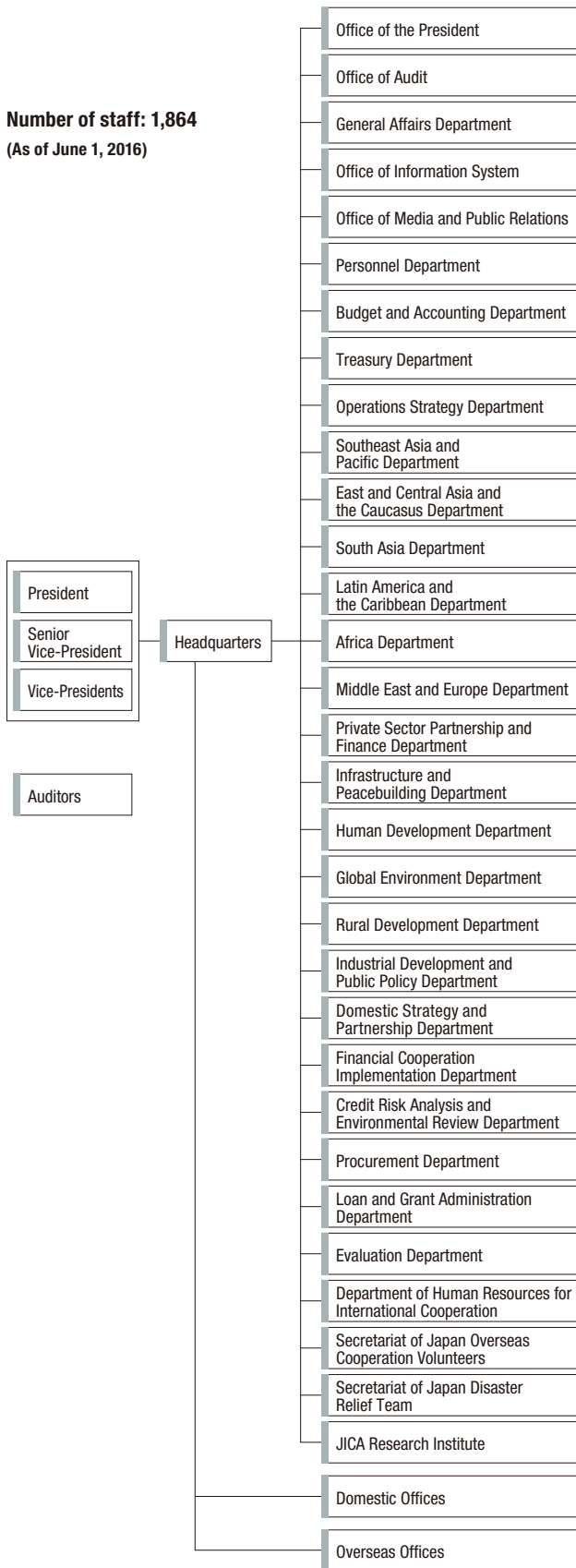
December 1960	The Overseas Economic Cooperation Fund Law is promulgated.
March 1961	The Overseas Economic Cooperation Fund (OECF) is established to take over management of the Southeast Asia Development Cooperation Fund from the Export-Import Bank of Japan (JEXIM). The Statement of Operation Procedures 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.
November 1989	OECF Guidelines for Environmental Considerations is published.
March 1995	The Cabinet decides to merge JEXIM and OECF.
April 1999	The Japan Bank for International Cooperation Law is promulgated.
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 formulated.
April 2001	Ex-Ante Project Evaluation for ODA Loan operations is introduced.
April 2002	JBIC Guidelines for Confirmation of Environmental and Social Considerations are put into effect. The Performance Measurement for Strategic Management is introduced. The Medium-Term Strategy for Overseas Economic Cooperation Operations (April 1, 2002–March 31, 2005) is formulated.
October 2002	Act on Access to Information Held by Incorporated Administrative Agencies, etc. is implemented.
April 2005	The Medium-Term Strategy for Overseas Economic Cooperation Operations (April 1, 2005–March 31, 2008) is formulated.
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	Act for partial amendments to the Act on 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 Grants provided by Japan's Ministry of Foreign Affairs (MOFA) are integrated into the operations of JICA. The Second Medium-Term Plan is modified.
December 2008	JICA issues Fiscal Investment and Loan Program (FILP) Agency bonds (non-government guaranteed bonds) for the first time.
March 2009	The Consultation Desk on Anti-Corruption is established.
April 2010	The new JICA Guidelines for Environmental and Social Considerations are published.
March 2012	The Framework for Supporting Japanese SMEs in Overseas Business is revised, setting the stage for JICA to launch assistance for this purpose.
April 2012	The Third Medium-Term Plan is made public.
October 2012	Private-Sector Investment Finance is fully resumed.
June 2014	JICA adds a Private-Sector Investment Finance scheme in local currencies.
November 2014	First Euro-Dollar bonds guaranteed by the Government of Japan launched.
October 2015	50th Anniversary Ceremony of Japan Overseas Cooperation Volunteers (JOCV) is held.
November 2015	Establishment of Dollar-denominated Japanese ODA Loans.

Organization Chart / Executive Officers and Auditors

Number of staff: 1,864
(As of June 1, 2016)



- 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.
- Terms of office of executive officers and auditors: Pursuant to Article 21 of the Act on General Rules for Incorporated Administrative Agencies, the term of office of the President shall begin on the date of appointment and end on the last day of the Mid-Term Objective period concerned, while that of Auditors shall begin on the date of appointment and end on the date of approval of financial statements for the last business year of the Mid-Term Objective period concerned.
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.
- The names, current positions and previous positions of executive officers and auditors as of October 1, 2016 are as follows.

Title	Name	Date of Appointment
President	Shinichi Kitaoka	October 1, 2015
Previous Position:	President, International University of Japan	
Senior Vice-President	Kazuhiko Koshikawa	May 23, 2016
Previous Position:	Japan's Ambassador to Spain	
Vice-President	Hiroshi Kato	October 1, 2013 (Reappointment)
Previous Position:	Senior Special Advisor, JICA	
Vice-President	Naoki Ito	October 1, 2015
Previous Position:	Assistant Vice-Minister (Economic Affairs), Ministry of Foreign Affairs of Japan	
Vice-President	Hidetoshi Irigaki	October 1, 2015
Previous Position:	Director General, Southeast Asia and Pacific Department, JICA	
Vice-President	Yasushi Kanzaki	October 1, 2015
Previous Position:	Director General, Budget, Personnel and Management Systems Department, ADB	
Vice-President	Kenichi Tomiyoshi	October 1, 2015
Previous Position:	President Director, Jakarta Office, JETRO	
Vice-President	Shinya Ejima	October 1, 2016
Previous Position:	Director General, Operations Strategy Department, JICA	
Vice-President	Noriko Suzuki	October 1, 2016
Previous Position:	Director General, Secretariat of Japan Disaster Relief Team, JICA	
Auditor	Hajime Kurokawa	October 1, 2011 (Reappointment)
Previous Position:	Manager, Public Sector, Deloitte Touche Tohmatsu LLC	
Auditor	Hiroshi Machii	January 1, 2014
Previous Position:	Compliance Officer, SG Asset Max Corporation	
Auditor	Eiji Inui	October 1, 2015
Previous Position:	Director General, Africa Department, JICA	

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

Please refer to pages 154 to 155 for a list of JICA's Domestic and Overseas Offices.

[→ Please refer to the [JICA website](#) for updates of this information.]

Domestic and Overseas Offices

Domestic and Overseas Offices (As of July 1, 2016)

JICA Hokkaido (Sapporo)

TEL: +81-11-866-8333
4-25, Minami, Hondori 16-chome, Shiroishi-ku, Sapporo City,
Hokkaido 003-0026

(Obihiro)

TEL: +81-155-35-1210
1-2, Nishi 20-jo Minami 6-chome, Obihiro City,
Hokkaido 080-2470

JICA Tohoku

TEL: +81-22-223-5151
20th Floor, Sendai Daiichi Seimei Tower Bldg., 6-1,
Ichiban-cho 4-chome, Aoba-ku, Sendai City,
Miyagi 980-0811

JICA Nihonmatsu

TEL: +81-243-24-3200
4-2, Aza Nagasaka, Nagata, Nihonmatsu City,
Fukushima 964-8558

JICA Tsukuba

TEL: +81-29-838-1111
3-6, Koyadai, Tsukuba City, Ibaraki 305-0074

JICA Tokyo

TEL: +81-3-3485-7051
49-5, Nishihara 2-chome, Shibuya-ku, Tokyo 151-0066

JICA Global Plaza

TEL: +81-3-3269-2911
10-5 Ichigaya Honmuracho, Shinjuku-ku, Tokyo 162-8433

JICA Yokohama

TEL: +81-45-663-3251
3-1, Shinko 2-chome, Naka-ku, Yokohama City,
Kanagawa 231-0001

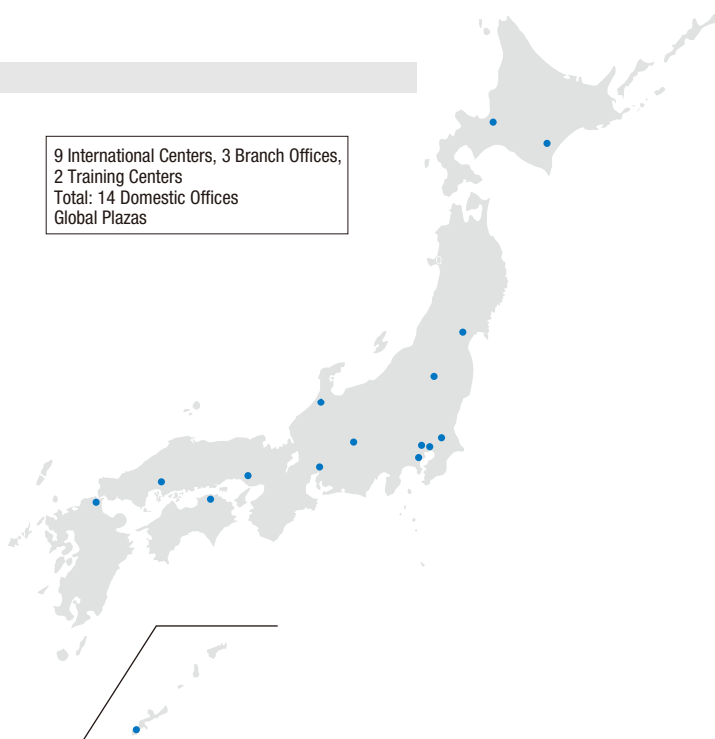
JICA Komagane

TEL: +81-265-82-6151
15, Akaho, Komagane City, Nagano 399-4117

JICA Hokuriku

TEL: +81-76-233-5931
4th Floor, Rifare (Office Tower), 5-2, Honmachi 1-chome,
Kanazawa City, Ishikawa 920-0853

9 International Centers, 3 Branch Offices,
2 Training Centers
Total: 14 Domestic Offices
Global Plazas



JICA Chubu/Nagoya Global Plaza

TEL: +81-52-533-0220
60-7, Hiraike-cho 4-chome, Nakamura-ku, Nagoya City,
Aichi 453-0872

JICA Kansai

TEL: +81-78-261-0341
5-2, Wakinohama Kaigandori 1-chome, Chuo-ku, Kobe City,
Hyogo 651-0073

JICA Chugoku

TEL: +81-82-421-6300
3-1, Kagamiyama 3-chome, Higashi Hiroshima City,
Hiroshima 739-0046

JICA Shikoku

TEL: +81-87-821-8824
7th Floor, Nissei Takamatsu Bldg., 1-5, Ban-cho 1-chome,
Takamatsu City, Kagawa 760-0017

JICA Kyushu

TEL: +81-93-671-6311
2-1, Hirano 2-chome, Yahata Higashi-ku, Kitakyushu City,
Fukuoka 805-8505

JICA Okinawa

TEL: +81-98-876-6000
1143-1, Aza Maeda, Urasoe City, Okinawa 901-2552

Overseas Offices (Alphabetical order) (As of July 1, 2016)

**Asia**

Afghanistan Office
 Bangladesh Office
 Bhutan Office
 Cambodia Office
 China Office
 Georgia Office
 India Office
 Indonesia Office
 Kyrgyz Republic 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

Argentine Office
 Belize Office
 Bolivia Office
 Brazil Office
 Chile Office
 Colombia Office
 Costa Rica Office
 Cuba Office
 Dominican Republic Office
 Ecuador Office
 El Salvador Office
 Guatemala Office
 Haiti Office
 Honduras Office
 Jamaica Office
 Mexico Office
 Nicaragua Office
 Panama Office
 Paraguay Office
 Peru Office
 Saint Lucia Office
 Uruguay Office
 USA Office
 Venezuela Office

Africa

Angola Office
 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
 Sierra Leone Office
 South Africa Office
 South Sudan Office
 Sudan Office
 Tanzania Office
 Uganda Office
 Zambia Office
 Zimbabwe Office

Middle East

Egypt Office
 Office in Gaza
 Iran Office
 Iraq Office
 Jordan Office
 Morocco Office
 Syria Office
 Tunisia Office
 Yemen Office

Europe

Balkan Office
 France Office
 Turkey Office

[→ Please refer to the [JICA website](#) for contact information regarding each overseas office.]

Home → Contact Us → Overseas Offices <http://www.jica.go.jp/english/about/organization/overseas/>

Budget

1 General Account Revenue and Expenditure Budget (FY2015 and FY2016)

(¥ million)

Item	FY2015	FY2016
Revenue: Fiscal year budget plan	147,859	150,741
Revenues from operational grants (Initial budget)	146,413	149,049
Revenues from operational grants (Supplementary budget)	—	—
Subsidy for facilities, etc.	613	1,014
Revenues from contracted programs	485	340
Interest income and miscellaneous income	335	323
Donation revenues	14	14
Reversal of reserve fund carried over from the previous Mid-term Objective period	—	0
Funds allocated pursuant to Article 35 of the Law concerning the Incorporated Administrative Agency Japan International Cooperation Agency (Fund for grant aid projects)*	0	0
Expenditure: Fiscal year budget plan	147,859	150,741
General administrative expenses	10,477	10,324
Excluding special items	10,477	10,324
Operating expenses	136,270	139,048
Expenses for technical cooperation projects	64,476	65,823
Expenses for grant aid (operation support)	194	241
Expenses for public participation-based cooperation	14,978	15,104
Expenses for emigration projects	401	396
Expenses for disaster relief activities	880	880
Expenses for training and securing the personnel	1,418	1,399
Expenses for assistance promotion	17,005	17,605
Expenses related to operation	7,025	7,268
Expenses for operation support	29,892	30,331
Expenses for facilities	613	1,014
Expenses for contracted programs	485	340
Expenses for donation projects	14	14
Expenses for the expedition of grant aid projects *	0	0

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

2 Financial Plan for the Finance and Investment Account (FY2015 and FY2016)

(¥100 million)

	FY2015	FY2016
Investment and loan		
ODA loans	9,605	10,245
Private-sector investment finance	280	280
Total	9,885	10,525
Source of funds		
Capital investment from the Government of Japan (GOJ)'s General Account	483	444
Borrowings from the Fiscal Investment and Loan Program (FILP)	4,366	4,680
Own funds, etc.	5,036	5,401
- FILP Agency Bonds	600	600
Total	9,885	10,525

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