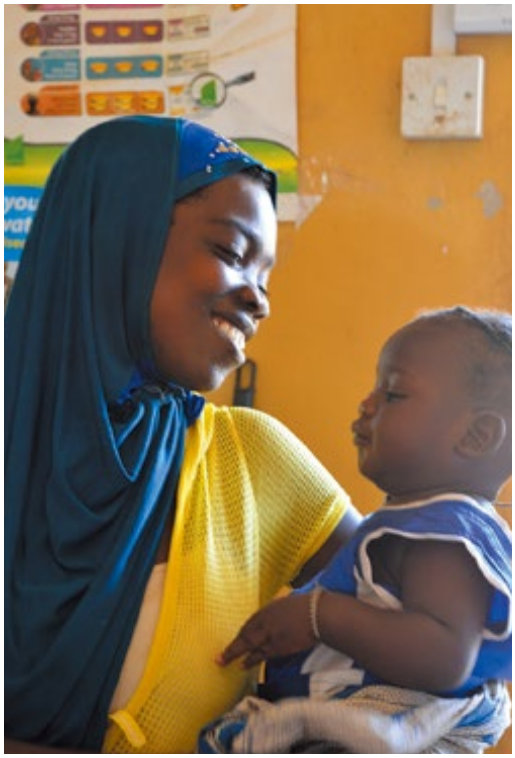
JICA 2019

JAPAN INTERNATIONAL COOPERATION AGENCY
ANNUAL REPORT



Japan International Cooperation Agency (JICA), an incorporated administrative agency in charge of administering Japan's ODA, is one of the world's largest bilateral aid agencies supporting socioeconomic development in developing countries in different regions of the world. Under its new vision set out in July 2017, JICA supports the resolution of issues in developing countries through a flexible combination of various types of assistance methods.

Mission

JICA, in accordance with the Development Cooperation Charter,
will work on *human security* and *quality growth*.

Vision

Leading the world with trust

JICA, with its partners, will take the lead in forging bonds of
trust across the world, aspiring for a free,
peaceful and prosperous world where people can
hope for a better future and explore their diverse potentials.

Actions

1 **Commitment:**
Commit ourselves with pride and passion to achieving our mission and vision.

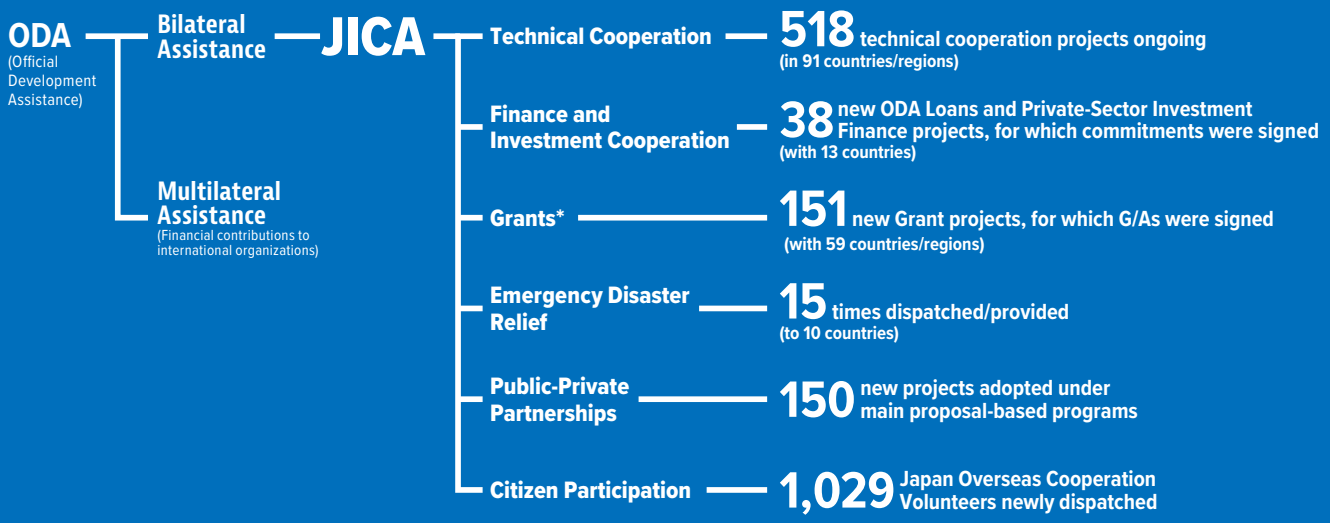
2 ***Gemba*:**
Dive into the field ("gemba") and work together with the people.

3 **Strategy:**
Think and act strategically with broad and long-term perspectives.

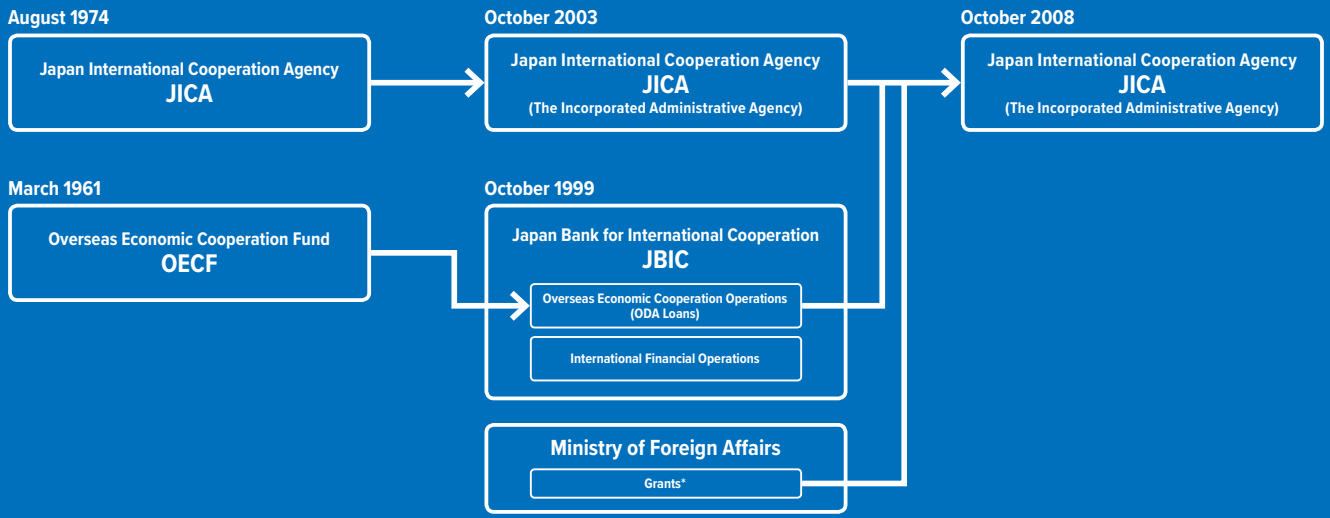
4 **Co-creation:**
Bring together diverse wisdom and resources.

5 **Innovation:**
Innovate to bring about unprecedented impacts.

Cooperation Menu and Outline of Operations (FY2018)



History



Note
* Excluding Grants that the Ministry of Foreign Affairs will continue to directly implement considering diplomatic necessity.

Message

Utilizing Japan's Expertise and Experience for International Cooperation in a New Era

In May 2019, Japan celebrated the enthronement of its new Emperor and the dawn of the new era, "Reiwa." It was taken from phrases appearing in Japan's oldest poetry anthology "Manyoshu," and includes the meaning of culture coming into being and flourishing when people bring their hearts and minds together in a beautiful manner. At around the same time, JICA also celebrated a significant milestone in October 2018—the tenth anniversary of its transition to "New JICA." A decade ago, JICA dramatically transformed its organization, merging two implementing organizations of Japan's official development assistance (ODA) under one body to enable holistic cooperation. In the years that lie ahead, the staff of JICA will diligently and enthusiastically work together with wide-ranging partners, both in Japan and overseas, to utilize Japan's expertise and experience for international cooperation.

In accordance with Japan's Development Cooperation Charter (2015), JICA set out its mission in 2017 as "to achieve Human Security and Quality Growth." The notion of Human Security was first proposed by the United Nations Development Programme (UNDP) in 1993 and later affirmed by the United Nations General Assembly. Today's global commitment to "leave no one behind," which lays at the heart of the Sustainable Development Goals (SDGs) adopted at the United Nations Summit in 2015, also encompasses the core essence of Human Security. In light of various changes in the more than 25 years since the notion of "Human Security" was first proposed, JICA is now committed to enhancing its efforts to achieve Human Security to respond to the threats and challenges of today.

As part of these efforts, JICA seeks to strengthen its collaborations with both domestic and overseas partners to encourage developing countries to better address their challenges and achieve quality growth, namely inclusive, sustainable, and resilient growth. To start, we recognize the benefits that Japan's private sector can bring to developing countries through sharing their knowledge, technologies, and resources. This is why JICA has been working in overdrive to expand its partnership with private companies and vitalize its private sector engagement structures to harness their expertise. In an effort to enhance its support for the overseas operations of its private sector partners, JICA consolidated a number of related programs into "SDGs Business Supporting Surveys."

Our vision of enhanced partnership is not limited to the private sector alone. We recognize the special role that a wide range of partners, like local governments, universities, research institutions, non-governmental organizations, and cooperative associations, can play in advancing international cooperation. While developing countries can benefit from these enhanced partnerships, it is also vital to recognize that international cooperation is beneficial for stakeholders on both sides. As future leaders of developing countries come to Japan to participate in technical training programs at different localities in Japan, these interactions not only enable local communities to further hone their craft, but also provide connections that can vitalize Japanese communities.

As we approach the Tokyo Olympic and Paralympic Games in 2020, JICA will also take advantage of the power of sports to promote international cooperation. While Japanese local governments and developing countries are seeking their partners under the Japan's Host Towns Initiative, JICA not only facilitates their matching but contributes to deepening their relationships. This would also promote Japanese people's understanding of the global society. Aside from

the large number of tourists that will visit Japan for the upcoming international sporting events, Japan is currently experiencing a rising number of foreign nationals living and working in the country than ever before. To promote smoother acceptance of foreign workers in Japan, we are trying to provide them with skills trainings in their home countries and to enhance further multi-tiered relationships between developing countries and a wide range of partners in Japan.

JICA will also reinforce partner countries' development efforts through the JICA Development Studies Program (JICA-DSP), which launched in 2018 in collaboration with Japanese universities. The program annually selects 1,000 young leaders from developing countries to come to Japan to partake in their post-graduate studies. Through the program, the students not only study in their specialized subjects at collaborating Japanese universities, they also have the opportunity to study the history of Japan's modernization after the Meiji Revolution. Through debriefs about Japan's development history, the participants also learn about the differences of Japan's modernization experience, compared to those of western countries, while also learning about the expertise that Japan brings as a postwar donor country.

In addition to these efforts, JICA will also continue to strengthen peacebuilding efforts amid rising risks to global stability. In light of various security incidents, including the 2016 terrorist attack in Dhaka, Bangladesh, JICA has been working diligently to review and improve its safety measures to ensure the safety of all personnel involved in JICA projects and activities.

In 2019, Japan proudly hosted the G20 Osaka Summit and the Seventh Tokyo International Conference on African Development (TICAD 7), exhibiting Japan's dynamism to the world. As the international development agency of the Government of Japan, JICA seeks to harness Japan's experiences and expertise to address global challenges and ensure inclusive development for all people. Under our vision "Leading the world with trust," JICA promises to engage tirelessly to pursue effective international cooperation with our partners both in Japan and abroad.

Shinichi Kitaoka
President
Japan International Cooperation Agency (JICA)
September 2019

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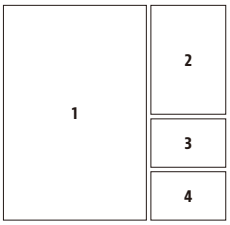
Data Book 2019

For statistics on program results, financial statements and financial conditions, please refer to the Data Book 2019.

Annual Reports and Data Books are available in PDF formats:
https://www.jica.go.jp/english/publications/reports/annual/index.html

JICA Annual Report 2019 Figures and Maps

1. This annual report summarizes the activities of JICA in fiscal 2018 (April 1, 2018 to March 31, 2019).
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 2018 (January 1, 2018 to December 31, 2018) 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 = ¥ 110.4378 (the official Development Assistance Committee [DAC] rate in 2018).
4. All maps contained in the report are approximate. National borders that are under dispute or unclear have been entered merely for convenience.



Cover photos
Provided by:
1 Kotaro Yamamoto; 2 Takeshi Kuno;
3 PADECO Co., Ltd.; 4 Kaku Suzuki

JICA Websites and Others

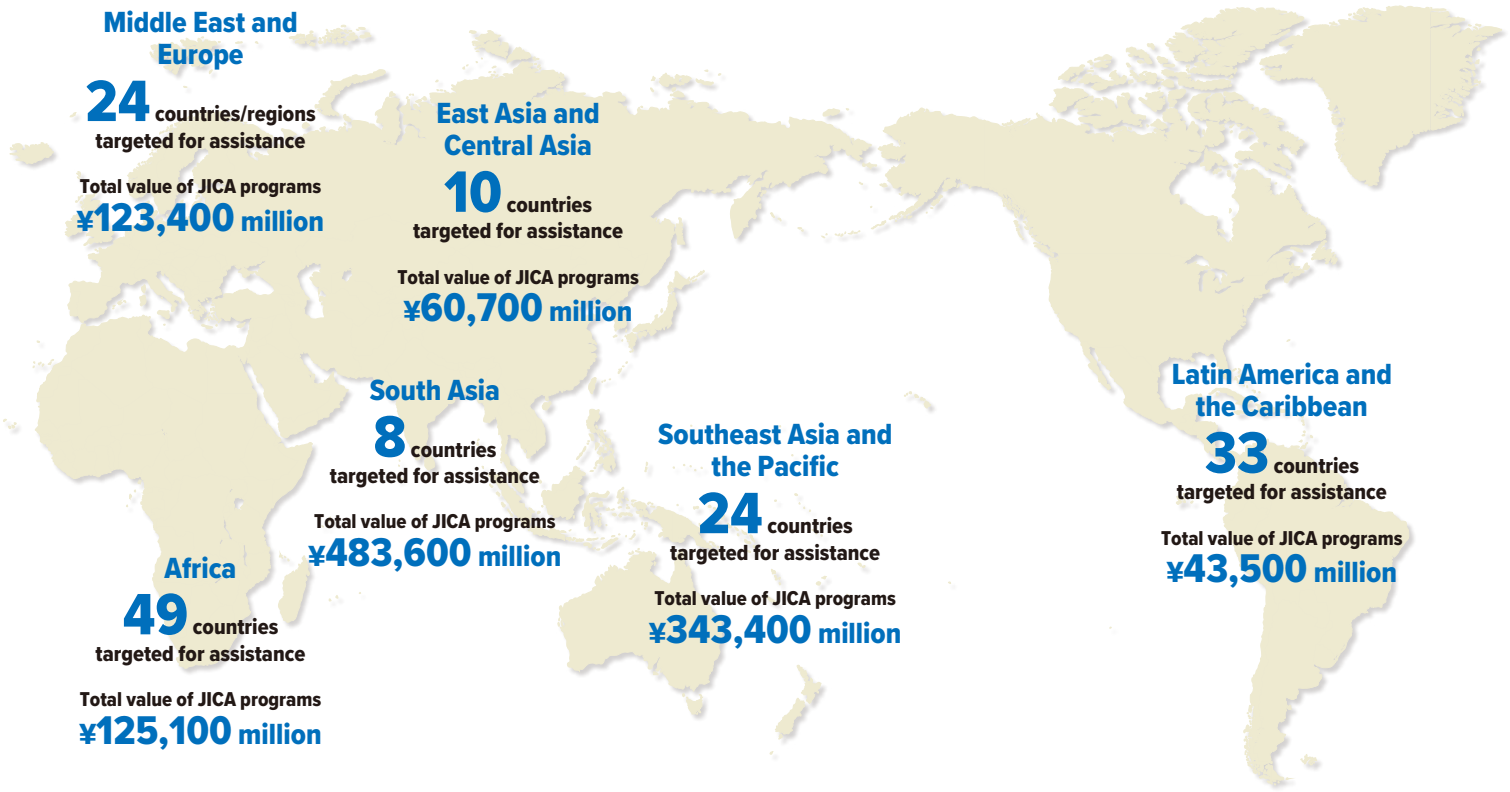
For detailed information of JICA's activities, please see our websites. JICA also publishes Annual Evaluation Reports, which provide information on current evaluations activities as well as summaries of evaluation results.

JICA Website
https://www.jica.go.jp/english/index.html

Annual Evaluation Report 2018
https://www.jica.go.jp/english/our_work/evaluation/reports/2018/index.html

JICA at a Glance

Program by Region* (Fiscal 2018)



*In fiscal 2018 the total value of JICA programs includes Technical Cooperation (Training Participants, Experts, Study Teams, Provision of Equipment, JOCV and Other volunteers, and Other costs), Finance and Investment Cooperation (disbursements), and Grants (newly concluded G/As).
· Figures exclude JICA's cooperation for multiple countries or multiple regions and international organizations.
· The regional total for the Middle East and Europe includes JICA's costs for dispatching Study Teams to developed countries.
· Total value of JICA programs are rounded to the nearest ¥100 million.

148
Developing Countries and Regions Receiving Assistance
during fiscal 2018

96
Overseas Offices
as of July 1, 2019

15
Domestic Offices
as of July 1, 2019

Activities and Initiatives by Region

In order to address the most pressing issues faced by each country and region, JICA pursues a coordinated, comprehensive approach utilizing different types of cooperation.

P.22

3,350 people in 8 countries

The Japanese model of the community police system spreading in Latin America and the Caribbean region

To help build communities where people can live in security, JICA has supported the promotion of the Japanese model of the community police system in Brazil under the auspices of the Japanese police. Expertise and experience in community policing is now spreading to other Latin American and Caribbean countries through JICA's training program supported by Brazil. (The figure represents the number of training participants in fiscal 2017–2018)

1,500 people

Accepting Africans for industrial human resource training

Under the African Business Education Initiative for Youth (ABE Initiative), JICA has accepted 746 participants from Africa over a period of three years. Combining this with the human resources development program by the Association for Overseas Technical Cooperation and Sustainable Partnership (AOTS), the Japanese government achieved its target of fostering 1,500 Africans under the ABE Initiative over the same period. (Fiscal 2016–2018)

Activities and Initiatives by Issue

JICA actively addresses a wide range of development issues, such as poverty reduction, safe water supply, infrastructure development, education, health care, and climate change.

P.36

94 %

Offering literacy education readily accessible to women in Afghanistan

Afghanistan has one of the lowest adult literacy rates in the world, estimated at about 35%. To help improve the situation, JICA assisted the country in scaling up literacy education and improving its quality by working with communities in operating literacy classes. In project areas, more than 2,000 people enrolled in literacy classes, with the completion rate for women reaching 94%.

130,000 people

Providing safe water in Rwanda

Since 2006, JICA has been engaged in improving water supply in Eastern Province, Rwanda, bringing safe water to over 130,000 people through Grants and Technical Cooperation. Progress has also been made in related innovations, including the development of a smartphone-based system for operating and maintaining water supply facilities.

Cooperation with Partners

JICA works with various development partners—including local governments, private companies, universities, and NGOs to address the increasingly diversified needs of developing countries.

P.50

1,043 projects

Promoting private companies' participation in international development activities

JICA promotes active cooperation with Japanese private businesses by leveraging the networks and operational expertise it has accumulated through its activities in developing countries over the years. JICA has adopted a total of 1,043 development projects proposed by Japanese businesses. (Fiscal 2010–2018)

Over 400 %

Expanding the partnership program with grassroots organizations

The year 2018 marked the 20th anniversary of the enforcement of the Act on Promotion of Specified Non-profit Activities (NPO Act) aimed at supporting civil society activities that contribute to enhancing public interest. The JICA Partnership Program, which supports development projects in which NGOs/NPOs and local governments take the initiative, has grown more than fourfold in terms of both the number of projects and total expenditure over a period of 15 years from fiscal 2003, when the program was launched.

HIGHLIGHTS 2018

Fiscal 2018 marked the 10th anniversary of the new JICA, and the following are the main topics concerning JICA amid the year's activities.

150 Years of Japanese Emigration

June 2018 — JICA President Kitaoka gives a commemorative address at the Convention of Nikkei & Japanese Abroad

It has been 150 years since the start of Japanese group emigration, firstly to Hawaii, in 1868. The Meiji Restoration opened Japan to the outside world and brought democratic reform. Emigration to Hawaii was followed by North America, and Latin America and the Caribbean, where Japanese emigrants displayed their dynamism in their new homes and played a key role in forming new cultures. In the past, JICA facilitated emigration to Latin America and the Caribbean and other regions under the Japanese government's postwar emigration policy, and as the *Nikkei* communities undergo generational change, JICA works to make the existing emigrant support programs more attractive, and continues to promote collaborative programs that further deepen the ties between *Nikkei* communities and Japan.

Making a commemorative address at the 59th Convention of Nikkei & Japanese Abroad held in Hawaii

Doubling of Rice Production in Africa in 10 Years!

October 2018 — Outcome summarized at the Seventh General Meeting of CARD

Coalition for African Rice Development (CARD) is an international initiative led by Japan. JICA has contributed to increase rice production in 23 CARD member countries through assistance in disseminating rice cultivation techniques, an area in which Japan has an advantage. This has seen the annual rice production in Sub-Saharan Africa jump from 14 million tons in 2008 to 28 million tons in 2018. In Africa, rice demand is increasing at a much faster pace than production, and JICA will continue to contribute to the CARD initiative in the second phase, which started in 2019.

Tanzania: Harvest time in the fields

Sharing Japan's Development Experiences with Future Leaders

October 2018 — Start of the JICA Development Studies Program (JICA-DSP)

The JICA-DSP, aimed at fostering the personnel who will underpin development in developing countries, commenced in October 2018. In collaboration with universities, JICA provides participants with the opportunity to learn about both Japan's modernization and development experiences and its wisdom as a postwar development partner, in addition to their existing curriculum at each of the universities. Participants from developing countries will deepen their understanding of Japan and use that knowledge effectively as leaders for the development of their home countries. This will strengthen long-lasting relations with Japan.

Participants attending the "Understanding the Japanese Development Experience," which is one of the programs in the JICA-DSP

M7.5 Earthquake in Central Sulawesi Province

Providing Seamless Cooperation Immediately after the Disaster

January 2019 — Implementation of technical cooperation for development planning based on Japan's disaster reconstruction experience

On September 28, 2018, a magnitude 7.5 earthquake and tsunami struck Central Sulawesi Province in Indonesia. In response to the disaster, JICA provided tents, generators, and other emergency relief supplies, and also dispatched a damage-and-needs survey mission. Based on the request by the Government of Indonesia, JICA supported the formulation of a reconstruction master plan that made full use of Japan's disaster reconstruction experiences. From January 2019, technical cooperation based on the master plan is being implemented so that the region will be more resilient to natural disasters.

Earthquake-caused liquefaction in Palu city

Laos Civil Code Formulated with Japanese Cooperation

February 2019 — Ceremony held to celebrate the establishment of the first Civil Code in Laos

The civil code is the fundamental law of a nation that sets out core aspects of civil life including those relating to assets and family matters. At the end of 2018, the first Civil Code was approved by the National Assembly, marking a major success of the legal and judicial assistance that has been provided to Laos over 20 years. Japanese prosecutors and lawyers were sent to Laos for extended periods to provide support for drafting laws and training for the Laotian legal community. The Civil Code is scheduled to come into force in 2020.

Ceremony celebrating the establishment of the Civil Code

Major Topics of Fiscal 2018

April	Chile: Service Agreement on a project to prevent red tides signed with Mitsui & Co., Ltd. This is the first project entrusted to JICA by a private company
May	Laos: First Partnership Agreement signed with Saitama Prefecture, Saitama City, Yokohama, and Kawasaki
June	Africa: The *Kaizen Handbook* completed. Further expansion of the Kaizen Initiative
June	★ 150 Years of Japanese Emigration. Commemorative address by JICA President Kitaoka at the Convention of Nikkei & Japanese Abroad
June	Democratic Republic of the Congo: Japan Disaster Relief Infectious Diseases Response Team dispatched in response to an outbreak of the Ebola virus disease
July	Viet Nam: First 56 students graduate from the Vietnam-Japan University
July	New program of "SDGs Business Supporting Surveys" introduced
August	Laos: Vientiane International Airport Terminal Handover Ceremony held
September	Egypt: 35 Egypt-Japan schools opened
October	Tenth anniversary of New JICA
October	★ Outcome Summarized at the Seventh General Meeting of CARD. Doubling of rice production in Africa over 10 years achieved
October	Palestine: Assistance for the first revision of school textbooks in 20 years
October	★ Start of the JICA Development Studies Program (JICA-DSP)
November	JICA chosen by the Ministry of Internal Affairs and Communications as one of the top hundred Telework Pioneers in Japan
December	Nauru: Weather observation begins through JICA training of meteorological personnel
December	The final report by the Advisory Committee on Enhancement of Budget Disbursement Management received
2019	
January	Serbia: First Japan Overseas Cooperation Volunteer (JOCV) dispatched to Serbia
January	★ Indonesia: Implementation of technical cooperation for development planning based on Japan's disaster reconstruction experience
February	★ Laos: Ceremony held to celebrate the establishment of the first Civil Code in Laos
March	Indonesia: First subway in Indonesia begins operations. Assistance provided by ODA Loans

★ indicates a topic described at left.

Program Overview

This section provides an overview of Japan's ODA, the types of JICA's cooperation, JICA's Medium-term Plan, directions of JICA's development activities for fiscal 2019, and JICA's operations and financial statements.

Photo credits, left to right: photos 1 and 2: Kenshiro Imamura; photo 3: Kaku Suzuki; photo 4: Shinichi Kuno

Japan's ODA and JICA

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, Finance and Investment Cooperation, and Grants. In addition, other schemes of bilateral aid include the dispatch of volunteers.

Table 1 Economic Cooperation and ODA

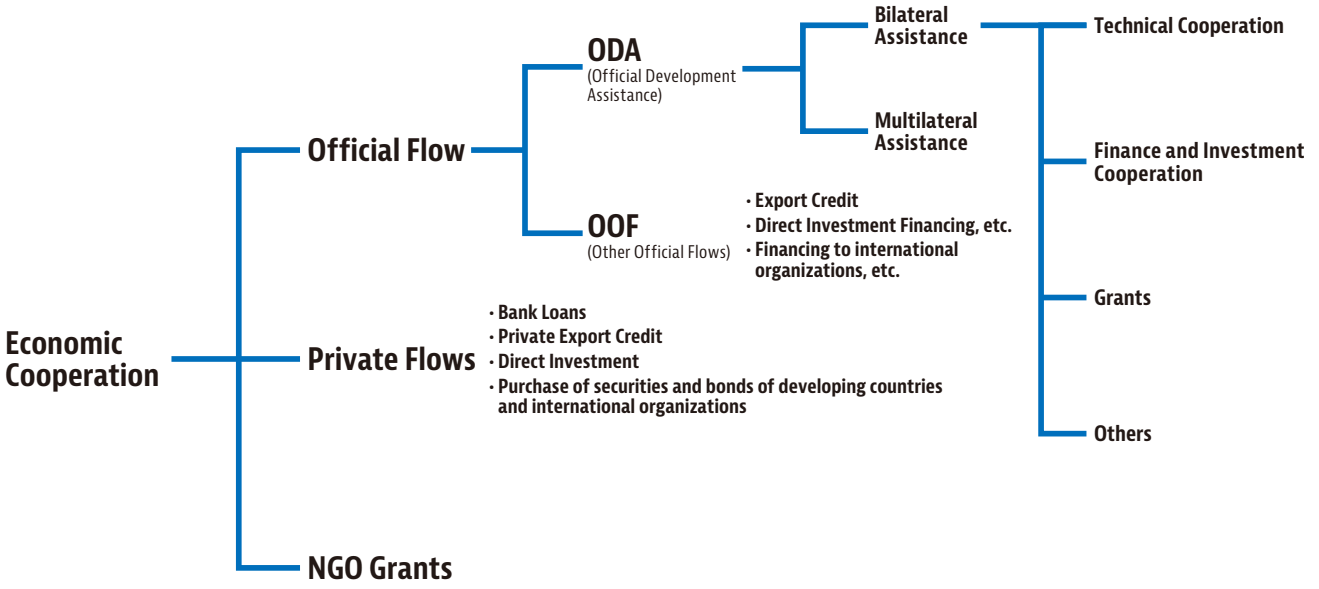


Table 2 Japan's ODA by Type 2018 (Provisional Figure)

Type \ ODA Disbursements (Calendar Year 2018)			Dollar Basis (US$ million)			Yen Basis (¥ billion)			Percent of Total
			Current Year	Previous Year	Change from the Previous Year (%)	Current Year	Previous Year	Change from the Previous Year (%)	ODA Total
ODA	Bilateral ODA	Grants	2,637.05	2,620.59	0.6	291.230	293.986	-0.9	26.3
		Technical Cooperation*	2,651.53	2,884.77	-8.1	292.829	323.622	-9.5	26.4
		Total Grants	5,288.59	5,505.36	-3.9	584.060	617.608	-5.4	52.8
		Loan Aid	2,094.67	2,530.76	-17.2	231.331	283.908	-18.5	20.9
	Total Bilateral ODA (Net Disbursement Basis)		7,383.26	8,036.11	-8.1	815.391	901.516	-9.6	73.6
	Contributions and Subscriptions to International Organizations (Net Disbursement Basis)		2,642.05	3,382.38	-21.9	291.782	379.446	-23.1	26.3
Total ODA (Net Disbursement)			10,025.30	11,418.49	-12.2	1,107.173	1,280.962	-13.6	100.0
Preliminary Estimate of Nominal Gross National Income (GNI) (US$ billion, ¥ billion)			5,144.61	5,033.98	2.2	568,159.00	564,727.20	0.6	
% of GNI: (Net Disbursement Basis)			0.19	0.23		0.19	0.23		

(Notes) 1. Figures include disbursements for graduate countries. Please see *JICA Annual Report Data Book 2019*, Table 1, P.5 for figures excluding disbursements for graduate countries.
2. The following 13 countries/regions are graduate countries other than OECD member states that have received ODA: Bahamas, Barbados, Brunei Darussalam, Chile, [French Polynesia], [New Caledonia], Qatar, Saint Christopher and Nevis, Saudi Arabia, Seychelles, Singapore, Trinidad and Tobago, and Uruguay.
3. 2018 DAC designated exchange rate: US$1.00 = ¥110.4378 (an appreciation of ¥1.7453 compared with 2017)
4. Individual totals may not be equal to the sums of the individual parts because some numbers have been rounded off.
5. Debt relief includes waiver of ODA Loans and debt reductions of collateralized commercial obligations and sale receivables of rice, but excludes deferring of repayments.
6. In the past, grants through international organizations were treated as "Contributions and Subscriptions to International Organizations." However, from 2006, donations for recipient countries identified at the time of contribution are treated as "Grants" for these countries.
7. Starting with 2011 results, NGO project grants have been included in grants for individual countries.

* Technical Cooperation includes administrative and development education expenses.

Types of Cooperation

JICA, in charge of administering Japan's ODA, is one of the world's largest bilateral aid agencies. JICA supports socioeconomic development in developing countries through flexible combination of various types of assistance methods, such as Technical Cooperation, Finance and Investment Cooperation, and Grants. It operates in approximately 150 countries and regions of the world.

JICA

Technical Cooperation	Technical Cooperation supports the development of human resources that will promote socioeconomic development in developing countries, the improvement of technical standards, and the establishment of administrative systems by utilizing the knowledge, experience, and technologies of Japan. By accepting training participants in Japan and dispatching Japanese experts, JICA assists developing countries' capacity development in solving problems.	P.68-69 Technical Cooperation P.53 Science and Technology Research Partnership for Sustainable Development (SATREPS)
Finance and Investment Cooperation	ODA Loans are extended under generous lending conditions (long repayment periods, low interest rates) for projects supporting the development of developing countries, and are applied to infrastructure construction and other projects and programs requiring a large amount of funding. Private-Sector Investment Finance, on the other hand, provides financial support for private-sector activities in developing countries.	P.70-71 Finance and Investment Cooperation
Grants*	Grants provide funds to low-income developing countries without the obligation of repayment to support the construction of facilities necessary for social and economic development, such as schools, hospitals, wells, and roads, and the procurement of equipment and other supplies.	P.72-73 Grants
Emergency Disaster Relief	In cases where large-scale disasters occur overseas, JICA dispatches Japan Disaster Relief (JDR) teams in response to requests from the governments of affected countries or international organizations in accordance with the decision of the Japanese government. These JDR teams engage in rescue efforts, treat wounds and illnesses, provide emergency relief supplies, and assist disaster recovery.	P.58-59 Emergency Disaster Relief
Public-Private Partnerships	By providing support for the introduction of excellent technologies and products by Japanese private companies and their participation in projects, JICA contributes to the solution of the social and economic issues faced by developing countries. Such support is extended through schemes including Private-Sector Investment Finance and support programs for SMEs' overseas business development.	P.50-52 Public-Private Partnerships
Citizen Participation	JICA cooperates in diverse ways with NGOs, local governments, universities, and other organizations that participate in international cooperation activities. JICA dispatches volunteers such as Japan Overseas Cooperation Volunteers (JOCVs) as a part of its citizen participatory cooperation. Furthermore, JICA supports development education, which is designed to deepen understanding of the challenges facing developing countries, chiefly in the field of school education.	P.54-55 Citizen Participation P.56-57 Volunteer Programs

*Excluding Grants that the Ministry of Foreign Affairs provides considering diplomatic necessity.

JICA's Strategy

The 4th Medium-term Plan (Fiscal 2017-2021)

In accordance with the law, JICA conducts its operations based on medium-term plans stipulating five-year cycles. In the 4th Medium-term Plan, which began in fiscal 2017, JICA has formulated plans based on the Development Cooperation Charter and international frameworks such as the Sustainable Development Goals (SDGs), concerning development issues such as infrastructure and economic growth, human-centered development, universal values and peacebuilding, and global issues, along with regional priority issues as well as partnerships with various actors and contributions to international discussions. JICA also sets out detailed measures for strengthening its organizational and operational foundations, security, and internal controls in the Plan.

Through efforts to achieve these plans, JICA will continue to play its expected role both within and outside Japan.

Outline of the 4th Medium-term Plan

Address development issues and global issues and contribute to national interests in Japan through development cooperation

Realize peace, security, and prosperity as well as an international environment with high stability, transparency, and predictability

Contribute to enhancing the international community's confidence in Japan, strengthening the relationship between developing areas and Japan, and formulating the order and the norms of the international community

Contribute to the vitalization of the economy and society in Japan through strengthening the relationship between developing areas and Japan

Operational Focus Areas

(1) Strengthen the human capacity of individuals who will be key players in their countries' development
(2) Fortify partnerships between actors in Japan who are involved in, and contributing to development cooperation and regional vitalization
(3) Contribute to international commitments and serve as a leader in the international community
(4) Strengthen security measures

Prioritized Approaches

(1) Promote development cooperation that builds a mutually trusted relationship by emphasizing country ownership and partnership
(2) Promote human-centered approaches based on the concept of human security
(3) Strengthen strategic operations and enhance the quality of JICA's operations
(4) Disseminate clear, uniform information

Concrete initiatives

Efforts to address priority issues

(1) Secure a foundation and driving force for economic growth
(2) Promote human-centered development, which supports basic human life
(3) Share universal values and realize a peaceful and secure society
(4) Build a sustainable and resilient international community by addressing global challenges

Strengthen Japanese partnerships

Regional priority issues

Strengthen foundations for implementation

(Public relations, research, operations evaluations etc.)

Strengthen security measures

Other important operational management issues

(The promotion of effective and efficient development cooperation; Proactive contribution in international discussions and strengthening partnerships with international organizations, bilateral donors and others; and Strengthen internal controls)

Important policies and initiatives of the Japanese government

Development Cooperation Charter
Related policies
Government commitments

International framework surrounding development cooperation

Sustainable Development Goals (SDGs)
Paris Agreement (climate change)

Directions of JICA's Development Activities for Fiscal 2019

JICA seeks to contribute to the peace, stability, and prosperity of the international community by addressing the priority issues identified in the Development Cooperation Charter of the Japanese government and the 4th Medium-term Plan of JICA. To this end, JICA will redouble its efforts in the following areas with a view to achieving human security and quality growth:

1 Promote "Free and Open Indo-Pacific"

To realize the "Free and Open Indo-Pacific" advocated by the Japanese government, JICA will provide the Indo-Pacific region with both tangible and intangible support. JICA's support will include expanding and establishing freedom of navigation and the rule of law, improving regional connectivity by developing quality infrastructure that aligns with international standards, and providing development cooperation to support capacity building for maritime security.

2 Strengthen the capacity of leaders in developing countries

As a main pillar of its projects, JICA will advance the JICA Development Studies Program (JICA-DSP), launched in 2018, a program that maintains and strengthens trusted relationships between Japan and developing countries over the medium and long term. Special focus will be placed on strengthening collaboration with partner universities to provide more opportunities for international students (JICA scholars) to systematically learn about Japan's experience of development and the importance of the rule of law. JICA will also remain committed to maintaining and developing relationships with the participants after they return to their home countries so that they can play an active role in their countries as leaders.

3 Establish a platform by enhancing domestic collaboration

JICA will strengthen its collaboration with diverse partners across Japan to address issues in developing countries, while also benefiting Japanese society. Special focus will be placed on establishing a platform to strengthen information-sharing, dialogues, and project collaborations regarding the Sustainable Development Goals (SDGs).

4 Promote innovation

To tackle development issues that are either new or unresolvable by using existing techniques, JICA will explore and adopt innovations. Special focus will be placed on making institutional arrangements for promoting innovations to overcome the limitations of conventional forms of cooperation and address challenges facing developing countries.

5 Improve strategy and external dissemination of projects

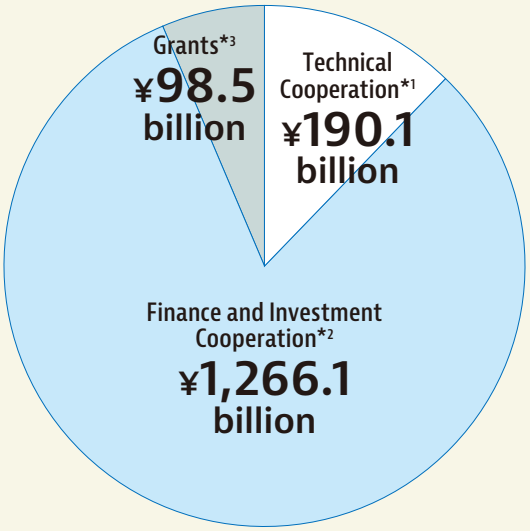
For important issues affecting the international community and Japan, JICA will undertake timely efforts to be able to make full promotional use of international fora such as the Seventh Tokyo International Conference on African Development (TICAD 7) and the 2019 G20 Osaka Summit. Special focus will be placed on contributing to (1) climate change measures, (2) human security, (3) the 2020 Tokyo Olympics and Paralympic Games, (4) collaboration with *Nikkei* communities in Latin America and the Caribbean, and (5) the new Japan-China cooperative relationship. By proactively highlighting these activities, JICA will enhance its presence in the international community.

Overview of Operations and Financial Statements

Overview of Operations

Looking at JICA's operations in fiscal 2018 (Table 3 and Table 4), Technical Cooperation implemented by JICA amounted to ¥190.1 billion, a decrease of 1.1% from the previous fiscal year. Turning to Grants, JICA implemented 151 projects amounting to ¥98.5 billion (Grant Agreement amount). Of Finance and Investment Cooperation, ODA Loan was provided through 34 projects amounting to ¥1,253.3 billion (commitment basis), while Private-Sector Investment Finance amount totaled ¥12.8 billion and was provided to four organizations.

Table 3 Scale of Operations in Fiscal 2018



Note) Exchange rate: US$1.00 = ¥110.4 (the official Development Assistance Committee [DAC] rate in 2018)
*1 Technical Cooperation expenses include Technical Assistance expenses managed under the Finance and Investment Account budget, but exclude administration costs.
*2 Total commitment amount of ODA Loans and Private-Sector Investment Finance.
*3 The amount is calculated based on the fiscal 2018 budget; it does not correspond to the total amount of Grant Agreements (G/As) concluded in fiscal 2018.

Table 4 Operations by Type in Fiscal 2018 (Unit: ¥ billion)

	FY2018	FY2017
Technical Cooperation *1	190.1	192.3
Acceptance of training participants	17.5	22.0
Dispatch of experts	63.0	58.7
Dispatch of study team members	33.3	33.8
Provision of equipment	2.1	2.3
Dispatch of Japan Overseas Cooperation Volunteers	8.2	8.7
Dispatch of other volunteers	2.8	3.3
Others	63.2	63.5
Finance and Investment Cooperation *2	1,266.1	1,888.4
Grants *3	98.5	115.1

Note) In some cases, the numbers do not correspond to the figures reflected in the "Total" section because of rounding estimates.
*1 Technical Cooperation expenses include Technical Assistance expenses managed under the Finance and Investment Account budget, but exclude administration costs.
*2 Total commitment amounts of ODA Loans and Private-Sector Investment Finance.
*3 The amount is calculated based on the budget; it does not correspond to the total amount of Grant Agreements (G/As) concluded in each fiscal year.

Overview of Trends for the Past 10 Years

Tables 5 to 7 show trends in the scale of JICA's programs for Technical Cooperation, Finance and Investment Cooperation, and Grants over the past 10 years.

In fiscal 2018 the Finance and Investment Cooperation commitment amount decreased from the previous fiscal year by 33.0%, totaling ¥1,266.1 billion. Meanwhile, the scale of Grants decreased by 14.4% to a total amount of ¥98.5 billion in fiscal 2018.

Table 5 Technical Cooperation Expenses for the Past 10 Years (Unit: ¥ billion)

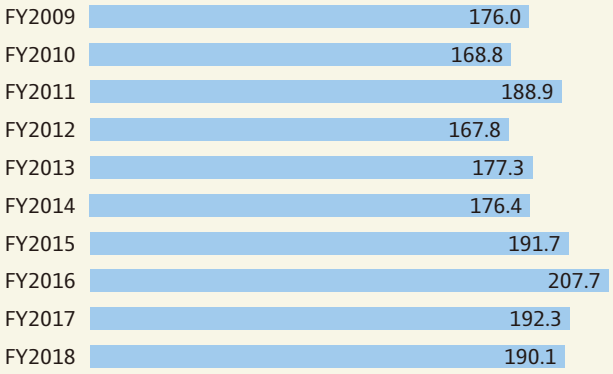
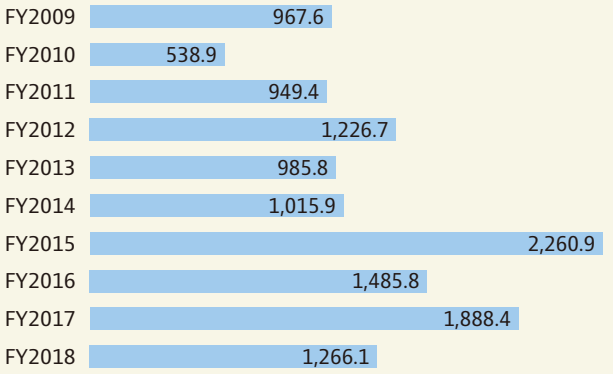
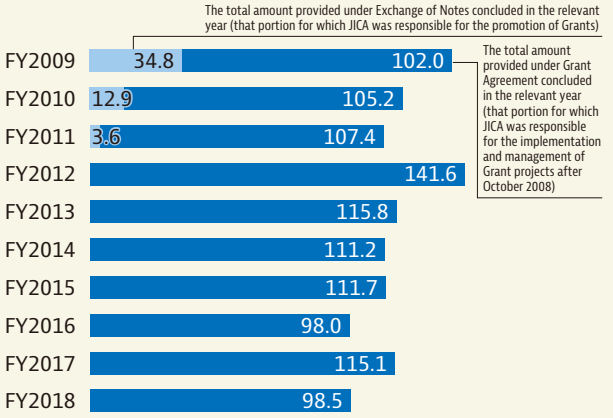


Table 6 Finance and Investment Cooperation Commitment Amounts for the Past 10 Years (Unit: ¥ billion)



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

Table 7 Scale of Grants for the Past 10 Years (Unit: ¥ billion)



Assistance by Region

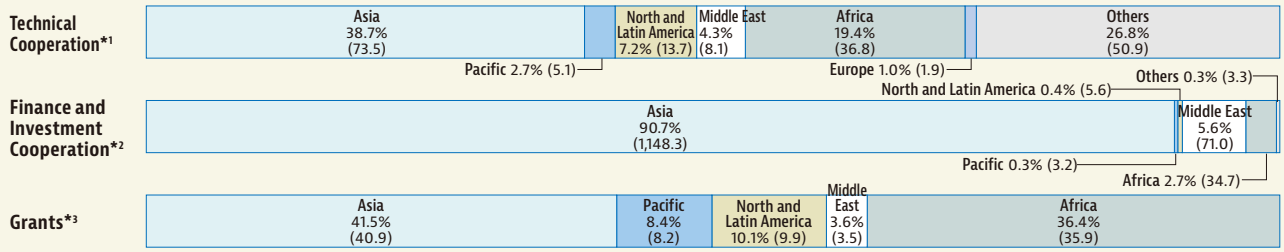
Looking at disbursements of Technical Cooperation by geographic region, Asia accounted for 38.7%, Africa 19.4%, and North and Latin America 7.2%, in descending order.

Looking at newly committed amounts for Finance and Investment Cooperation by region in fiscal 2018, Asia accounted for 90.7%, Middle East 5.6%, and Africa 2.7%. Continuing from fiscal 2017, Asia's share has been considerably high.

As for Grants, Asia accounted for 41.5%, Africa 36.4%, and North and Latin America 10.1%. As in fiscal 2017, 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 8 Composition of Assistance by Region in Fiscal 2018 (Unit: %, ¥ billion)



Note) In some cases, the numbers do not correspond to the figures reflected in the "Total" section because of rounding estimates.
*1 Technical Cooperation expenses include Technical Assistance expenses managed under the Finance and Investment Account budget, but exclude administration costs.
*2 Total commitment amounts of ODA Loan and Private-Sector Investment Finance.
*3 The amount is calculated based on the fiscal 2018 budget; it does not correspond to the total amount of Grant Agreements (G/As) concluded in fiscal 2018.

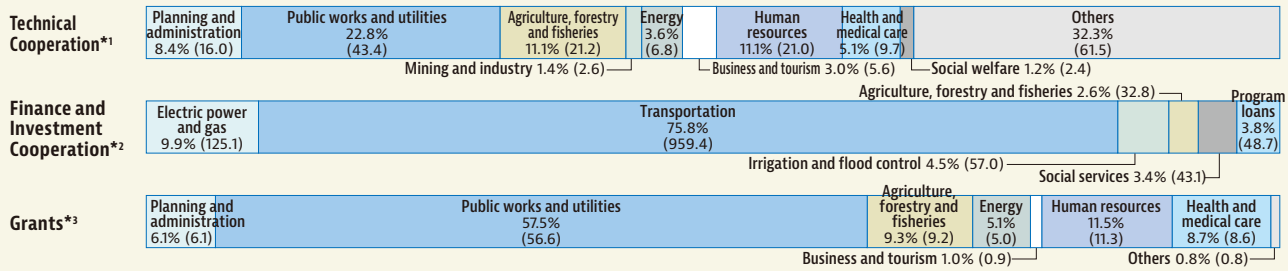
Assistance by Sector

Disbursements of Technical Cooperation by sector were, in descending order, 22.8% for public works and utilities, 11.1% for agriculture, forestry and fisheries, 11.1% for human resources, and 8.4% for planning and administration.

For Finance and Investment Cooperation, the largest portion is 75.8% for projects in the transportation sector, including railways and roads. This was followed by electric power and gas at 9.9% and 4.5% for irrigation and flood control.

For Grants, the largest share was made to public works and utilities at 57.5%, followed by human resources at 11.5%, and 9.3% for agriculture, forestry and fisheries.

Table 9 Composition of Assistance by Sector in Fiscal 2018 (Unit: %, ¥ billion)



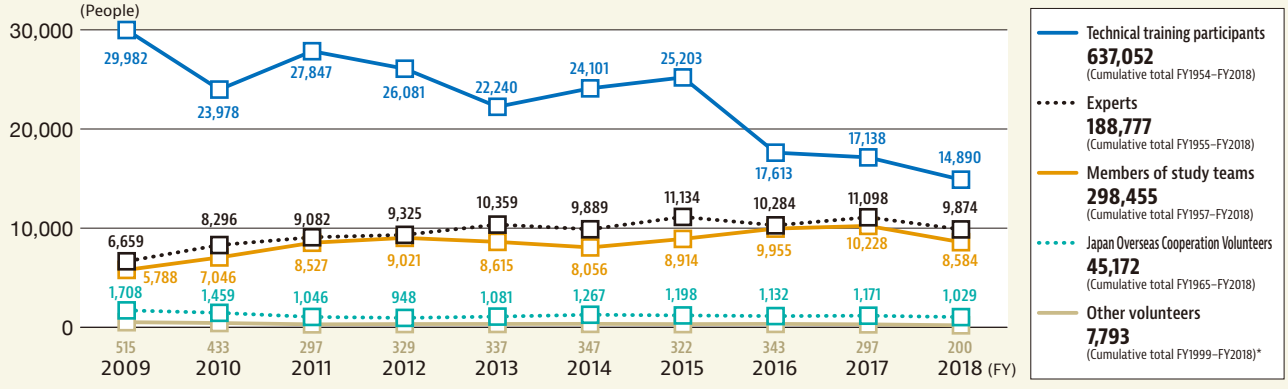
Note) In some cases, the numbers do not correspond to the figures reflected in the "Total" section because of rounding estimates.
*1 Technical Cooperation expenses include Technical Assistance expenses managed under the Finance and Investment Account budget, but exclude administration costs.
*2 Total commitment amounts of ODA Loans and Private-Sector Investment Finance.
*3 The amount is calculated based on the fiscal 2018 budget; it does not correspond to the total amount of Grant Agreements (G/As) concluded in fiscal 2018.

Trends in Number of Personnel by Type of Technical Cooperation

The number of newly dispatched personnel by type of JICA program in fiscal 2018 was as follows. The number of technical training participants was 14,890, while JICA dispatched 9,874 experts, 8,584 study team members, 1,029 Japan Overseas Cooperation Volunteers and 200 other volunteers. As a result, to date JICA has accepted a total of 637,052 technical training participants (FY1954–FY2018) and dispatched a total of 188,777 experts (FY1955–FY2018), 298,455 study team members (FY1957–FY2018), 45,172 Japan Overseas Cooperation Volunteers (FY1965–FY2018), and 7,793 Other Volunteers (FY1999-FY2018).

Trends in the number of personnel by type of cooperation since fiscal 2009 are shown in Table 10.

Table 10 Trends in Number of Personnel by Type of Technical Cooperation (cumulative total)



* Includes Senior Volunteers, Youth and Senior *Nikkei* Communities Volunteers 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, 2019, total assets amounted to ¥286,211 million, increasing ¥14,879 million from the previous business year, primarily due to the ¥16,716 million increase in cash and deposits. The ending balance of cash and deposits of ¥214,926 million includes donated funds for grant aid projects which amount to ¥175,806 million. Total liabilities were ¥231,230 million, increasing ¥25,970 million year-on-year, primarily due to the ¥11,199 million increase in operational grant liabilities.

(Unit: Millions of yen)

Assets	Amount	Liabilities	Amount
Current assets		Current liabilities	
Cash and deposits	214,926	Operational grant liabilities	31,300
Others	27,155	Funds for grant aid	174,791
Non-current assets		Others	17,513
Tangible assets	39,141	Non-current liabilities	
Intangible assets	3,323	Contra accounts for assets	6,999
Investments and other assets	1,666	Others	627
		Total liabilities	231,230
		Net assets	
		Capital	
		Government investment	62,452
		Capital surplus	(21,957)
		Retained earnings	14,485
		Total net assets	54,981
Total assets	286,211	Total of liabilities and net assets	286,211

2. Overview of Statement of Income

For the business year ended March 31, 2019, ordinary expenses amounted to ¥247,543 million, increasing ¥9,359 million from the previous business year. The major factor of the increase was the ¥5,933 million year-on-year increase in expenses for priority sectors and regions of which operational grants are the financial source. Ordinary revenues totaled ¥238,451 million, increasing ¥10,735 million year-on-year. The major factor of the increase was the ¥6,537 million increase in revenues from operational grants.

(Unit: Millions of yen)

	Amount
Ordinary expenses	247,543
Operating expenses	238,706
Expenses for priority sectors and regions	78,686
Expenses for domestic partnership	18,506
Expenses for operation support	37,417
Expenses for grant aid	94,985
Others	9,111
General administrative expenses	8,593
Financial expenses	243
Others	1
Ordinary revenues	238,451
Revenues from operational grants	139,031
Revenues from grant aid	94,985
Others	4,434
Extraordinary losses	34
Extraordinary income	68
Reversal of reserve fund carried over from the previous Mid-term Objective period	12,227
Total income for the current business year	3,168

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 2019* for detailed financial conditions.

Finance and Investment Account

1. Overview of Balance Sheet

For the business year ended March 31, 2019, total assets amounted to ¥12,630,929 million, increasing ¥351,987 million from the previous business year, primarily due to the ¥295,290 million increase in loans. Total liabilities were ¥2,887,600 million, increasing ¥222,370 million year-on-year, primarily due to the ¥125,921 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	12,300,294	Current portion of Bonds	67,305
Allowance for loan losses	(165,844)	Current portion of borrowings from government fund for Fiscal Investment and Loan Program	138,032
Others	385,840	Others	40,805
Non-current assets		Non-current liabilities	
Tangible assets	9,431	Bonds	733,299
Intangible assets	5,758	Borrowings from government fund for Fiscal Investment and Loan Program	1,899,402
Investments and other assets		Others	8,757
Claims probable in bankruptcy, claims probable in rehabilitation and other	87,063	Total liabilities	2,887,600
Allowance for loan losses	(83,193)	**Net assets**	
Others	91,581	Capital	
		Government investment	8,083,418
		Retained earnings	
		Reserve fund	1,626,110
		Others	77,771
		Valuation and translation adjustments	(43,969)
		Total net assets	9,743,329
Total assets	12,630,929	Total of liabilities and net assets	12,630,929

2. Overview of Statement of Income

For the business year ended March 31, 2019, total income amounted to ¥77,771 million, decreasing ¥1,417 million from the previous business year. This decrease resulted from ordinary revenues which decreased ¥5,607 million to ¥167,721 million while ordinary expenses decreased ¥4,104 million to ¥89,945 million. The major factor of decrease in ordinary revenues was the decrease in interest on loans which decreased ¥7,093 million year-on-year, while the decrease in ordinary expenses was primarily due to the decrease in provision for allowance for loan losses which decreased ¥6,465 million from the previous business year.

(Unit: Millions of yen)

	Amount
Ordinary expenses	89,945
Expenses related to operations of cooperation through finance and investment	89,945
Interest on bonds and notes	9,331
Interest on borrowings	16,541
Interest on interest rate swaps	6,720
Operations consignment expenses	33,865
Operating and administrative expenses	13,621
Others	9,868
Ordinary revenues	167,721
Revenues from operations of cooperation through finance and investment	165,946
Interest on loans	138,201
Dividends on investments	20,872
Others	6,872
Others	1,775
Extraordinary losses	6
Extraordinary income	2
Total income for the current business year	77,771

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 2019* for detailed financial conditions.

Promoting Diversity and Inclusion

Viewing work-style reform as a management strategy for promoting diversity and inclusion, JICA is striving to maximize its value by promoting new approaches to work and a work environment in which all employees can achieve their potential, and is fostering a proactive organizational culture that encourages a desire to take on new challenges.
JICA is also promoting the creating of innovation in developing countries in concert with a broad range of actors within and outside of JICA.

Promoting Work-Style Reform

Since fiscal 2015, JICA has been implementing work-style reform through the Smart JICA Project with the goals of: (1) further strengthening the harmony between work and career development, and personal life; (2) strengthening initiatives to promote a balance between overseas assignments, business trips and other duties and family life; (3) promoting male participation in childcare; and (4) reducing overtime work and encouraging employees to take paid leave. These initiatives have been successful in building a better understanding about work-life balance within the organization, and also in reducing the amount of overtime work and increasing the amount of paid leave employees take.

In fiscal 2017 JICA formulated Smart JICA 2.0 under which the scope of the goals and measures were enhanced. Work-style reform was positioned as a management policy, and through the leadership of JICA management, the entire organization worked together to tackle the issues of promoting new approaches to work, strengthening individual capabilities and improving productivity, and streamlining and increasing the efficiency of business operations.

Ten years after the launch of "New JICA" in 2008 and to mark the beginning of the Reiwa imperial era, in fiscal 2019 JICA upgraded the policy version to Smart JICA 3.0: Teamwork in Diversity to further expand this initiative.

In November 2018 JICA's efforts were widely recognized when the organization was the only public-sector agency chosen by the Ministry of Internal Affairs and Communications as a Telework Pioneer.

Promoting Female Workplace Participation

In March 2017, JICA drew up a five-year action plan on promoting a balance between work and childcare and nursing care as well as women's active participation in the workplace. This is being implemented in conjunction with work-style reform. Specifically, JICA convenes the Committee for Promoting the Action Plan for Supporting the Development of the Next-generation and Women's Active Participation in the Workplace, chaired by the senior vice president in charge of the Personnel Department, twice a year to formulate and monitor the progress of the annual action plan.

In particular, JICA plans to increase the ratio of women in managerial positions to at least 20% during the 4th Medium-term Plan (April 2017 – March 2022), and as at the end of March 2019, this ratio was 16.2% and continuing to show steady progress. JICA has already achieved the overall target value for women in managerial positions set by the government for independent administrative agencies, which is 15% by March 2021.

Measures for Employing Disabled Persons

JICA is taking active steps to employ persons with disabilities with a view to realizing diversity and inclusion in the workplace. JICA holds regular discussion meetings with the aim of creating accessible workplaces for disabled persons, and conducts inhouse training (E-learning) to deepen understanding about the considerations necessary for persons with disabilities.

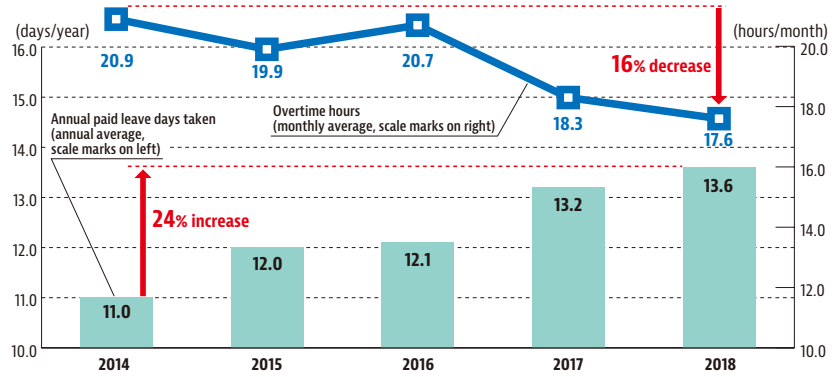
Overview of Smart JICA 3.0: Teamwork in Diversity

Goal

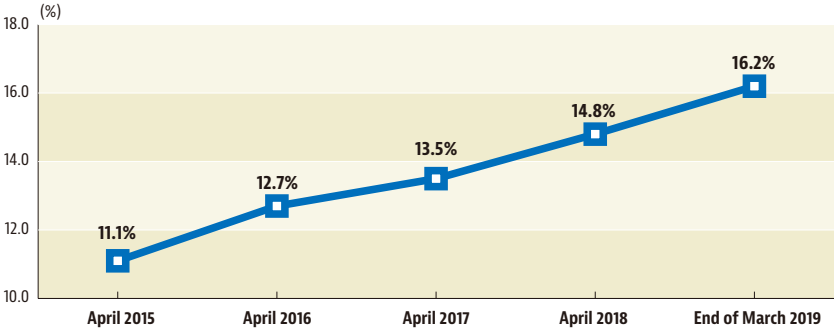
To maximize the value of JICA in the Reiwa era, JICA is creating an organizational culture which actively pursues new goals that include actors both within and outside the organization, while promoting new work approaches and a work environment in which all employees can achieve their potential. To this end, JICA will build teamwork based on empathetic and innovative goals, and promote much more streamlined and efficient work.

Pillar 1	Pillar 2	Pillar 3	Pillar 4
Build teamwork to create new values within diversity	Promote new work approaches for diverse human resources	Promote a work environment in which employees can achieve their potential	Promote streamlined and efficient business operations

Trends in Overtime Hours (Monthly Average) and Annual Paid Leave Days Taken (Annual Average) *Excluding Managerial Positions



Trends in the Ratio of Female Managers



Activities and Initiatives

This section introduces JICA's activities and initiatives by region and by issue as well as examples of cooperation with various partners.

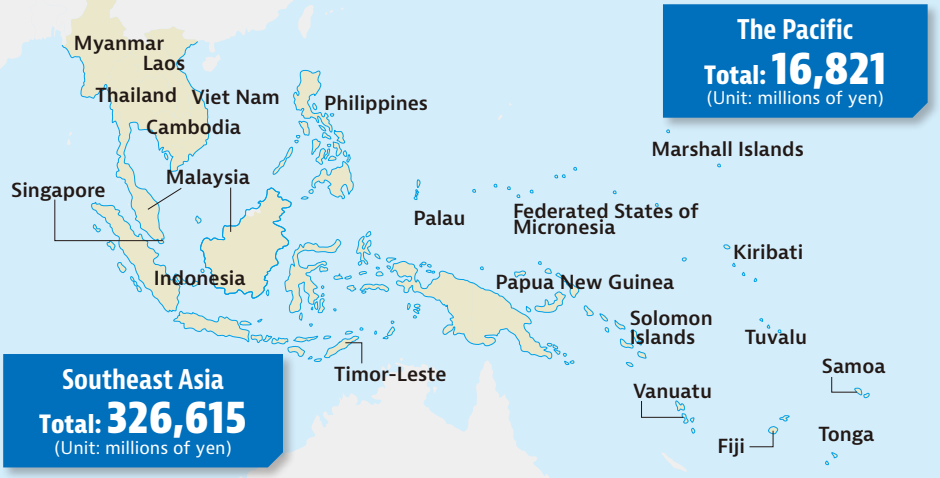
Photo credits, left to right: photo 1: Tomohito Ishigo; photo 2: Kenshiro Imamura; photo 4: Atsushi Shibuya

Southeast Asia and the Pacific

Seeking to Achieve Quality Growth under the "Free and Open Indo-Pacific"

JICA Programs in Southeast Asia and the Pacific (Fiscal 2018)

	Total value of JICA programs (Unit: millions of yen)	Composition ratio
Southeast Asia		
Viet Nam	77,177	23.6%
Indonesia	74,307	22.8%
Philippines	60,135	18.4%
Myanmar	59,446	18.2%
Thailand	25,429	7.8%
Cambodia	17,600	5.4%
Laos	7,954	2.4%
Timor-Leste	2,710	0.8%
Malaysia	1,852	0.6%
Singapore	3	0.0%
The Pacific		
Papua New Guinea	4,745	28.2%
Tonga	3,071	18.3%
Kiribati	2,236	13.3%
Palau	1,484	8.8%
Solomon Islands	1,426	8.5%
Samoa	1,148	6.8%
Vanuatu	910	5.4%
Fiji	810	4.8%
Tuvalu	611	3.6%
Federated States of Micronesia	242	1.4%
Marshall Islands	115	0.7%
Other 3 countries	24	0.1%



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), Finance and Investment Cooperation (disbursements), and Grants (newly concluded G/As) in fiscal 2018.
Note:
· Figures exclude JICA's cooperation for multiple countries and/or multiple regions and international organizations.
· For the Pacific, this map lists only countries with program value of ¥100 million and over.

Southeast Asia

Regional Issues

Bordering the Indian and Pacific Oceans, the ASEAN countries will become a dynamic presence to maintain and develop free and open international order based on the rule of law, and take the lead in promoting the stability and prosperity of the Indo-Pacific region—this ideal constitutes the core of the Japanese government's vision of a "Free and Open Indo-Pacific." It is critical that ASEAN develop as a free and open region, and this is directly linked to Japan's national interest. To this end, Japan must expand its strategic assistance to enhance the autonomy, independence, and integrity of ASEAN.

Promoting economic integration and strengthening connectivity, by, for example, the development of the East-West and Southern Economic Corridors, and Maritime Economic Corridor, in particular is the key to ASEAN integrity and sustainable growth. It is also critical for Japan to provide cooperation for marine infrastructure development and strengthening maritime law enforcement capabilities to maintain and strengthen free and open maritime order, and "quality growth" that overcomes economic disparity and establishes solid regional stability and prosperity. In addition, cooperation is necessary in many aspects, including climate change measures toward the global trend of decarbonization, and fostering future national leaders and administrative officials who play key roles in national management. Cooperation is also necessary on measures to counter regional vulnerability, including Rakhine State in Myanmar and Mindanao in the Philippines, as well as the development of peaceful, stable, and safe communities that share universal values such as the rule of law and good governance.

Support is also required for Timor-Leste's membership of ASEAN and to underpin its transition from the reconstruction period to the development stage.

JICA Initiatives

1. Encouraging "Quality Growth"

JICA provides assistance for "quality growth" that embraces inclusiveness, sustainability and resilience. JICA considers physical connectivity and key land and maritime transport infrastructure to be vital for meeting expanding infrastructure needs.

Urban problems such as traffic congestion and air pollution caused by sudden population increase hinder sustainable growth and are becoming a social issue. As the Southeast Asian countries continue their economic growth, JICA is placing priority on the development of the urban infrastructure and urban environment including traffic systems, waste disposal, and water supply and sewerage, which are crucial for improving urban functions and fostering the urban middle class. Indonesia's first subway commenced services [➡ see the case study on page 23]. JICA encourages quality infrastructure development which serves as the foundation for environmentally friendly quality growth that improves the lives of local communities through job creation and access to social services.

JICA is also continuing to promote infrastructure development in the East-West Economic Corridor and the Southern Economic Corridor in Indochina to enhance east-west connectivity in Southeast Asia, and is working to strengthen "vibrant and effective connectivity," such as improving customs systems

and personnel training for this with the aim of strengthening institutional connectivity.

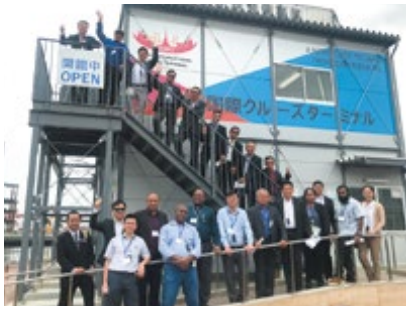
2. Initiatives for Regional Stability

JICA is providing cooperation for strengthening maritime law enforcement and maritime security capabilities, and assistance to remote islands in Indonesia to contribute to the realization of free and open maritime order based on the rule of law. Focusing on strengthening governance and promoting democratization, JICA is providing assistance to ethnic minorities in Myanmar and to the Mindanao peace process in the Philippines, and providing support for the reconstruction and recovery of the Philippines city of Marawi [➡ see the case study on page 24].

Immediately following the earthquake that struck Indonesia's Sulawesi Island in September 2018 and at the request of the Indonesian government, JICA implemented an emergency response, and after confirming the level of assistance required, formulated a reconstruction master plan proposing reconstruction projects that made full use of Japan's expertise in this area [➡ see page 9].

3. Climate Change

The impact of climate change is quite severe in the ASEAN region with its large population concentrated in coastal cities, and support for disaster risk reduction and other climate change measures must be strengthened. At the same time, energy demand in ASEAN is soaring, so energy policies that strike a balance between growth and the environment are crucial. JICA is therefore promoting the active use of Japan's low-carbon technologies, and is also tackling the construction of new energy supply chains including liquid natural gas (LNG) terminals, an area where Japanese companies are at the forefront in technical expertise.



Ports and harbor officials from Southeast Asia and the Pacific region were invited to Japan to foster networking under the "Free and Open Indo-Pacific."

In fiscal 2018, JICA implemented the Construction of Jakarta Mass Rapid Transit Project in Indonesia with a view to promoting resilient urban development and infrastructure investment that meets low-carbon and climate change needs, and the Project for Improvement of Equipment and Facilities on Meteorological and Hydrological Services in Laos to strengthen comprehensive climate risk management. JICA is currently implementing the Project of Capacity Development for the Implementation of Climate Change Strategies in Indonesia to improve climate change policies and systems in the country.

4. Human Resources Development

ASEAN countries are undergoing a generational change among people who are deeply interested in and have a strong affinity for Japan. Through the JICA Development Studies Program [➡ see page 65], JICA is strategically strengthening long-term training programs (Knowledge Co-Creation Programs) for future leaders and promising administrative officials who play a key role in national management, and is also fostering

Indonesia: Construction of Jakarta Mass Rapid Transit Project

"All-Japan" support for the construction and its operation and maintenance

President Joko Widodo addressing the large crowd of local residents at the MRT opening ceremony

At the end of March 2019, the Jakarta Mass Rapid Transit (Jakarta MRT South-North Line), the first subway in Indonesia, began operating in the Indonesian capital Jakarta.

The population of the Jakarta Metropolitan Area is rising at a rapid pace, and the number of commuters to the central part of Jakarta, where economic activities are concentrated, is increasing each year. The Jakarta Metropolitan Area depends on the road network for most passenger and cargo transportation, so traffic congestion is serious, worsening the investment environment and increasing air pollution with exhaust gas.

The Jakarta MRT South-North Line Project has been implemented with All-Japan cooperation, in which JICA provided ODA Loans and Japanese companies carried out all aspects, from civil work, rolling stock delivery, and electrical and mechanical systems, to construction supervision and consulting services, including support for organizational development and operational management.

The ongoing modal shift from automobile to public transportation is expected to address the rising demand for transportation, alleviate traffic congestion, improve the investment environment, and reduce the burden on the environment in Indonesia.

personnel in advanced industries at the forefront of industrial development and technological innovation. Under the Global Public Leadership Program (SDGs Global Leadership Program from fiscal 2019), JICA hosted 28 participants at eight universities in fiscal 2018. In November, JICA held a networking conference where participants, JICA and university representatives gathered to build relationships of trust with future national leaders.

JICA will provide support to Timor-Leste for training the personnel responsible for improving administrative capabilities and institution building through the Project for Human Resource Development Scholarship under Grant Aid.

Under the "Free and Open Indo-Pacific," an issue facing ASEAN in the new era is a need to foster a sound and healthy middle class that fully respects freedom, democracy, equality, the rule of law, and good governance, and can play a central role in national development. With a view to the middle class, JICA is promoting cooperation for urban environmental development, agriculture, food safety and nutrition, health, sport and medical care, and education.

In implementing cooperation, JICA will continue to make maximum use of the broad-ranging expertise and know-how of private-sector companies, universities and research institutions, and local governments.

The Pacific

Regional Issues

JICA provides assistance to 14 Pacific island countries. These countries have diverse languages and their own cultures and customs. While their development status differs, they face the common challenges unique to island countries: they are small, isolated, and remote.

Japan and the Pacific island countries have been holding the Pacific Islands Leaders Meeting (PALM) every three years since 1997 where various regional and national issues are discussed at the summit level.

The Eighth Pacific Islands Leaders Meeting (PALM8) was held in Iwaki, Fukushima Prefecture, in May 2018, and the cooperation and assistance initiatives were announced after discussions among the leaders of Pacific island countries and Japan as follows.

(1) Assistance for maritime safety, including maritime law enforcement and management of marine resources based on the concept of a "free and open sustainable ocean."
(2) Strengthening the basis for resilient and sustainable development through developing ports, harbors, and other infrastructure, further promoting the introduction of renewable energy, and assisting in the field of climate change, the environment and disaster risk reduction, trade and investment, and tourism.
(3) Active people-to-people exchanges.

JICA Initiatives

JICA is providing comprehensive assistance under the cooperation and assistance initiatives adopted at PALM8.

1. Marine Cooperation

Stable maritime order, maritime security, and sustainable development and management of marine resources are crucial

Philippines: Cooperation for Peace in Mindanao

Underpinning lasting peace with the relationship of trust

Assistance for rice cultivation in Bangsamoro (southwestern region of Mindanao)

Conflict between Muslim groups seeking autonomy and the Philippine government had been continuing for about 50 years in the southwestern region of Mindanao, but under the Bangsamoro Organic Law established in 2018, the Bangsamoro Transition Authority (BTA) was inaugurated in February 2019.

Together with the Ministry of Foreign Affairs, JICA has been cooperating for human resources development and improving livelihoods in the region for about 20 years in an effort to promote peace. Before the inauguration of BTA, based on the mutual trust developed with both the Moro Islamic Liberation Front and the Philippine government, JICA participated in the monitoring team for the plebiscite to determine the autonomous region, and assisted in the organizational formation of the BTA.

Toward the establishment and full-scale functioning of the Bangsamoro Government scheduled in 2022, JICA will provide technical cooperation aimed at strengthening governance and improving livelihoods, Grants for building vocational training centers, and ODA Loans for building and rehabilitating access roads to intercity highways.

JICA will continue to advance durable peace and sustainable development in the region.

for Pacific island countries. With the aim of eliminating illegal, unreported and unregulated (IUU) fishing, JICA provided training in Japan for participants from 12 Pacific island countries in cooperation with the United States [➡ see the case study below].

JICA has provided technical cooperation for improving coastal resource management capabilities in Vanuatu and the Solomon Islands. It has also supported port development, and provided technical cooperation on operation and maintenance of vessel and port facilities in Pacific island countries by dispatching regional advisers to Fiji.

2. Environmental Management

JICA has been supporting institution building for sustainable waste management at the regional and national levels in Pacific island countries in cooperation with the Secretariat of the Pacific Regional Environment Programme (SPREP), based in Samoa, and contributed to a reduction of plastic waste in the oceans and measures to counter global warming. In the metropolitan coastal area in Papua New Guinea, untreated sewage was released into the ocean. JICA contributed to improving sanitation for residents and protecting the marine environment with the completion of a sewage treatment plant in the area.

3. Disaster Risk Management and Climate Change

JICA has been supporting reinforcing meteorological training functions for the Fiji Meteorological Service for personnel in Pacific island countries [➡ see the case study on page 39] and has supported establishing the Pacific Climate Change Center in cooperation with SPREP.

Reception for the third intake of Pacific-LEADS participants

4. Stable Supply of Energy

JICA has been extending 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.

5. Human Resources Development

JICA provides government officials who will play key roles in respective governments in the future with the opportunity to study in Japan under the Pacific Leaders' Educational Assistance for Development of States (Pacific-LEADS). Following the 41 participants in both fiscal 2016 and fiscal 2017, JICA accepted 20 new participants in fiscal 2018 and provided internship programs for the participants at central or local governments.

Twelve Pacific Countries: Policies and Countermeasures against Illegal, Unreported and Unregulated (IUU) Fishing (Country Focus Knowledge Co-Creation Program)

Sharing Japanese expertise for the sustainable use of marine resources

Participants receiving a Japan Coast Guard briefing on IUU fishing countermeasures

Marine resources are economically, socially and culturally crucial to Pacific island countries with their vast exclusive economic zone. In recent years, however, excessive exploitation of those resources due to illegal, unreported and unregulated (IUU) fishing has become a serious problem that requires strong countermeasures.

In November and December 2018, training aimed at eliminating IUU fishing in the Pacific was held in Japan for 12 Pacific island countries (Papua New Guinea, Fiji, Tonga, Vanuatu, Samoa, Solomon Islands, Marshall Islands, the Federated States of Micronesia, Palau, Kiribati, Tuvalu, and Nauru).

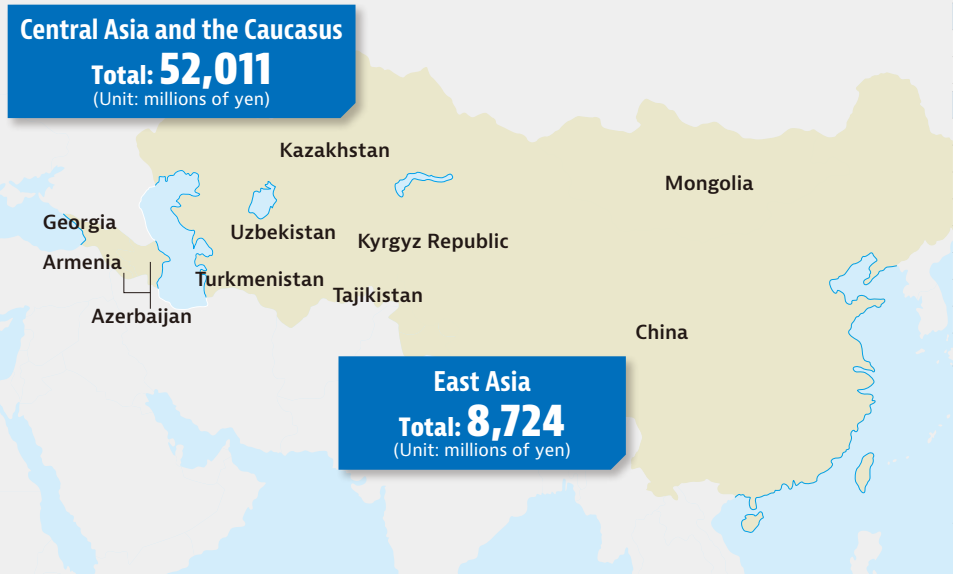
With cooperation from the Fisheries Agency, Japan Coast Guard, and private-sector companies, participants attended lectures, visited sites, and gained an understanding about Japan's expertise in combatting IUU fishing, including collaboration among the relevant ministries and agencies, and dealing with violations of fishing-related laws and regulations. Lectures were also held by the National Oceanic and Atmospheric Administration as a part of collaboration with the U.S. in maintaining and promoting a Free and Open Indo-Pacific.

Participants stated that they intended to utilize the knowledge they gained in Japan in their own countries. JICA will continue to provide support for enhancing IUU fishing countermeasures in the Pacific.

East Asia and Central Asia

Enhancing International Connectivity and Ensuring Comprehensive and Sustainable Development

JICA Programs in East Asia and Central Asia (Fiscal 2018)



	Total value of JICA programs (Unit: millions of yen)	Composition ratio
East Asia		
Mongolia	8,324	98.2%
China	400	1.8%
Central Asia and the Caucasus		
Uzbekistan	43,270	83.2%
Azerbaijan	3,987	7.7%
Kyrgyz Republic	3,007	5.8%
Tajikistan	1,248	2.4%
Georgia	286	0.5%
Turkmenistan	105	0.2%
Kazakhstan	61	0.1%
Armenia	48	0.1%

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), Finance and Investment Cooperation (disbursements), and Grants (newly concluded G/As) in fiscal 2018.
Note:
· Figures exclude JICA's cooperation for multiple countries and/or multiple regions and international organizations.

Regional Issues

JICA operates ODA in 10 developing countries of the East Asian and Central Asian region: China, Mongolia, the five Central Asian countries, and the three Caucasus countries.

Nine of the countries, except China, are former socialist states and are now transitioning to market-oriented economies. Many of them have been influenced by the two neighboring major powers, Russia and China. The independence and stability of the countries in the region are supposed to benefit not only these countries themselves but also other countries concerned.

However, regional connectivity has become weaker due to conflicts of the national interests of these countries after the disintegration of the former Soviet Union. Endowed with natural resources, Kazakhstan, Turkmenistan, Azerbaijan, and Mongolia are experiencing rapid economic growth; however, their economies are vulnerable to fluctuating global commodity prices. Their fragile economic structure comes partly from their traditional monoculture economies that depend for growth on underground resources or, in the case of Uzbekistan, cotton plants.

In recent years, there is concern that sluggishness of prices of natural resource, recession of the Russian economy, and slowing Chinese economic growth will have a bad effect on the economies in the region. Tajikistan and the Kyrgyz Republic, in particular, are even exposed to the risk that the economic downturn will affect their social conditions as their economies. These two countries are not endowed with natural resources and their economies rely largely on remittances from their migrant workers in Russia and Kazakhstan.

JICA Initiatives

Since the 1990s, Japan has been engaging with the Central Asian countries and Mongolia as the top bilateral donor. These countries appreciate the contributions of Japan and have high expectations for future cooperation.

Especially, they highly evaluate human resource development cooperation such as the Project for Human Resource Development Scholarship (JDS) program, the Japan Center projects, and other Japan-based training programs for learning Japan's approaches and experience concerning development and promotion of market-oriented economies. Therefore, they expect JICA's commitment to human resource development to be continued and expanded. In recent years, some countries have mentioned a need for innovation strategies to promote economic development and thus hope to collaborate with Japanese universities.

With the three Caucasus countries, JICA will pursue activities in fields where expectations for Japan are high as a result of its existing track record of cooperation, such as disaster risk reduction in Armenia and energy fields in Azerbaijan.

The following paragraphs describe JICA's initiatives and major achievements in fiscal 2018.

1. Governance Strengthening

JICA worked with Japanese universities to train social scientists and young civil servants from Uzbekistan, Tajikistan, and Georgia. For Uzbekistan, JICA is also considering assistance for improving their investment climate by taking advantage of JICA's past assistance in legal system development.

2. Industrial Diversification

JICA launched a project for formulating a national

comprehensive master plan for Mongolia to support the balanced development of the entire country. In Tajikistan, JICA conducted a data collection survey for promoting exports and SMEs. In Uzbekistan, it started a preparatory survey in the horticulture sector aimed at industrial diversification and export promotion.

3. Infrastructure Development

As in fiscal 2017, JICA continued its contribution to enhancing connectivity and narrowing disparities in and out of the region through infrastructure development support, which covered planning and constructing airports, international roads, and power stations. With Mongolia, JICA signed a contract on a Private-Sector Investment Finance project for solar power generation—a co-financing project together with the Asian Development Bank (ADB).

4. Human Resources Development

In fiscal 2018, JICA continued to support higher engineering education in Mongolia by inviting students to Japan for study at universities and *Kosen* (Japanese-style polytechnics). The governments of some partner countries in the region requested that the quota of students from these countries who are eligible for JDS be increased. In response, JICA expanded this quota for Kyrgyzstan by two students. It is now considering such quota expansion for Tajikistan and Uzbekistan as well.

JICA will further maintain and deepen good relations with the countries in the region with a focus on the following priorities:

- Strengthening governance, diversifying industries, developing infrastructure, and developing human resources.

Engineers from a power station in Uzbekistan receiving training in Japan on how to operate and maintain a gas turbine

- In particular, initiatives that form a base for diversification of industrial activities, such as industrial human resources development. For strengthening governance, development of human resources in the fields of finance, policy, and institution.
- Quality infrastructure development with consideration for regional and inter-regional connectivity and reduction of domestic disparities.

In October 2018, the Japanese government announced that it will no longer implement any new ODA projects for China. The Chinese government highly appreciated Japan's ODA to the country over the past 40 years. The contribution by Japan's ODA to China was widely reported by the media in both countries. JICA remains committed to steadily carrying out ongoing projects which are scheduled for completion by the end of March 2022. It will also record and review Japan's ODA for China and then share such records and review findings in Japan and abroad.

Mongolia: Project for Strengthening the National Capacity of Earthquake Disaster Protection and Prevention

Strengthening disaster risk governance by taking advantage of Japan's experience and expertise

Children being briefed on a DRR backpack during a disaster drill

For the Japanese, Mongolia may not seem like a country vulnerable to earthquake disaster, but it has experienced a number of major earthquakes of around magnitude 8. Recently, active faults were found near Ulaanbaatar, the capital city.

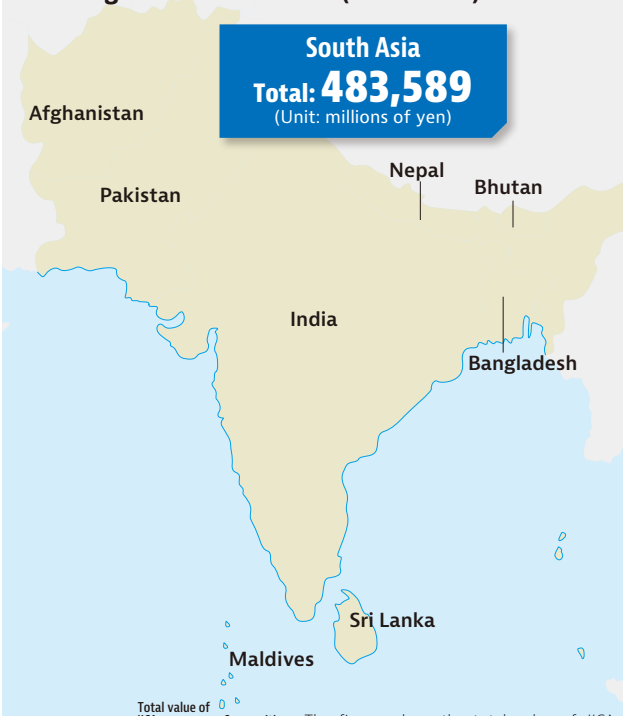
Since 2016, JICA has been implementing the Project for Strengthening the National Capacity of Earthquake Disaster Protection and Prevention in Mongolia, the executing agency of which is the disaster management agency for the Mongolian government, namely the National Emergency Management Agency (NEMA). In this project, JICA has been supporting capacity building and disaster risk reduction (DRR) education for its personnel. Project activities include drawing up disaster preparedness and response plans that incorporate the concepts included in the Sendai Framework for Disaster Risk Reduction 2015–2030, as well as developing school DRR education guidelines. The project has already completed the country's first white paper on DRR.

In July 2018, Ulaanbaatar hosted the Asian Ministerial Conference on Disaster Risk Reduction, bringing together some 3,000 participants from more than 50 countries. During the conference, the Mongolian government organized a seminar on city resilience and made a significant contribution to the adoption of the Ulaanbaatar Declaration—the Conference's main outcome document—in cooperation with the JICA project.

South Asia

Contributing to "Quality Economic Growth" and "Foundation-Building for a Free and Democratic Society"

JICA Programs in South Asia (Fiscal 2018)



	Total value of JICA programs (Unit: millions of yen)	Composition ratio
India	278,293	57.5%
Bangladesh	153,612	31.8%
Sri Lanka	20,091	4.2%
Nepal	12,794	2.6%
Pakistan	10,950	2.3%
Afghanistan	5,991	1.2%
Bhutan	1,776	0.4%
Maldives	81	0.0%

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), Finance and Investment Cooperation (disbursements), and Grants (newly concluded G/As) in fiscal 2018.
Note:
· Figures exclude JICA's cooperation for multiple countries and/or multiple regions and international organizations.

Regional Issues

South Asia embraces a variety of religions, ethnicities, cultures, and languages, and more than half of the region's population of 1.8 billion are said to be under age 25. While the region shows great growth potential and economic growth is rising steadily, the number of people living in absolute poverty (about 250 million) accounts for one-third of the world's total.* Joint efforts are needed to reduce national and regional disparity, and build inclusive and sustainable communities: the purposes of the Sustainable Development Goals (SDGs).

Despite steady economic growth, there has been insufficient development of social capital in both hard and soft aspects and human capital. This is a bottleneck for future growth. As the region is also beset with an unstable security situation and is vulnerable to natural disasters, the proper management of the downside risk is essential.

JICA Initiatives

The stability and development of South Asia, a strategic region linking ASEAN and the Middle East and Africa, is vital for overall global stability and development.

Focusing on human security, JICA is extending cooperation that meets the needs of individual countries and strengthens national and regional connectivity. Under the Partnership for Quality Infrastructure, the vision of a Free and Open Indo-Pacific, and intergovernmental joint statements on strengthening partnerships, JICA is working with various countries and international organizations to promote quality economic growth and foundation-building for a free and democratic society.

In fiscal 2018, JICA gave priority to (1) developing economic foundations and improving connectivity, (2) ensuring peace and stability and improving basic public service delivery, and (3) improving access to basic human needs. JICA activities in these priority areas during fiscal 2018 are described below.

1. Developing Economic Foundations and Improving Connectivity

In India, Bangladesh, and Sri Lanka, under intergovernmental joint statements, JICA formulated and extended cooperation that contributes to developing economic infrastructure focused on transport (roads and ports) and power, and improving connectivity. There is great demand for developing infrastructure in both hard and soft aspects and for improving the investment climate in South Asia, with its large population and high pace of urbanization. JICA puts importance on projects that strengthen industrial competitiveness and promotes the private-sector investment that is essential for lasting growth.

2. Ensuring Peace and Stability and Improving Basic Public Service Delivery

To promote the democratization process in Nepal, JICA provided support for building the foundation for nationwide implementation of community mediation, and helped to improve dispute-resolution capacity at the community level. JICA implemented projects in Bangladesh covering health, sanitation, and water supply for the camp for displaced people from Myanmar and neighboring communities in order to cope with the protracted stay of the displaced people.

JICA also provided cooperation for enhancing counter-terrorism and security capabilities, including strengthening airport security in Pakistan, and improving police capabilities in Afghanistan and Bangladesh.

3. Improving Access to Basic Human Needs

JICA formulated projects aimed at eradicating polio in Pakistan and Afghanistan, and at assisting measures to counter non-infectious diseases in Sri Lanka, as a means of strengthening

* Calculated from data contained in World Bank "Poverty and Shared Prosperity 2018: Piecing Together Poverty Puzzle"

institutional capacities to prevent infectious and non-infectious diseases in the region. In the field of agriculture and rural development, state laws were amended in India to recognize the participation of female farmers in the decision-making process in Water User Associations at the encouragement of JICA from the very early stage in the irrigation and farming projects currently implemented. This has led to other examples of promoting gender mainstreaming. JICA also formulated an ODA Loan program in India comprehensively covering the fields of basic education, health, and agriculture to achieve the SDGs.

In the area of disaster risk reduction, JICA began technical cooperation that contributes to disaster-resilient nation building, through extensive rebuilding of housing and schools and reconstruction of public infrastructure such as hospitals, based on the concept of Build Back Better in Nepal as assistance under the Sendai Framework for Disaster Risk Reduction. JICA also started to formulate ODA Loans and technical cooperation for landslide disasters and technical cooperation to counter urban flooding in Sri Lanka.

Partnerships with Local Governments and the Private Sector

JICA is strengthening and expanding collaboration with local governments and private-sector companies when extending cooperation. For example, JICA is currently implementing a human resources development project in ICT in Bangladesh with the aim of addressing issues facing both Japan and developing countries: local governments, universities, and private-sector companies in Japanese regions with a declining labor population, and developing countries with a shortage of jobs for young people. In ODA Loan projects for Indian agriculture, JICA promoted the introduction and use of outstanding technologies developed by Japanese small and medium enterprises that have been proven effective and applicable to India under JICA's SDGs Business Supporting Survey for public-private partnerships.

Bangladesh: Health and sanitation nurses at the camp for displaced people from Myanmar with sanitation supplies (Project for Capacity Building of Nursing Services)

Considering that South Asia is home to many poor people and vulnerable to natural disasters, and also Japanese government policies including the vision for a Free and Open Indo-Pacific, JICA will continue to promote cooperation that focuses on strengthening intra- and inter-regional connectivity; enhancing industrial competitiveness, including improving the investment environment; ensuring peace, stability, and security; improving access to basic human needs; and addressing global issues. JICA will also provide assistance for training key personnel who will play a leadership role through programs for receiving foreign students and training participants.

Nepal: Project on Capacity Development for the Implementation of Economic Census 2018

Japanese know-how used in Nepal's first economic census

Census collector (right) asking a Kathmandu bakery owner questions for the census

Although there have been censuses covering population and agriculture in Nepal, the government has never conducted an economic census (national census on business establishments and companies). The economic census provides vital information for policy formulation as the data gained on budgets and implementation systems can lead to an understanding of the national economic structure and scale.

With cooperation from the Statistics Bureau of the Ministry of Internal Affairs and Communication, JICA is extending comprehensive technical cooperation from census planning to implementation, tabulation, publication, and analysis of results based on Japanese know-how.

In an effort to increase the response rate and improve data collection efficiency, the National Economic Census 2018 was the first statistical survey by the Nepal government to utilize IT survey methods, including accepting responses over the internet and the use of tablet devices by census collectors. From the experience gained in this economic census, the government will utilize IT in the population census scheduled for 2021 to further enhance the effectiveness and efficiency of its implementation.

Government statistics such as the National Economic Census 2018 in Nepal are expected be used for policy formulation and planning to ensure the stability of Nepal's economic structure.

Latin America and the Caribbean

Formation of New Partner Relationships

JICA Programs in Latin America and the Caribbean (Fiscal 2018)

Central America and the Caribbean	Total value of JICA programs (Unit: millions of yen)	Composition ratio
Costa Rica	4,902	22.9%
Cuba	3,117	14.6%
Guatemala	2,445	11.4%
Nicaragua	2,387	11.2%
Guyana	1,996	9.3%
El Salvador	1,158	5.4%
Honduras	1,089	5.1%
Panama	821	3.8%
Saint Lucia	806	3.8%
Mexico	803	3.8%
Haiti	796	3.7%
Dominican Republic	496	2.3%
Jamaica	369	1.7%
Other 10 countries	221	1.0%

South America	Total value of JICA programs (Unit: millions of yen)	Composition ratio
Brazil	7,042	31.9%
Paraguay	4,713	21.4%
Peru	4,544	20.6%
Bolivia	2,884	13.1%
Ecuador	1,320	6.0%
Colombia	747	3.4%
Argentina	457	2.1%
Chile	254	1.2%
Uruguay	99	0.4%
Venezuela	11	0.1%

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), Finance and Investment Cooperation (disbursements), and Grants (newly concluded G/As) in fiscal 2018.
Note:
· Figures exclude JICA's cooperation for multiple countries and/or multiple regions and international organizations.
· For Central America and the Caribbean, this map lists only countries with program value of ¥100 million and over.

Regional Issues

Latin America and the Caribbean, located on the opposite side of the earth, constitute the region farthest from Japan. Through media coverage of visits to the region by the Imperial Family members marking the anniversaries of Japanese immigrations, and consuming fishery and agricultural products from the region, there are, however, many opportunities to find familiarity with Latin America and the Caribbean.

Latin America and the Caribbean comprise 33 countries with a total population of 640 million, accounting for 8.4% of the world population.[1] The region's GDP accounts for $4.74 trillion, approximately 1.7 times larger than that of ASEAN, as of 2017.[2] Japan and many of the countries in the region traditionally maintain friendly relationships attributed to the presence of more than 2.1 million Japanese emigrants and their descendants, known as *Nikkei*, and their large exports of food and mineral resources to Japan, among other reasons. Moreover, stable democracy, environmental measures, being members of the G20, and participating in trans-Pacific economic agreements further strengthen ties between Japan and a number of the countries in the region. The region's average income is relatively high on account of high-income countries, notably Chile and Uruguay, which joined the group of high-income countries in January 2018, as well as countries with relatively high income such as Mexico, Brazil, and Argentina.

However, the region continues to confront many development issues, such as regional and internal disparities; vulnerabilities to climate change and natural disasters, particularly in the small island states in the Caribbean; the middle-income trap[3]; and other social issues, such as aging population, that Japan is also facing.

JICA Activities

JICA's development cooperation with Latin America and the Caribbean aims to (1) focus on specific sectors while leveraging its achievements gained through past cooperation in the region, and (2) further strengthen friendly relations between Japan and the region's countries to take coordinated actions in the international arena. Specifically, JICA is extending its cooperation in areas such as infrastructure development that helps to improve the investment environment, disaster risk reduction, climate change measures, and reducing economic disparity. JICA is also committed to developing human resources who are supportive of and knowledgeable about Japan and to strengthen ties with *Nikkei* communities [➡ see page 64].

1. Infrastructure Development

A lack of logistics infrastructure development and cumbersome border-crossing procedures in Central America have adversely affected regional connectivity. JICA has therefore begun providing assistance to formulate a master plan to facilitate strategic logistics beyond national boundaries for six countries in Central America. JICA is also transferring technologies for demand forecasting and planning in transportation and logistics.

2. Disaster Risk Reduction (DRR)

Similar to Japan, Chile frequently suffers from earthquakes,

1., 2. World Bank World Development Indicators (2017)
3. 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.

tsunamis, and other natural disasters, and JICA has extended cooperation in DRR over many years. Under the strategic partnership between Chile and Japan, JICA has promoted human resource development for DRR in the entire region of Latin America and the Caribbean, through disseminating the knowledge and techniques accumulated in Chile to the rest of the region. Furthermore, in October 2018, JICA began a new technical cooperation project to further strengthen Chile's DRR governance.

Brazil: Japanese experts and Brazilian researchers conducting a forest survey (Project for Biodiversity conservation in Amazon based on a new concept of "Field Museum")
© Tsuneaki Yabe

3. Climate Change Measures

In Peru, JICA has provided cooperation aimed at mitigating climate change caused by the deforestation of tropical rainforests, in order to conserve forests and the biodiversity of the Amazon, the world's largest tropical rainforest. In Brazil, JICA has provided assistance for creating a new model of coexistence between humans and nature through developing the "Field Museum," whose exhibits are the natural environment itself and through which scientific research of ecosystems, environmental education, and ecotourism are promoted.

4. Reducing Economic Disparity

JICA has extended cooperation for resolving pesticide residue problems in sesame seeds, which is an important source of revenue for Paraguayan small farmers, with a view to further promoting exports by Paraguay, one of the world's leading agricultural products exporters, and stimulating economic growth and poverty reduction. JICA is also providing assistance to improve roads for better access from agricultural areas to shipping ports through the ODA Loan project "Eastern Region Export Corridor Improvement Project." In this way, JICA is contributing to world food security, including that of Japan, which is a major export market for sesame seeds and other products from Paraguay.

5. Human Resources Development with a Training Program That Offers Opportunities to Study in Japan

JICA is implementing programs for the development of human resources. Such programs are aimed at promising young administrators and researchers who will contribute to developing the potential of their countries and advancing socioeconomic development in the region. In fiscal 2018, JICA commenced a new technical cooperation project titled "SDGs Global Leadership Program (Latin America and the Caribbean)" by inviting young administrators and researchers to promote development cooperation in an effort toward achieving the Sustainable Development Goals (SDGs) in the region and building long-lasting friendly relations with Japan.

In future cooperation, JICA will work together with diverse development partners such as the Inter-American Development Bank and private companies, and extend its cooperation in developing economic infrastructure, promoting renewable energy and energy saving, training human resources for DRR, and environmental conservation. Such cooperation is based on the three guiding principles: "Progress together," "Lead together," and "Inspire together," and Japan's Initiative to Enhance Connectivity (connectivity of economies, values, and wisdom), both the basis of the Japanese government's policy concerning Latin America and the Caribbean. JICA is also striving to reduce social disparities including immigration and refugee issues [➡ see the case studies below and on page 36]. Moreover, JICA is committed to developing human resources who are supportive of and knowledgeable about Japan and strengthening ties with *Nikkei* communities for fostering networking between Japan and Latin America and the Caribbean.

Latin America and the Caribbean Region: Triangular Cooperation among Japan, Brazil and Central America to Promote the Community Police System

Contributing to the immigration issue by improving security

Guatemala: Police officer interacting with local residents (Project for Strengthening of Police Human Resources through the Promotion of Community Police)

In October 2018, a 3,000-strong immigrant caravan left northern Honduras and headed north, passing through Guatemala and entering Mexico with the ultimate goal of reaching the United States. The reason for such large-scale migration from the three northern countries (El Salvador, Guatemala, and Honduras) in Central America is not just poverty; many are fleeing the violence, extortion, and active recruiting by criminal gangs known as Maras. Improving security is vital for resolving the immigration issue.

In the past, JICA provided support for the spread of the Japanese model of the community police system through the Project on Nationwide Dissemination of Community Policing in Brazil, and based on this experience, JICA is promoting triangular cooperation among Japan, Brazil, and Central America in which Brazilian experts are sent to countries in Central America.

Utilizing the experience gained in Brazil, JICA is currently implementing the Project for Strengthening of Police Human Resources through the Promotion of Community Police in Guatemala, a major source of immigrants. The greater trust and confidence the police are gaining from the local community has resulted in an increase in arrests, a reduction in the number of murders, and an improvement in community security.

Africa

Steady Progress on the TICAD VI Commitments and Heading toward TICAD 7

JICA Programs in Africa (Fiscal 2018)

	Total value of JICA programs (Unit: millions of yen)	Composition ratio
Kenya	28,095	22.5%
Mozambique	14,528	11.6%
Uganda	8,803	7.0%
Ethiopia	7,535	6.0%
Tanzania	6,962	5.6%
Rwanda	6,530	5.2%
Côte d'Ivoire	4,698	3.8%
Madagascar	4,343	3.5%
South Sudan	3,996	3.2%
Senegal	3,970	3.2%
Democratic Republic of the Congo	3,139	2.5%

	Total value of JICA programs (Unit: millions of yen)	Composition ratio
Sudan	2,864	2.3%
Cameroon	2,529	2.0%
Zambia	2,394	1.9%
Ghana	2,186	1.7%
Burkina Faso	2,086	1.7%
Nigeria	1,601	1.3%
Malawi	1,527	1.2%
South Africa	963	0.8%
Angola	501	0.4%
Other 29 countries	15,888	12.7%

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), Finance and Investment Cooperation (disbursements), and Grants (newly concluded G/As) in fiscal 2018.
Note:
· Figures exclude JICA's cooperation for multiple countries and/or multiple regions and international organizations.
· The map lists only countries where JICA's overseas offices are located.

Regional Issues

The Sixth Tokyo International Conference on African Development (TICAD VI) in August 2016 reviewed the emerging challenges and developments in Africa and identified three priority areas to be addressed: (1) promoting structural economic transformation through economic diversification and industrialization; (2) promoting resilient health systems for quality of life; and (3) promoting social stability for shared prosperity. The Japanese government announced it would invest a total of some $30 billion (about ¥3 trillion) in Africa over a three-year period beginning in 2016 under public-private partnerships.

As there was need for cooperation for new contribution measures during preparations for TICAD 7, held in August 2019, JICA continued to discuss with the Japanese government and relevant organizations, African governments, international organizations, and private-sector companies focusing on the keywords of "innovation" and "collaboration with the private sector."

JICA Initiatives

Contribution to Achievement of TICAD VI Commitments

Fiscal 2018 is the final year of "Japan's TICAD VI Initiative" (2016–2018) announced by the Japanese government at TICAD VI. Over these three years, JICA has made a significant contribution to achieving the commitments announced by the Japanese government in this initiative.

1. Support for Human Resources Development under the ABE Initiative

Over the three years, 746 students have been accepted under the African Business Education Initiative for Youth (ABE Initiative), and when combined with the human resources development program by the Association for Overseas Technical Cooperation and Sustainable Partnership (AOTS), JICA has contributed to achieving the target of accepting 1,500 students over three years. JICA is also taking part in arranging internships at Japanese companies, holding networking events, and providing follow-up programs to enable participants who have returned to their home countries to be "navigators" for Japanese companies conducting business in Africa.

2. Support for Quality Infrastructure Investment

JICA is providing assistance for the development of transportation and power infrastructure in the three priority regions of the Northern Corridor, Nacala Corridor, and the West Africa Growth Ring with about ¥120 billion in ODA Loans and about ¥30 billion in Grants over three years. Corporate groups led by Japanese companies have completed such projects as Mombasa Port in Kenya, Nacala Port in Mozambique, River Nile Bridge in Uganda, and the Olkaria Geothermal Power Station in Kenya, indicating that quality infrastructure investment in Africa is bearing fruit.

3. Promoting the UHC and IFNA Initiative

Kenya, Senegal, and Ghana have been selected as model countries for promoting Universal Health Coverage (UHC),* and JICA is extending cooperation that combines Development

* UHC is defined 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."

Policy Loan programs (Kenya, Senegal) and technical cooperation for these countries. Regarding the Initiative for Food and Nutrition Security in Africa (IFNA), JICA has established the IFNA Secretariat in the Planning and Coordinating Agency of the New Partnership for Africa's Development (NEPAD), and is formulating and proposing national strategies for 10 countries. JICA also dispatched about 350 Nutrition Action Partners including JICA volunteers to 29 African countries.

4. Support for Measures to Prevent Infectious Diseases

Positive outcomes have been arising from the projects that had started before TICAD VI. For example, the new Advanced Research Center for Infectious Diseases was completed in March 2019 at the Noguchi Memorial Institute for Medical Research in Ghana, which marks the 40th anniversary of its establishment. A Bio-Security Level 3 (BSL-3) laboratory, which enables technicians to test for highly infectious pathogens, including the Ebola virus, was established with the aim of early detection and containment of infectious diseases.

5. Initiatives for Water and Sanitation

Ten years have passed since the establishment of the Water Security Action Team, which was announced by the Japanese government at TICAD IV in 2008. Up to June 2018, a total of 260 JICA volunteers and technical cooperation experts have been dispatched to 21 countries to broadly tackle the issues of water and sanitation, from building, maintaining and managing village wells, developing water supply facilities in urban areas, and dealing with the issue of safe drinking water, to encouraging the use of toilet facilities and raising sanitation awareness **[➡ see the case study below, and the case study on page 45]**.

Ethiopia: Project for Functional Enhancement of the National Rice Research and Training Center (Photo by Abenezer Zenebe)

6. Assistance for Raising Rice Production by CARD

The goal of doubling rice production in the 10 years from 2008 to 2018 announced at TICAD IV has been achieved. Taking the lead toward this achievement has been the Coalition for African Rice Development (CARD), an initiative JICA launched in conjunction with the Alliance for a Green Revolution in Africa (AGRA). Rice production has jumped from 14 million tons in 2008 to an estimated 28 million tons in 2018 **[➡ see page 8]**.

JICA will make a steady contribution to the new commitments made at TICAD 7 based on past achievements in contributing to the TICAD VI commitments and the growing momentum at TICAD 7 to further strengthen the relationship of trust built up between Africa and Japan. Through promotion of innovation and collaboration with the private sector in particular, JICA will strive to implement more effective cooperation and form more wide-ranging partnerships.

South Sudan: Project for Management Capacity Enhancement of South Sudan Urban Water Corporation Phase 2

Nation-building lessons from outstanding cases — Water supply technology that transcends national boundaries and continents

Uganda: SSUWC staff receiving practical training in water quality testing (Photo courtesy: TEC International Co., Ltd.)

Under this project, staff at the South Sudan Urban Water Corporation (SSUWC) have been learning about improving water supply services from past outstanding cases through the third country training program.

South Sudan is a new country that gained its independence in 2011, and SSUWC is faced with various problems arising from the internal conflict, including poor maintenance and management of water supply facilities, and water leakage.

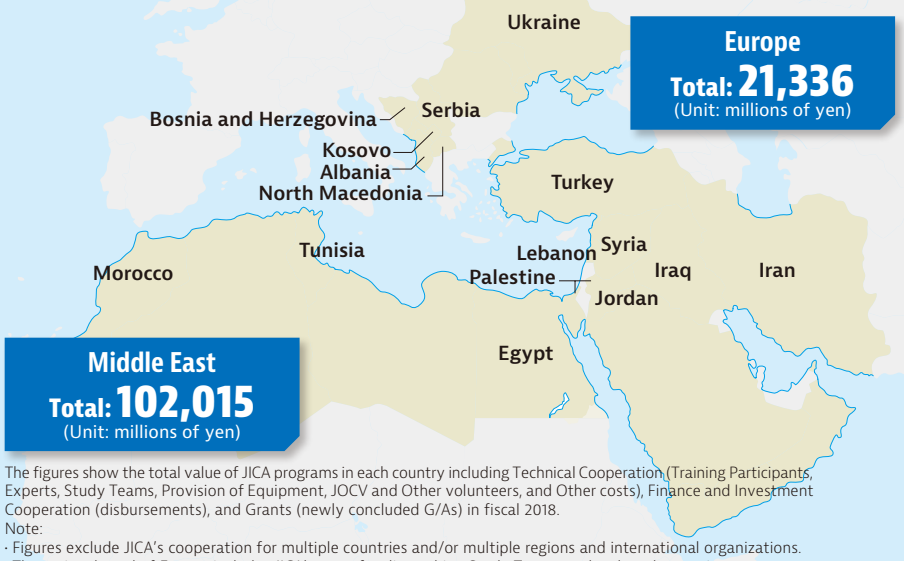
Trainees from SSUWC visited the National Water and Sewerage Corporation in Uganda, and the Phnom Penh Water Supply Authority in Cambodia to learn how both of those countries overcame the various water supply issues they faced. After the training, SSUWC drew up a reform action plan, and began implementing the plan with the confidence that South Sudan can overcome the issues in the same way that Uganda and Cambodia did.

This well-designed third country training program was recognized by the United Nations as an outstanding example, and was included in *Good Practices in South-South and Triangular Cooperation for Sustainable Development – Vol. 2 (2018)* published by the United Nations Office for South-South Cooperation.

Middle East and Europe

Addressing Regional Stability, Quality Growth, Human Security, and Capacity Development

JICA Programs in Middle East and Europe (Fiscal 2018)



	Total value of JICA programs (Unit: millions of yen)	Composition ratio
Middle East		
Egypt	39,907	39.1%
Iraq	26,533	26.0%
Tunisia	20,609	20.2%
Morocco	7,918	7.8%
Palestine	2,977	2.9%
Jordan	2,523	2.5%
Iran	992	1.0%
Syria	337	0.3%
Lebanon	114	0.1%
Other 5 countries	105	0.1%
Europe		
Turkey	12,187	57.1%
Bosnia and Herzegovina	5,273	24.7%
Serbia	2,124	10.0%
Albania	549	2.6%
Ukraine	452	2.1%
North Macedonia	357	1.7%
Kosovo	309	1.4%
Other 3 countries	45	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), Finance and Investment Cooperation (disbursements), and Grants (newly concluded G/As) in fiscal 2018.
Note:
· Figures exclude JICA's cooperation for multiple countries and/or multiple regions and international organizations.
· The regional total of Europe includes JICA's costs for dispatching Study Teams to developed countries.
· This map lists only countries and regions with program value of ¥100 million and over.

Regional Issues

Since the beginning of the Arab Spring in 2011, instability is still a big challenge in many countries in the Middle East. Longer-term cooperation to address issues such as the refugee crisis stemming from the Syrian conflict and reconstruction in areas liberated from the Islamist extremist group ISIL is required. Such assistance focuses specifically on (1) infrastructure development for reconstruction and sustainable economic growth; (2) good governance; (3) the development of human resources that support state development; (4) the reduction of disparities, which is one of the main reasons for social instability; and (5) investment promotion for the creation of youth employment.

For its regional stability, in Europe, JICA's cooperation covers three major areas: (1) private-sector development needed for economic growth, (2) support of the efforts by each partner to become EU members, and (3) administrative reform and good governance.

JICA Initiatives

1. Toward Regional Stability

In response to the protracted Syrian conflict, JICA started the initiative to receive Syrian refugees in fiscal 2017 as graduate school students in Japan. In fiscal 2018, there were 20 Syrian students who came to Japan under this initiative. For Jordan, a Grant project was launched to strengthen the country's capacity for solid waste management to relieve the serious burden associated with the increasing population due to the acceptance of Syrian refugees. A Development Policy Loan agreement was also signed with Jordan with the aim of improving the business environment and creating employment for youth, women, and Syrian refugees, among other people. For Turkey, another major host country for Syrian refugees, JICA extended financial assistance for infrastructure development to local governments where refugees are hosted.

As for contributions to the Middle East peace process, JICA continued support for improving the development and management capacity of the Jericho Agro-Industrial Park in Palestine (JAIP), which is the flagship project of the Corridor for Peace and Prosperity initiative by Japan. As of the end of March 2019, a total of 15 companies were in operation in this industrial park. Also, the initiation of an industrial promotion project designed to support the development of JAIP was decided.

For Iraq, JICA focused on infrastructure improvement for reconstruction and development. ODA Loan agreements were signed for the three following projects: the Basrah Water Supply Improvement Project (II), Irrigation Sector Loan (Phase 2), and the Water Supply Improvement Project in Kurdistan Region (II) in fiscal 2018.

For the Western Balkans, JICA promoted regional cooperation mainly by assisting in scaling up mentoring services for small and medium enterprises (SMEs), thereby contributing to the Western Balkans Cooperation Initiative, which is advocated by the Japanese government.

2. Toward "Quality Growth"

In the Middle East and Europe, where many of the countries are of middle-income level, JICA promoted "quality growth" for further inclusive, sustainable, and resilient economic growth through cooperation in various fields, such as infrastructure

development, the environment, education, health, and SMEs, by supporting good governance and taking advantage of Japan's advanced technology and expertise.

JICA assistance in strengthening governance included (1) a technical cooperation project designed to improve the quality of statistics in Egypt, and (2) the dispatch of an advisor to the Minister of Finance of Ukraine to help with fiscal reconstruction and financial system improvement.

JICA's cooperation that leverages Japan's technology and expertise covered (1) the development of a subway line, a solar power plant, and an airport in Egypt; (2) seawater desalination for stable supply of safe water and the construction of a power generation facility for stable power supply in Tunisia; and (3) a study for port construction to support investment promotion in Morocco. For Palestine, a Grant agreement was signed for a solid waste management project.

For European countries aiming to become EU members, JICA's cooperation focused on the environmental sector to meet EU standards, supporting the development of sewage treatment facilities as well as institutional capacity development in such areas as solid waste management and air pollution control.

In the education sector, JICA assisted Egypt under the Egypt-Japan Education Partnership (EJEP). This cooperation involved (1) the acceptance of Egyptian students to Japan (169 students in fiscal 2018); (2) an ODA Loan for introducing Japanese-style education, including *Tokkatsu* (special activities) such as classroom cleaning by students and class meetings at primary schools; and (3) technical cooperation in early childhood development and technical education. As a result, 35 Egypt-Japan Schools (EJSs) opened in Egypt in 2018 to promote Japanese-style education [➡ see the case study on page 57].

Turkey: Deepening mutual understanding between Syrian and Turkish children through group work (the Data Collection Survey on Social Service for Syrians)

JICA will remain committed to the following initiatives:

- To address the refugee issue, which requires long-term solutions, JICA will continue to support refugees and their host countries in cooperation with various partners, including international organizations. To secure regional stability and human security, JICA will also support confidence building for the Middle East peace process, ethnic reconciliation in Europe, and the reconstruction of areas liberated from ISIL and other groups in Iraq.
- For sustainable economic growth, JICA will support "quality growth" in a number of sectors applying Japan's advanced technology and expertise, including infrastructure development, education and health, good governance, and SME support.
- For the development of human resources who can contribute to reconstruction and development, JICA will enhance comprehensive cooperation that combines a range of schemes, including technical cooperation, financial assistance, and study programs in Japan, taking account of introducing Japanese-style education in the region.

Iraq: Electricity Sector Reconstruction Project in Kurdistan Region

The first ODA Loan project for the Kurdistan Region in cooperation with an international organization

A mobile substation

This is Japan's first ODA Loan project for the Kurdistan Region in northern Iraq. The project contributed to the stabilization of the power supply, a key foundation of socioeconomic activity. Specifically, the project constructed transformer substations, provided mobile substations and related materials and equipment to solve the bottleneck in limited power supply, and established an Electric Power Training Center.

In 2008, when the project was initiated, the capacity of Iraq's electricity sector was significantly low due to the effects of conflicts and economic sanctions, which resulted in many years of insufficient new investment and poor operation and maintenance. Citizens in the region were suffering from chronic power shortages: for example, power outages lasted more than 12 hours a day. This was where the project came into play. Completed in September 2018, the project helped to improve communities' access to electricity and to train operation and maintenance personnel.

It may be worth adding that in this project, the United Nations Development Programme (UNDP), which had been involved in the electricity sector in the Kurdistan Region from the early stages of international reconstruction assistance to Iraq, was responsible for procurement support and project supervision. With UNDP's local networks and expertise, the project was implemented smoothly.

Poverty Reduction

Helping to Address Complex Challenges Facing the Poor

*Of the 17 Sustainable Development Goals (SDGs), relevant goals are shown

Overview of the Issue

The proportion of the poor in developing countries as a whole has declined from 47% in 1990 to 14% in 2015 due in part to economic development in Asia.[1] Nonetheless, around 35% of the population in Sub-Saharan Africa still suffers from poverty.[2] About 700 million people around the world are still in poverty, living on less than $1.90 a day.[3] Moreover, those people freed from poverty still remain in a vulnerable situation, easily brought back into poverty if they experience negative events such as illnesses, accidents, political conflicts, natural disasters, and market changes.

Poverty is currently defined by the international poverty line, which is based on income. Yet, since poverty manifests itself in many different ways, efforts are being made to define poverty in light of various criteria, including opportunity to education and access to basic infrastructure. In recent years, large-scale natural disasters, environmental destruction, terrorism, and financial crises are taking an increasing toll on the lives of the poor, thus increasing and expanding poverty. Coping with these risk factors to advance poverty reduction calls for cross-sectoral and cross-dimensional approaches more than ever.

JICA Activities

JICA seeks a world where no one is left behind or excluded from the benefits of development. To this end, JICA works to help achieve Goal 1 of the Sustainable Development Goals (SDGs): End poverty in all its forms everywhere.

JICA formulates and implements its projects in developing countries 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.

Supporting poor people's access to various quality financial services and their active utilization, stabilization of consumption and expenditure, asset formation, responses to risks, and income diversification and income growth, JICA encourages their stable livelihood and participation in the market economy **[➡ see the case study below]**.

Initiatives to help poor people who face various barriers should be taken through a multi-sectoral approach. Diverse entities other than governmental agencies have an even more important role to play in this context. Thus, in addition to supporting governmental agencies and collaborating with civil society, JICA will actively promote partnerships with private-sector actors in Japan and abroad in order to support poverty reduction.

1–3. World Bank "Global Monitoring Report 2015/2016: Development Goals in an Era of Demographic Change"

Honduras: Project on Life Improvement and Livelihood Enhancement for Conditional Cash Transfer Beneficiaries through Financial Inclusion

Supporting the development of a government poverty reduction program

A program participant who has launched her small retail business

In the Central American country of Honduras, over 35% of the population live in extreme poverty, on less than 1.90 dollars a day.[4] The Honduran government's earlier measures to provide cash and livelihood skills training had limited effects on poverty reduction.

JICA and the Honduran government have jointly been conducting a new poverty reduction program called Conditional Cash Transfer (CCT) toward "graduation" from extreme poverty and the achievement of sustainable livelihood. The idea is to demonstrate the effectiveness of CCT and institutionalize the scheme for nationwide delivery.

This program combines a range of services for ultra-poor households provided by the central government, municipalities, communities, and private financial institutions in order to achieve the following objectives in stages: (1) cash transfer ; (2) improving the capacity for household financial management through household bookkeeping training; (3) accumulating assets through increasing savings in bank accounts; (4) creating income sources through livelihood skills training; and (5) improving and sustaining motivation through coaching.

Many of the participating ultra-poor households have already increased their income and savings. The Honduran government is now gearing up for the nationwide delivery of the program.

4. Honduras National Institute of Statistics Household Survey, June 2016

Peacebuilding

Supporting State Building to Prevent the Outbreak and Recurrence of Conflicts

*Of the 17 Sustainable Development Goals (SDGs), relevant goals are shown

Overview of the Issue

Armed conflicts uproot people's lives. They shatter what was normal in daily life, be it going to work or school, going shopping, or seeing a doctor; they also deprive many people of peaceful life and displace them from the places they are so accustomed to. Conflicts may end someday, but it takes long-term efforts to reconstruct destroyed social systems, rebuild economies and societies, and regain peaceful life.

Preventing conflicts or their recurrence and consolidating peace call for not only military instruments and political instruments such as preventive diplomacy; they also require addressing the root causes of conflicts, such as social disparities and unequal opportunities. Infrastructure rebuilding alone will not suffice. Building a stable state through developing institutions that impartially address the needs of the people and empowering communities and people can bring about peaceful life.

Sudan: Villagers and State Water Corporation officials discussing how to operate and manage watering places, under the Project for Strengthening Peace through the Improvement of Public Services in Three Darfur States

JICA Activities

To assist state building that prevents the outbreak and recurrence of conflicts, JICA focuses on two aspects—"a government trusted by its citizens" and "a resilient society"—and provides assistance aimed at developing stable states over the medium to long term [➡ see the case study below].

In the immediate post-conflict stage, JICA provides assistance for rehabilitation of public services. Basic administrative functions disrupted by the conflict must be restored swiftly. JICA's assistance is intended to fulfill people's heightened expectations to regain peaceful everyday life, while restoring confidence between people and the government. Special emphasis is placed on enabling local governments—which have direct bearing on people's lives—to accurately assess the various needs of people and deliver appropriate services to them.

Lately, conflicts can often be very lengthy and extensive, causing internal displacement and outflows of refugees. In addition to assistance for these internally displaced persons and refugees, support for their host countries and communities is also among JICA's activities.

Rwanda: Organizing a Peacebuilding Seminar

Disabled ex-combatants and civilians are yearning for peace

An ex-combatant receiving training in sewing skills (Photo by Atsushi Shibuya)

A quarter of a century has passed since the 1994 genocide in Rwanda. For a period of 10 years from 2005, JICA provided individuals with disabilities in Rwanda with skills training and employment support for social inclusion. This training first focused on former combatants who were disabled on the battlefield and then expanded its scope to include non-ex-combatants with disabilities. Even after this assistance was completed, JICA has continuously been monitoring former recipients to keep track of how their lives have changed.

In February 2019, JICA and the Rwanda Demobilisation and Reintegration Commission (RDRC) co-organized a peacebuilding seminar in the capital city of Kigali to share the outcomes of this initiative and the findings of the monitoring with some 100 participants from Rwanda and abroad.

Participants from other countries, including those suffering the aftermath of conflicts, showed a strong interest in Rwanda's initiatives. Toward the Seventh Tokyo International Conference on African Development (TICAD 7), the seminar participants came up with a set of recommendations. These recommendations emphasized that building a resilient state that does not allow conflicts to occur or recur requires African ownership, international partnership, confidence-building between the government and people and among people, and inclusive support for the vulnerable and the defeated in conflicts.

JICA will keep working for "building a resilient state" and "creating a society that leaves no one behind."

Gender and Development

Pursuing Gender Equality and Women's Empowerment

*Of the 17 Sustainable Development Goals (SDGs), relevant goals are shown

Overview of the Issue

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.

Generally, the fixed roles and responsibilities of men and women in a society tend to be subconsciously specified according to the sense of value, 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.

The 17 Sustainable Development Goals (SDGs) specifically address gender equality in Goal 5: Achieve gender equality and empower all women and girls as a stand-alone goal. This goal is recognized as being cross-cutting as it "will make a crucial contribution to progress across all the Goals and targets."

JICA strives for gender equality and women's and girl's empowerment by promoting gender mainstreaming—incorporating the gender perspective in all stages of its programs and projects—in light of the issues and needs resulting from different social roles and the power balance in society between men and women.

JICA Activities

JICA extends cooperation to create policies and systems that promote gender equality, to boost empowerment of women and girls through activities including maternal and child health promotion, education for women, support to female entrepreneurs [➡ see the case study below], capacity building to cope with violence against women and girls, and support for security and training for victims of human trafficking.

At the same time, efforts are made in various other fields, such as peacebuilding, agriculture, natural environmental conservation, disaster risk reduction (DRR), governance, and infrastructure development to run projects in a manner in which the gender equality perspective is reflected in the results and actions that should be achieved through the projects.

For example, JICA's technical cooperation project in Sudan called "Project for Strengthening Peace through the Improvement of Public Services in Three Darfur States" encouraged women's participation and leadership in its pilot activities in such sectors as health, water, and employment. The project also promoted women's involvement in the peacebuilding process through the Women and Peace Committee.

JICA's ODA Loan project for India known as "Rajasthan Water Sector Livelihood Improvement Project" encouraged women to participate in water-user association activities—an area where women's participation had traditionally been limited. The project also contributed to better livelihoods of female farmers and greater participation of women in socioeconomic activities.

Asian Region: The Japan ASEAN Women Empowerment Fund

Contributing to women's empowerment through microfinance

A woman who has started a business with microfinance

Starting in 2016, JICA invests in an institutional fund that provides microfinance (small-scale finance primarily for poor people and low-income earners) for women in ASEAN member countries among other Asian countries as part of its assistance to women for their economic independence. This investment is aimed at encouraging efforts to improve financial access for women and contributing to poverty reduction and women's empowerment in the region.

This fund is successfully helping women to stabilize their livelihoods and facilitate their economic activities. For example, a single mother who received a loan from a microfinance institution financed by this fund to buy a cultivator increased her yield through more efficient farm work. Another woman capitalized on such a loan to launch her business of producing silk fabrics apart from farming.

By meeting such needs of women for financial services, JICA encourages them to participate in the market economy, thereby contributing to their empowerment.

Climate Change

Tackling the Global Climate Challenge

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

Overview of the Issue

Climate change is predicted to increase the frequency and severity of extreme weather events and natural disasters, and undermine the foundation of human well-being, including natural ecosystems and social and economic activities. Climate change is an emergency that threatens economic growth, poverty reduction, and human security. Tackling climate change is a global challenge that should be addressed by the international community as a whole.

In December 2015, the 21st Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21) took place in Paris to define a new international framework "Paris Agreement" for reducing greenhouse gas (GHG) emissions and avoiding/minimizing the negative impact of climate change. Today, JICA is providing support to accelerate climate actions around the world.

JICA Activities

JICA is diversifying its efforts to support climate actions in developing countries aligning with the JICA Climate Change Cooperation Strategy. Based on this strategy, JICA is mainstreaming climate actions into its development programs and projects in various sectors. JICA's cooperation in addressing climate change focuses on the following four priorities:

1. **Promoting low or zero carbon and climate resilience in urban and infrastructure development**

JICA facilitates climate actions for low or zero carbon and climate resilience in developing countries where economic growth is rapid and the demand for infrastructure is enormous. JICA's support is to accelerate climate actions in urban and infrastructure development through Technical Cooperation, Finance and Investment Cooperation, and Grants.

2. **Enhancing climate risk assessment and countermeasures**

The negative impact of climate change has been materializing in every part of the world, and thus consideration of climate risks is essential for all actions in developing countries. JICA supports the capacity development to identify and assess climate risks and take measures to avoid or minimize them [➡ see the case study below].

3. **Supporting climate policy and institutional development**

Climate actions require long-term commitment. JICA supports policy and institutional capacity development for developing countries in order to achieve their climate objectives.

4. **Enhancing conservation and management of forests and other ecosystems**

Deforestation and anthropogenic land use change have two major negative impacts. First, it promotes the degradation and loss of forests and other ecosystems. Second, it will lead to an increase in global GHG emissions. Therefore, JICA is strengthening community-based sustainable forest management through technical cooperation projects.

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

Contributing to human resources development for accurate monitoring of the climate and weather in Pacific island countries

A scene in a training session on meteorological measuring instruments

Pacific island countries (PICs) are prone to natural disasters. They are particularly vulnerable to floods and landslides caused by cyclones. Damage from these disasters is increasing year by year. In this region, the Fiji Meteorological Service (FMS) plays a focal role in weather observation and forecast. This technical cooperation project was implemented to support human resources development at meteorological services in PICs by strengthening FMS's capacity to train meteorological personnel.

Many countries in the Pacific region do not have adequate data needed to conduct meteorological analysis due to the lack of observational capacity and equipment. Nauru, in particular, was in urgent need of surface weather observation, which had not been implemented at the national level.

With cooperation provided by the project, Nauru commenced surface weather observation and issuing weather bulletins to the World Meteorological Organization (WMO) for the first time in the nation's history. The commencement of surface weather observation in Nauru, which constituted a gap in such observations, will enhance the global meteorological observation network and data accumulation, which in turn will likely contribute to more accurate climate change projection.

Infrastructure

Realizing Resilient and Sustainable Societies

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

Urban and Regional Development

Cities in the developing world are faced with a range of challenges due to rapid urbanization and population growth, such as (1) inadequate urban infrastructure, (2) a deteriorating living environment, (3) growing vulnerability to natural disasters, and (4) widening economic disparities. At the same time, some developing countries are transforming into stable and mature urban communities as the process of urbanization and population growth are subsiding.

JICA addresses these challenges and problems by capitalizing on Japan's experience in overcoming powerful natural disasters and rapid urbanization that have no parallel in the world. Based on the strategies described below, JICA also seeks to achieve (1) urban policy and management for sustainable cities, (2) balanced national and regional development, and (3) an inclusive society.

1. JICA provides holistic cooperation covering everything from master planning to infrastructure development for growing cities in **Asia** and other regions that are showing strong development needs. JICA's assistance for maturing cities in upper-middle income countries involves (1) improving the urban environment, (2) increasing convenience and comfort, (3) addressing future urban challenges such as how to cope with an aging population, and (4) adopting the Smart City approach and other new solutions in cooperation with the private sector.
2. For **Africa**, which is experiencing rapid urbanization while remaining underdeveloped, JICA pushes for the corridor development approach that puts the economy on a sustainable growth track by forming a "conurbation" comprising of adjacent cities and urban rural areas. JICA also takes a comprehensive approach that involves urban development master planning, core infrastructure development, institution building, and organizational and human resources capacity building.
3. For **Latin America and the Caribbean**, a region with a high percentage of urban population, JICA assists in building the capacity to cope with urbanization through locally adaptive urban development and management techniques.

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 or region in question and put forward strategies and approaches as a comprehensive program that suits that city or region. To this end, JICA will flexibly combine various available aid modalities.

Furthermore, in order to meet diverse needs for urban and regional development in developing countries, it is also essential to establish necessary legal systems and develop the capacity of the implementing agencies responsible for such development and their staff. Accordingly, JICA addresses these aspects as well. To "establish a collaborative system with diverse actors involved in urban development," JICA will also offer collaborative platforms that involve authorities, communities, and private companies.

The Philippines: Supporting capacity development for the Philippine Coast Guard through joint exercises with the Japan Coast Guard under the Project for Comprehensive Practical Capability Improvement for Maritime Law Enforcement

Transportation

For the eradication of poverty and sustainable economic growth, it is indispensable to provide transportation services that facilitate the efficient movement of people and goods. Conversely, insufficient transport services often constitute a cause of poverty.

Given that demand for transportation infrastructure remains to be fulfilled, it is necessary to deliver stable transportation services through closer partnership with the private sector or by making transportation infrastructure more durable and efficient. Sustainable utilization of infrastructure urgently requires improving and consolidating operation and maintenance arrangements as well as training government officials.

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

In order to efficiently develop the transportation and road sector, building ports, bridges, and railways alone is not enough. It is also necessary to involve assistance designed to make wise use of developed infrastructure. For the development and effective use of infrastructure, JICA is engaged not only in technical cooperation in infrastructure development but also in the development of related human resources. This involves training personnel responsible for operating and maintaining the developed infrastructure and building organizational structures for raising the awareness of infrastructure users **[➡ see the case study on page 41]**.

In addition, to help achieve the Sustainable Development Goals (SDGs), JICA has been extending assistance in infrastructure development under principles promoting "quality infrastructure" that have been set out at international forums and high-level meetings.

JICA will provide cooperation at multiple levels to close the global infrastructure gap in transportation. This will involve international transportation that spans national borders, national transportation that ensures balanced development, urban transportation that supports sustainable urban development, and rural transportation that improves living standards of rural areas [➡ see the case studies on pages 23, 50, and 71].

Under Japan's vision "Free and Open Indo-Pacific," JICA will continue to assist in improving connectivity of the Indo-Pacific region and ensuring the freedom of navigation based on the rule of law, thus contributing to the social and economic prosperity and development of Asia and Africa.

Information and Communication Technology (ICT)

ICT is common infrastructure and an effective tool to solve social issues; it is used in administrative, social, and economic fields. ICT has a broad range of possibilities. In particular, offering ICT-based solutions is expected to advance X-Tech, an innovative approach that creates new values and systems.

In many developing countries, the rapid spread of broadband Internet and mobile Internet services has primarily been seen in urban areas. However, the spread of ICT infrastructure and utilization of ICT have been slow in rural and other areas. 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.

Furthermore, 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.

In light of these circumstances surrounding ICT, JICA's development strategy in the ICT sector comprises four components: (1) improvement of ICT policy-making capacity, (2) development of human resources to support ICT, (3) development of ICT infrastructure, and (4) promotion of use and application of ICT.

This development strategy has been translated into specific measures, including (1) developing backbone communication networks; (2) delivering assistance with the use and application of ICT in sectors such as education, industrial promotion, and disaster risk reduction; (3) supporting the training of cybersecurity engineers; (4) dispatching advisers on digitalization of terrestrial television broadcasting; and (5) extending assistance in the outer-space sector based on Japan's two relevant policies: the Space Industry Vision 2030 and the Infrastructure Systems Export Strategy. In the cyber security sector, in particular, 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 cybersecurity capacities, thereby contributing to safe and secure cyberspace.

In addition to supporting the overseas deployment of Japanese technologies in line with the Japanese government's initiatives, JICA will continue its efforts to make its development work more efficient and effective by utilizing ICT in its programs and projects.

Road Asset Management Platform

Utilizing Japanese expertise and experience to bring preventive road maintenance to developing countries

Bangladesh: OJT on how to operate the bridge inspection robotic camera developed under the SIP research program on infrastructure

Developed and developing countries alike are facing a common challenge of how to maintain roads, bridges, and other infrastructure, including how to cope with aging infrastructure—areas where Japanese technology excels in the world.

In October 2017, JICA launched the Road Asset Management Platform, which has paved the way for effective mobilization of expertise, experience, and talent in Japan toward developing countries' road administration that builds on preventive infrastructure maintenance and asset management methods.

JICA has been working to promote the overseas deployment of Japan's cutting-edge technologies in cooperation with the national program titled "Infrastructure Maintenance, Renovation and Management," one of 11 programs under the Cross-ministerial Strategic Innovation Promotion Program (SIP) launched by the Cabinet Office. To date, JICA has successfully undertaken a number of new initiatives, including the adoption and utilization of Japanese cutting-edge technologies for its projects.

Going forward, JICA will work mainly with the Japan Society of Civil Engineers to deploy Japan's technology and expertise in developing countries for the longer life of infrastructure and asset management. The aim is to support the strategic development of human resources that will play a key role in having road asset management technology take root in developing countries for quality infrastructure.

Human Resource Development

Education, Health, and Social Security: Protecting People's Lives and Unlocking Their Potential for the Future

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

Education

Education is a fundamental human right that everyone must enjoy; it is a crucial element that underpins the achievement of all Sustainable Development Goals (SDGs). Education is also the cornerstone of a peaceful and inclusive society as it fosters the respect for diverse cultures and values.

However, 263 million school-age children and youths worldwide still remain out of school,[1] and it is estimated that at least 610 million children and youths have failed to acquire minimum proficiency levels in reading and mathematics.[2] In addition, there are disparities in education due to factors associated with poverty, gender, disability, ethnicity, language, and place of residence. Ensuring quality education for all children is high on the agenda.

Furthermore, the global youth unemployment rate is on the rise, at approximately 13.1%.[3] It is necessary to expand access to technical and vocational education and training and improve its quality. Access to higher education, which has been steadily improving, remains limited in some parts of the world. For example, the gross enrollment ratio in Sub-Saharan Africa was 9.0% in 2017.[4] The pace of developing the teaching force, upgrading educational facilities and equipment, and securing research funds is lagging behind, leaving significant challenges in terms of the quality of higher education and research.

In view of these circumstances, JICA has collaborated with its partner countries in achieving quality *learning continuity* to meet each individual's learning needs while taking a holistic view of the education sector, which encompasses everything from early childhood education, primary and secondary education, technical education and vocational training, to higher education, literacy, and non-formal education. Priority is given to three pillars: (1) improvement in children's learning, (2) human resources development for innovation and industrial development, and (3) education for building inclusive and peaceful societies **[➡ see the case studies on pages 43 and 57]**.

JICA has also worked with a wide range of actors to devise innovative solutions to promote global mutual learning that transcends national and regional borders.

Health

Many people in the developing world lose their lives due to inadequate access to health care. It is estimated that about 0.3 million women die from preventable causes related to pregnancy and childbirth, and some 5.4 million children under the age of five lose their lives every year.[5] One in every 4.5 children is stunted due to malnutrition.[6] As many as 8.45 million people are killed by infectious disease annually.[7] Outbreaks of emerging and reemerging infectious diseases pose a serious threat, especially to countries with vulnerable health systems.

Laos: A blood test by a local staff member (SATREPS project "Development of Innovative Research Technique in Genetic Epidemiology of Malaria and Other Parasitic Diseases in Lao PDR for Containment of Their Expanding Endemicity")

Non-communicable diseases such as cardiovascular disease are an emerging threat as well. Aging constitutes a burden not only on public finances but also on family members who provide care for older people. In developing countries where financial protection systems are still inadequate, the excessive burden of household health expenditure is likely to lead to inequality in health and all other aspects.

To protect people's health, it is important to ensure that all people have access to basic health services without financial hardship, namely, to achieve Universal Health Coverage (UHC). To achieve UHC, it is essential to cooperate with leaders and officials not only in health but also in other sectors, including public finance. JICA has worked with various actors to advocate the importance of achieving UHC and attempted to strengthen collaboration with stakeholders in achieving this goal. As such, JICA takes advantage of occasions such as international conferences and shares the experiences gained and lessons learned through its activities concerning UHC.

It is effective to control every epidemic outbreak as soon as possible to address the growing threat of cross-border infectious diseases. JICA has thus focused on building resilient health systems in normal times by supporting capacity building and networking of public health laboratories and relevant research institutions.

Improving maternal and child health remains a serious challenge for many developing countries. JICA has addressed this challenge at the global level as well as at the national level. For example, JICA has co-organized the International Conference on Maternal and Child Health (MCH) Handbook to encourage international mutual learning among a wide range of stakeholders on such topics as how to promote UHC using the MCH Handbook. By working with the World Health Organization (WHO), JICA has contributed to the development of guidelines on home-based records for maternal, newborn, and child health records including the MCH Handbook, a tool

1. UNESCO Institute for Statistics (UIS) Fact Sheet No. 48, February 2018
2. UIS Fact Sheet No. 46, September 2017
3. ILO, "World Employment Social Outlook 2016"
4. UIS Stat (2018)
5. Maternal death: WHO, "Trends in maternal mortality: 1990 to 2015"; Mortality rate of children under the age of five: UNICEF, "Levels and Trends in Child Mortality Report 2018"
6. Growth impairment: WHO, "Levels and trends in child malnutrition," 2019
7. Calculated based on data from WHO health statistics and information systems, 2016

for strengthening the continuum of care for MCH. In addition, JICA works for nutrition improvement—the lack of which might cause children's deaths and lifestyle diseases later in life—in close coordination among different sectors, including agriculture, sanitation, and education.

As for the emerging threat of non-communicable diseases, JICA focuses not only on improving the therapeutic and diagnostic environment in hospitals but also on human resources development for prevention and early detection. JICA is assisting each country's effort to tackle the emerging threat by making better use of the existing health systems.

To respond to diverse needs as soon as possible, it is increasingly important for JICA to work with other development partners to accelerate these movements in addition to supporting the efforts of each country.

Social Security

Social security improvement is a means to create a more stable society through reducing poverty and enabling people to live a secure life. From a viewpoint of improving the quality of the lives of all citizens, formation of social security systems is a pressing policy issue in developing countries as well. In particular, some Asian countries that are experiencing rapid population aging are urgently required to cope with a number of emerging needs, including long-term care services for the elderly. There is a great demand for Japan's expertise in these areas; many partner countries express their desire to learn from Japan for developing new systems and improving the operation of the existing ones. To meet this demand, JICA has provided necessary information to, and has exchanged views with, these partner countries.

Furthermore, the participation of diverse people—including persons with disabilities—in social and economic activities will help shape a vibrant country with inclusive and sustainable growth. The Convention on the Rights of Persons with Disabilities, ratified by more than 177 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.

JICA views persons with disabilities as important contributors to development. Reflecting the perspective of disability and development 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.

Developing countries also face increasing cases of work-related accidents and occupational diseases associated with economic development; however, they often lag behind in addressing occupational safety and health as well as labor standards where related regulatory frameworks and enforcement, and supervision arrangements are inadequate. JICA also extends assistance to help overcome these issues. In an effort to address youth employment problems, JICA also supports the development of career guidance systems aimed at promoting youth employment.

Project on Improvement of Literacy Education Management in Afghanistan (LEAF2)

Achieving education that leaves no one behind: Spreading literacy education that is friendly to women

A literacy class for women in Bamiyan Province

Afghanistan, where the prolonged civil war deprived people of school education opportunities, fares poorly in literacy. The country's adult literacy rate was about 35%, among the lowest levels in the world.[8] The Afghan Ministry of Education (MoE) has been providing illiterate people with literacy education, but their completion rate remains low. A major problem lies in the quality of such education.

To help rectify the situation, JICA implemented this project to scale up literacy education and improve its quality by building the institutional capacity of the Literacy Department of MoE and operating classes in collaboration with the community.

In project pilot sites, more than 2,000 people, including 1,406 women, enrolled in literacy classes that were operated in collaboration with the community, over a period of three years. Some 94% of these women completed these classes. This rate was significantly higher than the completion rate for other types of literacy classes. There were reports that some women who had dropped out in the face of family opposition returned to the classes after village supporters of class operations persuaded their families.

The Afghan government plans to implement this initiative across the country in a bid to provide more opportunities for quality literacy education that leaves no one behind.

8. "Afghanistan Living Conditions Survey 2016–17."

Global Environment

Creating a Livable Environment for People while Pursuing Harmony between Development and the Environment

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

Nature Conservation

Economic development enhances human society, but at the same time, it can deteriorate the natural environment in deforestation, soil degradation, and the extinction of species, among others. This highlights the essential need to promote economic development in harmony with the natural environment.

JICA pursues harmony between human activity and the natural environment in providing development cooperation in the following strategic areas, thus contributing to the Sustainable Development Goals (SDGs) 13, 14, and 15.

1. **Climate Change Mitigation and Adaptation, and Sustainable Natural Resources Management**

JICA's development cooperation in this strategic area includes assistance for policymaking and management capacity development for forest and ecosystem conservation as well as livelihood improvement for local residents. These efforts constitute both mitigation measures such as REDD+ and adaptation measures for climate change, a major global challenge today. By region, JICA extends such assistance to the Amazon region, the Congo Basin, and Southeast Asia, all of which are rich in forest resources. In the Sahel and the Horn of Africa, JICA supports local communities with the sustainable use of natural resources and livelihood improvement activities in order to enhance their resilience to climate change as part of efforts to build capacity to deal with drought and desertification.

2. **Conservation of Biodiversity through Management of Protected Areas and Buffer Zones**

In protected areas and surrounding buffer zones, JICA is providing various forms of support for the conservation of biodiversity: formulation of management plans, implementation of surveys and monitoring, capacity building of key individuals, introduction of ecotourism, and environmental education.

Indonesia: An oriental dwarf kingfisher found in the special protection area of Gunung Palung National Park

Environmental Management

Many developing countries are facing serious environmental problems under urbanization. These problems often lead to health hazards and other threats to human security. If priority is given to economic development, it often results in leaving environmental pollution control behind. In many cases, it is difficult to find a short-term solution because of the complexity and the multilayered nature of environmental problems. Taking these factors into consideration, among the SDGs, Goals 6, 11, and 12 include goals for environmental management.

JICA places special emphasis on preventing pollution and focuses its resources on capacity development for organizations and individuals engaging in environmental management in cooperation with such stakeholders as local governments, private-sector entities, universities, and development partners. JICA also offers financial assistance to projects in this sector, such as development of sewage treatment infrastructure.

1. **Solid Waste Management and Establishment of a Sound Material-Cycle Society**

As the waste problem is closely associated with the level of national economic development, JICA's cooperation accommodates different development stages, covering public health and sanitation or reducing environmental stress and establishing a sound material-cycle society. JICA is also advancing efforts to tackle marine plastic waste issues, a problem attracting recent attention.

2. **Addressing Pollution of the Water, Air, etc.**

JICA offers integrated assistance that includes sewage treatment facilities, building the capacity to operate and maintain systems, water-environment management primarily in urban areas, and addressing air pollution. Through these activities, JICA assists policy, regulatory, and institutional development based on assessments of the situation on the ground, infrastructure development, and capacity building for organizations and individuals.

Water Resources

Water supports human life not only through drinking water and domestic water but also as a vital resource for food production and economic activity. It is estimated, however, that as of 2015, over 2.9 billion people lack access to water.* Competition over water resources will likely intensify. In this light, the SDGs include Goal 6, to "ensure availability and sustainable management of water and sanitation for all." To help achieve Goal 6, JICA's development cooperation covers the following areas:

1. **Safe Water Supply**

For urban areas, JICA works with Japanese local governments—which are the water service providers in Japan—to support infrastructure development with financial assistance as well as capacity building aimed at improving the financial status and services of water supply utilities **[➡ see the case study on page 33]**. In rural areas, JICA assists in developing water supply facilities while securing safe water sources and strengthening sustainable operation and maintenance. This assistance helps rural communities to strengthen their resilience to droughts and other effects of climate change and improve their nutritional

* United Nations, "The Millennium Development Goals Report 2015"

and health status [➡ see the case study below].

2. Integrated Water Resources Management

To settle conflicts over water, JICA assists in building consensus among various stakeholders, making available more scientific information on water resources, and building the capacity to formulate and implement water resources management plans. JICA also takes into consideration climate change and mainstreaming disaster risk reduction (DRR).

Disaster Risk Reduction

With population growth, urbanization, economic development, and climate change, recent years have witnessed a trend of more frequent natural disasters and greater economic losses. 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, which was adopted by the United Nations in 2015, reflects many of the concepts Japan put forward based on its own experience, such as ex-ante investment in disaster risk reduction (DRR) and Build Back Better. Some of the SDGs include DRR indicators of the Sendai Framework, reflecting the fact that the international community has recognized DRR as a key development challenge.

JICA extends DRR assistance in line with the priorities for action of the Sendai Framework and promotes "mainstreaming of DRR" in every development project, as shown below.

1. Developing the Capacity for DRR Planning and Governance

JICA provides support for disaster risk assessment and disaster risk reduction planning based on scientific data. It also promotes public understanding about disaster risks. Additionally, JICA assists the central and local governments of partner countries in strengthening institutional capabilities and governance for DRR through capacity building of organizations and personnel responsible for DRR [➡ see the case study on page 27].

Fiji: Training on how to calibrate meteorological equipment in the Project for Reinforcing Meteorological Training Function of FMS

2. Implementing Measures to Prevent and Mitigate Disasters

Based on disaster risk reduction plans, JICA promotes ex-ante investment in DRR that aims to reduce existing and future disaster risks. JICA also assists in (1) improving forecasting and early warning, and (2) developing capabilities of the related authorities and communities. Once a disaster occurs, JICA provides seamless assistance through reconstruction, covering everything from the rehabilitation of infrastructure to the improvement of regulatory and institutional frameworks and the restoration of livelihoods. Such seamless assistance is based on Build Back Better, a concept aimed at building a society that is more disaster-resilient than the pre-disaster level.

Rwanda: Project for Strengthening Operation and Maintenance of Rural Water Supply Systems

Bringing innovation to rural water supply! Facility conditions shown on Smartphone displays

Maintenance workers checking a water supply facility; a Web-GIS map on a smartphone

Since 2006, Japan has been engaged in improving water supply in the Eastern Province of Rwanda, bringing safe water to more than 130,000 people through Grants and technical cooperation.

This ongoing technical cooperation project has developed a Web-GIS system that locates water supply facilities on a map shown on the smartphone display, thus facilitating the operation and maintenance of these facilities. Tapping on a facility icon on the Web-GIS map shows information on that facility, including its operational conditions. The use of open-source software has made otherwise costly GIS available at little cost.

JICA is now working with the Department of Rural Water Supply and Sanitation Services of Rwanda's Water and Sanitation Corporation to make this Web-GIS system cover the whole country. Visualization of information about water supply facilities on the smartphone display has already facilitated day-to-day operation and maintenance activities, including repairs. It will also make water supply planning easier.

Agricultural and Rural Development

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

Bringing Together the Strengths of Japan to Achieve Goal 2 of the SDGs: Zero Hunger

Overview of the Issue

A look at global food security shows that more than 800 million people still do not have sufficient access to food and nutrition.[1] Regional disparities remain huge as well. In agricultural and rural development, efforts are required to promote agriculture in general and a food value chain (FVC) that contributes to economic growth in particular, as are efforts to improve food production and nutrition. All these efforts should be made in ways that help to achieve, in particular, two of the 17 Sustainable Development Goals (SDGs), that is, Goal 2: Zero hunger; and Goal 14: Life below water. This in turn requires bolstering networks that make it possible to make better use of the strengths of private businesses, universities and research institutions, and industrial associations, among other organizations.

JICA's Activities

1. Toward Economic Growth

JICA aims to strengthen the entire food value chain, covering production, processing, distribution, and consumption of agricultural products. In fiscal 2018, JICA worked with the ASEAN Secretariat to put together a concept note on the ASEAN-JICA Food Value Chain Development Project, aimed at developing a high-quality, safe, and export-oriented FVC.

JICA is deploying the Smallholder Horticulture Empowerment and Promotion (SHEP) approach, which was originally developed in Kenya, in other countries. The SHEP approach encourages farmers to change their attitudes from "grow and sell" to "grow to sell" for higher income. It has been introduced in Malawi, Ethiopia, and Zimbabwe, as well as in Asian countries such as Nepal, thus contributing to the participation of more women farmers in farm management.

Madagascar: A cooking demonstration using a cookbook compiled by a Japan Overseas Cooperation Volunteer (Photo by Shinichi Kuno)

2. Human-Centered Development (Nutrition Improvement)

Under the Initiative for Food and Nutrition Security in Africa (IFNA), JICA contributes to nutrition improvement with a cross-sectoral approach that covers agricultural promotion, health, education, and water and sanitation. In April 2018, JICA organized a workshop in Senegal to develop country-specific action plans for nutrition improvement activities. The workshop was attended by representatives from 10 countries. JICA also formulated nutrition improvement projects in Madagascar and Nigeria.

3. Peace, Stability, and Security

In Colombia, JICA promoted community business as part of efforts to develop a regional development model for post-conflict rural recovery. JICA is considering directions in its assistance to Iraq with agricultural and rural development. In Afghanistan, JICA is supporting the promotion of rice cultivation.

4. Responses to the Global Issue of Food Security

(1) Coalition for African Rice Development (CARD)

CARD's commitment to doubling rice production in Sub-Saharan Africa for a 10-year period ending in 2018, which was made at the Fourth Tokyo International Conference on African Development (TICAD IV) in 2008, was fulfilled when rice production jumped from 14 million tons to 28 million tons during this decade. The expected growing demand for rice prompted the launch of CARD Phase 2, which aims to further double rice production in the region from 28 million tons to 56 million tons from 2019 to 2030 [➡ see page 8]. Phase 2 plans to implement the RICE (Resilience, Industrialization, Competitiveness, Empowerment) approach—a package of effective strategies—based on the outcomes of past development cooperation.

(2) Resilience to Climate Change

JICA extends various forms of support in constructing irrigation facilities, strengthening water users' associations, promoting rice varieties tolerant to adverse climate conditions, improving agricultural extension services, and introducing agricultural insurance to areas vulnerable to inclement or abnormal weather. As for agriculture insurance, JICA conducted a survey on the feasibility of weather index insurance in Africa. In Ethiopia, a country prone to drought, JICA launched technical cooperation aimed at achieving synergy between this type of insurance and agricultural extension.

(3) Sustainable Management of Fishery Resources and Promotion of Aquaculture

In small island countries, JICA is implementing a technical cooperation project for fishery resources management based

1. Food and Agriculture Organization of the United Nations, "2018 The State of Food Security and Nutrition in the World"

on "co-management," a concept that fisheries share ownership and responsibility with the government authorities.

JICA's cooperation in this field also includes training for developing the capacity to prevent illegal, unreported, and unregulated (IUU) fishing in the Pacific region [➡ see the case study on page 25], as well as technical cooperation aimed at promoting inland aquaculture through the "farmer to farmer extension" approach.

(4) Livestock and Animal Health

In Mongolia, JICA extends technical cooperation to the school of veterinary medicine of a national university, the only such school in the country. This cooperation focuses on strengthening veterinary medicine education, training practicing veterinarians, and controlling animal protozoan diseases. JICA's technical cooperation in this field in Kyrgyzstan aims to facilitate the export of raw milk to neighboring countries, improve animal breeding management, and strengthen animal health as part of efforts to promote the dairy farming industry in the country.

5. New Initiatives

(1) Cooperation with Private Businesses

During fiscal 2018, JICA organized a platform meeting on the stable production of sesame in developing countries and their export of the product to Japan as well as on agricultural cooperation for Myanmar. The meeting provided an opportunity to share information and exchange views with Japanese businesses. To accelerate partnership with such businesses, JICA stepped up preparations for launch of a JICA Platform for Food and Agriculture.[2]

(2) Cooperation with Universities

JICA and the Japan Intellectual Support Network in Agricultural Sciences (JISNAS)[3] co-organized a forum on the development of developing countries' human resources in agriculture, forestry, and fisheries through public, private, and academic collaboration. Participants discussed, among other topics, Japan's experiences in development that should be communicated to students from the developing world who are studying in Japan.

Senegal: The added value of octopus products are developed by fisher organizations and government under the concept of "co-management." (Photo by Shinichi Kuno)

(3) Cooperation with Local Communities

JICA stepped up preparations for development cooperation aimed at achieving two objectives: (1) making good use of the expertise of Japanese agricultural cooperatives in revitalizing agriculture and rural communities; and (2) training community leaders through this activity.

(4) Utilization of Innovation Technologies

The diversification of artificial satellites and the advancement in IoT technology are broadening the possibility that the use of satellite technology will help developing countries address some of the challenges facing them. In agriculture, JICA is working closely with the Japan Aerospace Exploration Agency (JAXA) to verify the functional evaluation of irrigation facilities and to explore possible uses of satellites in combating IUU fishing.

2. For details, visit: https://www.jica.go.jp/activities/issues/agricul/jipfa/ku57pq00002jjx83-att/jipfa_brief_description_en.pdf
3. For details, visit: http://jisnas.com/en/index.html.

Cuba: The Project on Improvement of Agricultural Extension System for Grain Production

Cuba takes over Japan's agricultural technologies

Technical training in frijol bean cultivation for agricultural extension workers

Although rice is Cuba's stable food, the country's self-sufficiency in rice is estimated at as low as 50%. Boosting rice production and self-sufficiency constitutes one of Cuba's key policies.

For a period of 15 years from 2003, JICA has been assisting Cuba in increasing its rice production, contributing to expanding its production base. The agricultural extension system that JICA has introduced on a trial basis was highly appreciated by the Cuban government. In January 2017, JICA launched this project to apply this system to other key grains such as frijol beans and corn.

For some years, Cuba has been making a gradual shift in the production system from large state farms to agricultural cooperatives that value the profit of individual farmers. In line with this shift, this project focuses on developing a system of spreading appropriate agricultural technologies to individual farmers and training extension workers.

Under the project, some Cubans received training in Japan, learning the history of agricultural extension in Japan and experiencing Japanese lifestyles while staying in Japanese private homes. This training program was warmly received by these participants.

Industrial Development and Public Policy

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

Creating a Fair, Sustainable, and Growing Society through Partnerships

Private-Sector Development

Sustainable and quality economic growth in developing countries requires industrial promotion that encourages sustainable expansion and advancement of private-sector activity and promotion of a wide range of job creation as a driving force. The manufacturing industry, in particular, embraces a comprehensive range of strengths and potential such as: (1) high capacity to absorb labor; (2) potential to create added value and abundant value chains (including those of relevant service sectors); and (3) high potential for foreign trade (export potential) and technological innovation. Thus the promotion of the manufacturing industry is believed to be the cornerstone of national industrial policies that aim for economic growth.

Also, aligning foreign direct investment (FDI) with the promotion of local supporting industries and small and medium enterprises (SMEs) in developing countries will play an important role in three aspects: (1) promoting and advancing the manufacturing industry through value chain formation, (2) training practical industrial human resources, and (3) improving the income of wider segments of the population through job creation. This in turn will lead to inclusive economic growth.

On the other hand, the manufacturing industry in recent years is in the process that may be described as the Fourth Industrial Revolution as it accelerates its convergence with information and communication technology and artificial intelligence. Recently, there has been growing interest in technological innovation that leaps the paths that developed countries have trodden and the backflow of new technologies that have been demonstrated and commercialized in developing countries to developed countries. Tourism is also a promising industry for many countries as it has a large economic impact in terms of foreign currency acquisition, the diversity of businesses involved, and labor absorption capacity.

In light of these circumstances, JICA is assisting developing countries with private-sector development in the following categories: (1) the formulation of industrial promotion policies coupled with the establishment, implementation, and improvement of systems for a better business climate; (2) the promotion of investment and the development of special economic zones; (3) capacity and competitiveness building and industrial human resources development for local SMEs; and (4) support for partnership between Japanese and local businesses [➡ see the case study on page 49]. In the process, JICA serves to strengthen business linkages such as increasing participation in value chains, improving financial access, and encouraging innovative approaches, with a focus on improving firm capabilities.

Through all these activities, JICA is committed to contributing to achieving three of the Sustainable Development Goals (SDGs): 8, 9 and 17.

Kenya: Geothermal power in Menengai

Energy and Mining

Securing stable energy supply is one of the most fundamental and essential policy issues for the developing world, especially from the perspective of human security. Meanwhile, some 40% of total CO_2 emissions are associated with electricity and heat generation.* A transition to a low-carbon economy is necessary in order to achieve the goals set out in the Paris Agreement in 2015. JICA's Energy and Mining Group is committed to contribute to the SDGs 7 and 13 simultaneously.

1. Energy

JICA's energy policy aims to contribute to ensuring a stable supply of low cost and low-carbon energy in developing countries by balancing the 3 Ls: low cost, low carbon, and low risk. To this end, JICA has been working on the following aspects, primarily through human resources development and financial assistance.

(1) Promoting Better Access to Electric Power and Stable Power Supply

JICA provides a range of technical cooperation activities in order to improve access and stable power supply. For example, it supports its partner countries to develop power sector master plans, to build institutional capacity, and to efficiently operate and maintain power facilities. It also provides financial assistance to develop power infrastructure, such as power plants and power grids.

(2) Promoting Low-Carbon Power Sources

JICA supports its partner countries to achieve low-carbon growth by providing assistance to include renewables and low-carbon power sources in their power mix. For example, JICA is supporting geothermal power development in Asia, Africa, and Latin America and the Caribbean. Its assistance ranges from resource mapping, exploration, and plant construction to plant operation and management. In Pacific island countries and other island nations, JICA is assisting in developing road maps to achieve power generation with 100% renewable energy and supporting the optimal use of renewable energy under its Hybrid Island Initiative program.

2. Mining

Mineral-resource exploration and production require large

* International Energy Agency CO_2 Emissions Statistics (2018)

amounts of capital and advanced technology. However, many developing countries' governments have weaknesses in mining policy as well as in their legal systems, and lack basic geological information and infrastructure. JICA extends assistance to developing countries to improve the investment environment and develop human resources. In particular, JICA has been working with Japanese universities to enhance the training program it offers in Japan, known as the *Kizuna* Program (*kizuna* means "bonds of friendship" in Japanese). The program is also aimed at building and strengthening a human network involving Japanese people.

Ukraine: Media training seminar

Governance

The term "governance" refers to the overall social system and is the basis for the socioeconomic development of developing countries.

JICA is committed to contribute to the SDGs 8 and 16. JICA is conducting various kinds of cooperation as described below from the perspective of assistance in democratic growth and development as well as the guarantee and realization of various rights of citizens in developing countries by sharing universal values such as freedom, democracy and the rule of law, and the market economy.

1. Promoting and Consolidating Democracy

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.

2. Promoting and Consolidating the Rule of Law

For promoting the market economy and post-conflict social stabilization, JICA supports human resources development and better access to justice for countries where legal systems need to be established or improved.

3. Establishing the Functions of Fair Public Safety Maintenance and Law Enforcement

Toward better public safety in developing countries, JICA works with the National Police Agency and prefectural police departments of Japan to provide assistance in community policing (*Koban*) and criminal investigation skills as represented by expertise in fingerprint and palm print identification **[➡ see the case study on page 31]**.

4. Enhancing Administrative Functions and Improving Their Quality

In order to strengthen the comprehensive administrative functions of developing countries, JICA has been working on training high-ranking officials in the central governments as well as the enhancement of civil servant training and the planning capacity of local governments for better delivery of public services **[➡ see the case study on page 29]**.

5. Ensuring Effective and Sustainable Fiscal Management

In many developing countries, the fiscal base is fragile, and expenditure management is not disciplined or sustainable enough. To address these problems, JICA assists these countries in making expenditure management more sustainable, bolstering the revenue base, collecting customs duties fairly and appropriately, while facilitating trade.

6. Appropriate Monetary Policy and Financial Systems Development

Many developing countries are in the process of modernizing their financial sector, which is important infrastructure that supports their economic activities. JICA supports these countries in building their capacity to formulate and implement monetary policy, fostering financial markets, and developing national payment systems.

India: Project on Champions for Societal Manufacturing

Mutual learning between Japan and India to develop products designed to solve problems

Discussion with local facilitators

The Emerging India Camp, aimed at helping Japanese companies develop new products and services that lend themselves to solving some of the issues facing Indian society, was held September 1–8, 2018 in Mumbai. Nine people from six companies participated.

This camp was organized by the Confederation of Indian Industry for Japanese companies by taking advantage of the knowledge, experiences, and networks of the human resources developed through JICA's projects.

The Indian market is quite different from the Japanese counterpart. Camp participants visited and interviewed ordinary households and through discussion with Indian facilitators, the participants deepened their understanding of local needs and thus designed and developed prototypes of new products and services that accommodated such needs. The camp also provided an opportunity for the participants to build a network with executives at Indian companies, thereby promoting business exchanges between Japanese and Indian firms and motivating the former to venture into the Indian market.

Public-Private Partnerships

New Partnership for Supporting Economic Growth

Making use of the networks and trusting relationships with the governments of developing countries, and the know-how in project implementation in the developing world gained through official development assistance (ODA) over many years, JICA provides wide-ranging support schemes, as shown in the chart on page 51, to produce better developmental results efficiently and effectively through further collaboration with the private sector.

Private-Sector Investment Finance

Economic and Social Development Support in Developing Countries by the Private Sector

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 [➡ see page 70]. Through collaboration with private and international financial institutions and combined operations with JICA's other ODA programs and projects, JICA makes efforts to reduce various risks associated with projects and to further increase development outcomes. JICA strengthens cooperation with international organizations in order to promote co-financing. In fiscal 2018, JICA signed a memorandum of cooperation (MOC) with the Overseas Private Investment Corporation following the signing of an MOC with the International Finance Corporation and the IDB Invest in fiscal 2017.

In fiscal 2018, JICA approved four projects under PSIF: (1) a private general hospital project in Bangladesh; (2) the Agriculture Supply Chain Enhancement Project in Brazil; (3) an energy efficiency and renewable energy project in Latin America and the Caribbean; and (4) the Renovation, Expansion and Management of Palau International Airport Project in Palau [➡ see the case study below]. JICA approved another six projects through the Leading Asia's Private Infrastructure Fund, which was established within the Asian Development Bank with investment from JICA.

Preparatory Survey for Public-Private Partnership

Assisting Developing Countries in Formulating Infrastructure Projects through Public-Private Partnerships

This scheme is primarily designed to identify and formulate infrastructure projects in the form of public-private partnership (PPP) with the aim of incorporating the expertise of the private sector for greater benefits and efficiency based on a proper demarcation of roles and risks 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 to be implemented that utilize PSIF or ODA Loans.

JICA is committed to continuously improving this scheme. In fiscal 2017, JICA introduced the two-phased approach, which composes of the phase 1 survey and the phase 2 survey. In fiscal 2018, JICA made foreign corporations eligible to participate in a survey as a joint proposer.

However, there are many challenges related to PPP

Palau: Renovation, Expansion and Management of Palau International Airport Project

Leveraging Japan's airport operation expertise to contribute to Palau's tourism

A concept drawing of the terminal facilities at completion

In March 2019, JICA signed a loan agreement for the Renovation, Expansion and Management of Palau International Airport Project, a joint undertaking between the Government of Palau and three Japanese firms: Sojitz Corporation, the Japan Airport Terminal Co., Ltd., and the Japan Overseas Infrastructure Investment Corporation for Transport & Urban Development. Taisei Corporation has been designated as the main contractor. This is an "all-Japan" project that will provide a boost to Japan's infrastructure export strategy.

The project will undertake expansion, renovation, operation, and maintenance of passenger terminal facilities at Palau's only international airport. Goals of the project are to reduce congestion at the passenger terminal and improve terminal convenience and the terminal's commercial facilities, thereby promoting tourism industry development.

The project represents Palau's first-ever major public-private partnership (PPP) for infrastructure development and also represents JICA's first Private-Sector Investment Finance project in the Pacific region. JICA has been supporting the project through its feasibility study adopted in 2015. The year 2019 marks the 25th anniversary of the establishment of diplomatic relations between Japan and Palau, and this project symbolizes the partnership between Palau and Japan.

infrastructure projects in developing countries. These challenges include difficulties in securing financial viability, insufficient recognition of proper public-private role-sharing and risk allocation (insufficient support from developing country governments), and completion risk due to factors such as delays in construction of related facilities. Therefore, in addition to supporting individual projects, JICA is promoting comprehensive efforts for the establishment of projects by supporting developing countries for enlightenment on the PPP system, assisting establishment of appropriate PPP policies and institutions, and strengthening implementation capacities.

SDGs Business Supporting Surveys

Supporting the Creation and Deployment of Businesses that Help Developing Countries Achieve the SDGs

The Japanese government revised the Framework for Supporting Japanese SMEs in Overseas Business in March 2012, and JICA became a member of the all-Japan support system for overseas business development of small and medium enterprises (SMEs). Also, 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. Against this backdrop, JICA selected an aggregated total of 715 proposals from SMEs for JICA's partnership with the Japanese private sector by the end of August 2018.

Also, JICA has already implemented two other schemes: (1) the Feasibility Survey for SDGs Business, designed to support companies, including large corporations, in implementing feasibility studies for businesses that could contribute to the Sustainable Development Goals (SDGs); and (2) the Collaboration Program with the Private Sector for Disseminating Japanese Technology, designed to support the dissemination of "Japanese Model" technology and solutions for technological issues in developing countries. By the end of August 2018, JICA adopted 129 proposals for the former and 108 proposals for the latter, respectively, including proposals for precursory schemes.

In September 2018, these programs based on proposals from private companies were reorganized and integrated into the SDGs Business Supporting Surveys. This new program is made up of two types: (1) the "SME support type," for which SMEs and leading medium companies are eligible, in principle; and (2) the "SDGs Business support type," for which large corporations are eligible, in principle. The idea is to make the scheme readily usable for applicant companies.

The program is aimed at building win-win relationships between developing countries that want to use Japanese products and technologies for addressing their challenges and Japanese SMEs that seek to venture into developing-country markets.

Three Support Schemes for Different Purposes

SDGs Business Supporting Surveys are an open, proposal-based program that invites Japanese companies to come up with proposals for ingenious projects that utilize their products and technologies. This program offers three support schemes for different purposes for different business phases [➡ see the chart below].

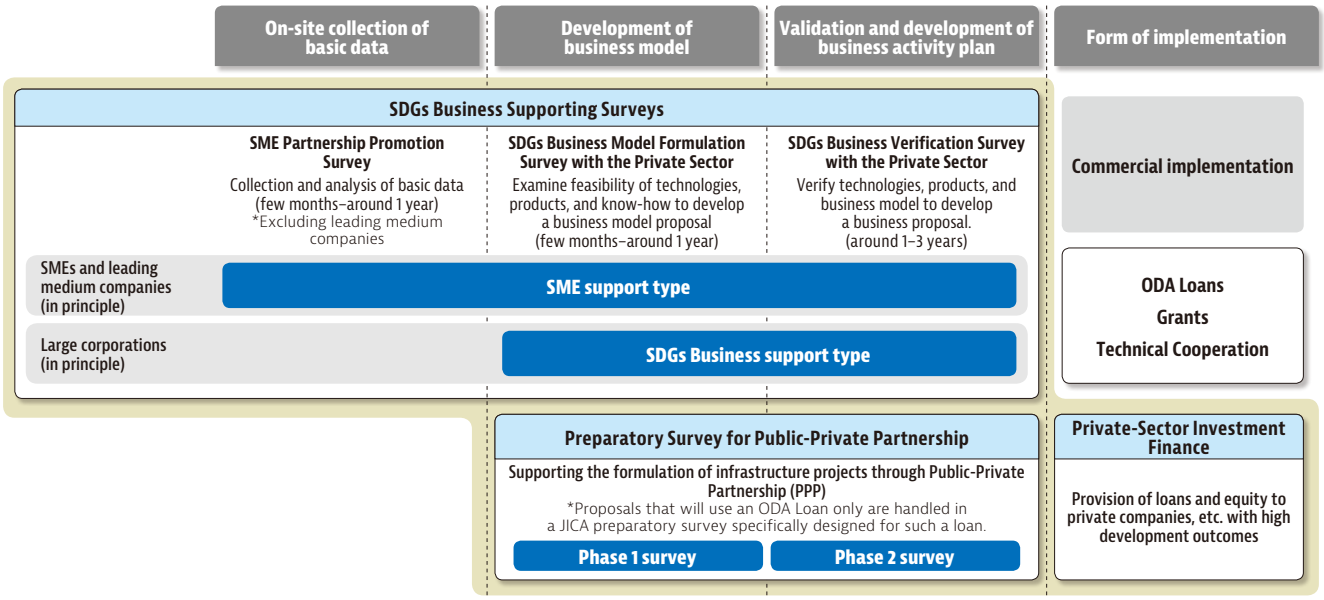
1. **SME Partnership Promotion Survey**

Eligible only for SMEs, the scheme is aimed at assisting in gathering basic information needed to explore a business model that can help address challenges facing partner countries. In fiscal 2018, there were 26 proposals adopted under this scheme.

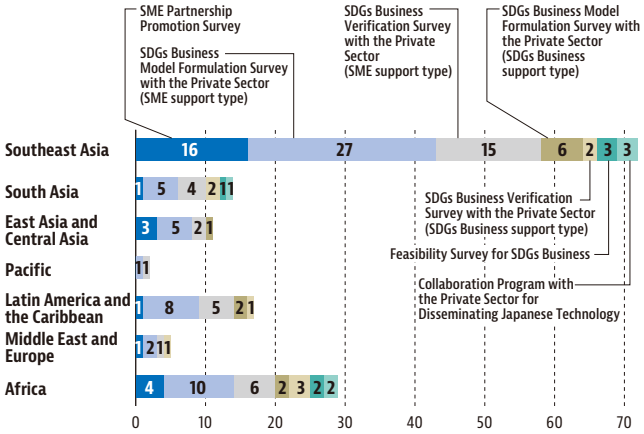
2. **SDGs Business Model Formulation Survey with the Private Sector**

This scheme is aimed at assisting in (1) exploring business ideas that leverage Japanese companies' technologies, products, and processes to address challenges facing partner countries, (2) examining the feasibility of these ideas in ODA projects, and even (3) developing these ideas into business models. In fiscal 2018, a total of 69 proposals were adopted under this scheme, of which 58 were of the SME support type, and the remaining 11 were of the SDGs Business support type. (These 11 proposals

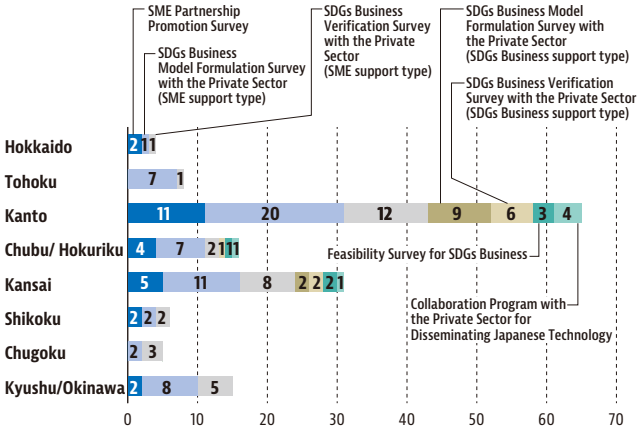
Available Schemes and the Flow of Commercial Implementation



Number of adopted surveys by world region in fiscal 2018



Number of adopted surveys by region in Japan in fiscal 2018



were adopted in a single round only for fiscal 2018, as the SDGs Business support type was newly created.)

3. SDGs Business Verification Survey with the Private Sector

This scheme is aimed at assisting in developing business plans to address challenges facing partner countries through such activities as (1) examining business models, which involves validating their technologies, products, and processes; (2) promoting understanding of the proposed business models; and (3) assessing their adoptability for ODA projects **[➡ see the case study below]**. In fiscal 2018, a total of 43 proposals were adopted under this scheme, of which 34 were of the SME support type and the remaining nine were of the SDGs Business support type. (These nine proposals were adopted in a single round only for fiscal 2018, as the SDGs Business support type was newly created.)

Six proposals each were adopted in the first part of fiscal 2018 for the Feasibility Survey for SDGs Business and the Collaboration Program with the Private Sector for Disseminating Japanese Technology, both of which are the predecessor of the SDGs Business support type.

Strengthening Linkages between Developing Countries and Local Communities in Japan

Support for SMEs across Japan in doing business overseas through SDGs Business Supporting Surveys has further implications as well; it helps to strengthen the connection between developing countries and Japanese local economies and communities, which contributes to vitalizing both developing countries and local communities in Japan. For example, local traditional technologies and technologies jointly developed with local universities are appropriately applied to developing countries and are giving a much-needed boost to some local economies in Japan.

In fiscal 2018, JICA organized more than 250 seminars on SDGs business for SMEs, attended by over 10,000 people in total. It also held two seminars designed to share the challenges of developing countries. The seminars were evaluated as useful by many participants.

Myanmar: Verification Survey with the Private Sector for Disseminating Japanese Technologies for Establishing Supply Chain-Management System for Safe, High Quality and Hygienic Medical Oxygen

Introducing a medical oxygen supply system compatible with Japanese standards and constructing a local plant

Teaching how to handle an oxygen cylinder

Medical oxygen is indispensable for medical practices such as treatments and operations. It is classified as a medical product and subject to rigorous management standards in Japan. However, Myanmar has no specific legal framework, regulations, or management standards in place for it. Recurring oxygen cylinder accidents due to inappropriate management point to the urgent need to establish a solid system of supply and delivery as well as related standards of various kinds.

These circumstances prompted Kitajima Sanso Co., Ltd., headquartered in Tokushima City, Tokushima Prefecture, to introduce in Myanmar the Kitajima ROC (Responsible Oxygen Cycle) System, which is aimed at stable supply of high-quality medical oxygen 24 hours a day, every day. Under the auspices of JICA, Kitajima Sanso is engaged in oxygen filling, delivery to hospitals, and training for hospital staffs at five hospitals in Myanmar, which serve as demonstration sites for the project.

Myanmar's Ministry of Health and Sports highly appreciates this undertaking and now calls for advice on the development of standards for medical oxygen.

In October 2018, Kitajima Sanso set up a medical oxygen filling plant as its local subsidiary. The filling plant is accumulating achievements in selling the medical oxygen supply system to private and other hospitals. Expectations are high that this verification survey will give rise to a more sustainable undertaking in Myanmar.

Science and Technology Research Partnership for Sustainable Development (SATREPS)

Jointly Creating Scientific Knowledge for International Development

Global-scale problems, including global warming, natural disasters, and infectious diseases, have become increasingly serious. 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.

In these circumstances, JICA initiated the Science and Technology Research Partnership for Sustainable Development (SATREPS) in 2008. Utilizing Japan's science and technology, JICA aims to create newer "knowledge" through international joint research between Japan and developing countries, as well as solving global-scale issues by giving research outcomes back to the real world.

Implementation System

This program is designed to promote international joint research in which both Japanese research institutions and those of developing countries collaborate based on the social needs in developing countries. Its aims are to contribute to human resource development to create new knowledge and to utilize research outcomes for the progress of society with a view to addressing global issues in four research fields, or five research areas: environment and energy, bio-resources, disaster prevention and mitigation, and infectious diseases control.

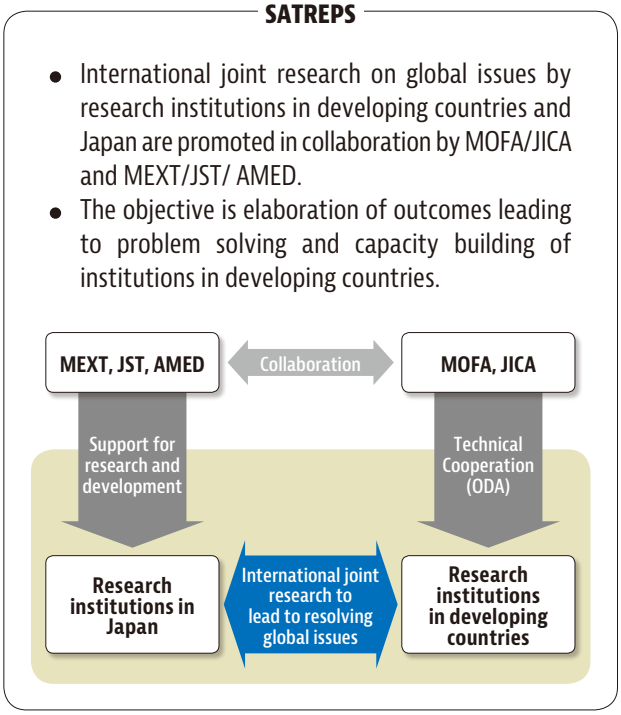
SATREPS is jointly conducted by the Ministry of Foreign Affairs (MOFA); JICA; the Ministry of Education, Culture, Sports, Science and Technology (MEXT); the Japan Science and Technology Agency (JST); and Japan Agency for Medical Research and Development (AMED).

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., a matching system), from the perspective of science and technology and ODA. Then, approved proposals come into practice under the framework of a JICA technical cooperation project.

JICA provides the funding necessary for technical cooperation projects (e.g., dispatch of Japanese researchers, acceptance of partner countries' researchers, provision of equipment, and local activity expenses). On the other hand, JST/AMED supports research activities necessary in Japan or third countries.

Ghana: A Japanese researcher teaching research techniques to researchers at the Noguchi Memorial Institute for Medical Research, University of Ghana (Project for Surveillance and Laboratory Support for Emerging Pathogens of Public Health Importance)

Implementation System of SATREPS



Selection of Research Projects and Implementation Status

In fiscal 2018, there were 85 matches—between 133 research requests from developing countries and 117 proposals from research institutions in Japan—that were subject to the selection process. Of these, nine research proposals were finally approved, bringing the accumulated total number of approved proposals to 133 since this program was launched in 2008. The total number of participating countries, including those in the preparation process, amounted to 50 after Tanzania, Djibouti, and the Democratic Republic of the Congo became new partner countries in joint research.

Citizen Participation

Making International Cooperation a Part of Japanese Culture

JICA promotes and supports international cooperation activities by Japanese citizens. Through partnership with citizens, JICA aims to contribute to development issues with various approaches to promote understanding in international cooperation, and further to return the benefits of ties with developing countries to Japan's local communities.

Among these activities, partnerships with NGOs and other organizations, local governments, universities, and research institutions as well as support for development education are introduced below.

Partnerships with NGOs and Other Organizations

JICA works to strengthen partnerships with NGOs through (1) dialogue, (2) cooperation, and (3) activity support.

1. Dialogue

In fiscal 2018, JICA deepened discussions with NGOs and other organizations about a number of topics through the NGO-JICA Dialogue Meeting and other occasions. These topics included (1) how to improve the quality of JICA Partnership Program (JPP) projects, (2) how to promote cooperation between JICA volunteers and NGOs, etc. and (3) the Action Plan for Collaboration with JICA and Local Network NGOs. This process helped to confirm the directions and specifics of future partnership activities.

2. Cooperation

JICA implements JPP projects jointly with Japanese organizations, including NGOs, by taking advantage of their expertise and experience in order to support the socioeconomic development of developing countries. In fiscal 2018, a total of 60 JPP projects were adopted. JICA also implemented 10 projects financed by the JICA Donation Fund for the People of the World, which receives donations from citizens, corporations, and groups.

3. Activity Support

JICA offers institutional and capacity building training to NGOs and other organizations to enhance their project execution capabilities. It also operates the NGO-JICA Japan Desk in 20 countries to enhance cooperation between these organizations and JICA in the field.

Partnerships with Local Governments

JICA is also engaged in activities that not only help developing countries but also serves to vitalize regional areas in Japan. A case in point is JICA's close cooperation with Japanese local governments—particularly important partners of JICA—in an effort to internationalize the regions, support overseas activities of local governments and industries, and encourage other related ventures, chiefly under the Local Government-Type JICA Partnership Program.

A JICA scholar majoring in mechanical system engineering

JICA's contribution to regional revitalization in Japan as well as to developing countries is highlighted by, for example, Tokachi Seika Co., Ltd., a confectionery manufacturer that participated in a project proposed by Obihiro City, Hokkaido. This company won the fiscal 2018 Agriculture Forestry and Fisheries Minister's Award for Overseas Promotion of Japanese Food as a business operator with excellent export performance [➡ see the case study on page 55].

Partnerships with Universities

As challenges faced by developing countries have become even more difficult and complicated, partnerships with universities are indispensable for proceeding with international cooperation initiatives because of their extensive and advanced knowledge. Partnerships between universities and JICA are put into practice through various approaches, ranging from the participation of faculty members in JICA's research projects and studies on assistance to comprehensive implementation of technical cooperation projects in developing countries.

JICA provides training opportunities for people from developing countries who will likely play a leadership role in their countries or contribute to solving some of the challenges there. To this end, JICA invites such people to study in master's or doctoral courses at Japanese universities as "JICA scholars" [➡ see page 65 and the case study on page 73]. JICA has a comprehensive cooperation agreement or memorandum of understanding (MOU) with 36 universities in Japan to systematically promote and strengthen broad-based partnerships as described above.

JICA has recently been working on the strategic expansion of the acceptance of JICA scholars to ensure that those who have studied in Japan work hard as future leaders back home and, furthermore, maintain and strengthen friendly relations between Japan and their countries over the medium and long term.

Activities to Scale up the Acceptance of JICA Scholars

In order to further streamline the administrative procedures

for accepting JICA scholars, JICA signed a separate MOU with 35 Japanese universities on the acceptance of them during fiscal 2018. Of these universities, 28 already began accepting JICA scholars under the MOU.

JICA offered the short-term introductory course titled "Understanding the Japanese Development Experience" to promote better understanding of the Japanese experience of modernization and economic development. It also teamed up with the Open University of Japan Foundation to produce a TV program aimed at communicating the steps modern Japan has taken for its development.

A class for development education and international understanding education on the SDGs opens students' eyes to the world

To Promote Understanding of International Cooperation among Schoolchildren and General Citizens

Programs for Supporting Development Education

JICA Global Plaza

JICA's three Global Plazas—the JICA Global Plaza in Ichigaya, Tokyo; the Nagoya Global Plaza in Nagoya City, Aichi; and the Hokkaido Global Plaza in Sapporo City, Hokkaido—offer hands-on exhibitions that encourage seeing, listening, and touching. Visitors can receive explanations from "Global Concierges," who have abundant experience in international cooperation. These Global Plazas offer the opportunity to learn about the realities in developing countries and the challenges facing the global community as well as international development cooperation at work, while encouraging visitors to think about what they learned and even translate it into action. Offering events and seminars of various kinds, these plazas also serve as a forum for citizens' participation in international cooperation. Other domestic offices of JICA also provide a wide range of information on international cooperation for the public.

In fiscal 2018, the Global Plazas continued their efforts to promote the public understanding of the Sustainable Development Goals (SDGs). In particular, they held exhibitions and seminars on the SDGs, attracting broad participation from private companies and local governments.

For Promotion of Development Education at Schools

JICA conducts activities aimed at promoting development education at school. The idea is to foster the abilities of students and pupils to (1) understand how development challenges facing the world relate to Japan, (2) regard them as their own problems, (3) proactively study them, and (4) participate in efforts to overcome them.

JICA, with its expertise, information, and human resources in international cooperation, has an ever increasingly larger role to play in classroom settings amid two major developments. First, concrete progress has been made in the effort to foster creators of a sustainable society as called for in the New National Curriculum Standards, which will come into effect in fiscal 2020. Second, various actions are now being taken in Japanese society to help achieve the SDGs.

In light of these circumstances, JICA worked with local governments, teachers and school administrators, and NGOs to (1) develop teaching materials on the SDGs for students and pupils, (2) organize training sessions and seminars for teachers in a bid to reach a wider audience for development education, and (3) make on-demand-delivery of lectures for students.

Thailand and Malaysia: Project for Industrial Advancement and Promotion of Small and Medium Enterprise (SME) by Regional Branding through Food Valley Tokachi and Halal Correspondence under the JICA Partnership Program (JPP)

Participating company wins the Agriculture Forestry and Fisheries Minister's Award for Overseas Promotion of Japanese Food

Tokachi Seika President Hiroyuki Komano and Agriculture, Forestry and Fisheries Minister Takamori Yoshikawa at the commendation ceremony

Launched in 2016, this project assisted the food industry in Thailand and Malaysia in strengthening market competitiveness and establishing local brands by leveraging the comprehensive expertise developed in the Tokachi region of Hokkaido, Japan, that covers everything from production to sales.

Prompted by this cooperation project, some Japanese companies have already begun their attempts at exporting their products to rapidly expanding markets overseas. Standing out among the participating companies is Tokachi Seika Co., Ltd., based in Nakasatsunai Village, Hokkaido. This company began producing halal *daifuku* (rice cakes stuffed with sweet bean jam) and *gyoza* dumplings in Malaysia and exporting traditional Japanese confectionery made in Tokachi. It has made its plant in Tokachi halal compatible, winning halal certification from the Malaysian government.

Because of these activities, the company received the Fiscal 2018 Agriculture Forestry and Fisheries Minister's Award for Overseas Promotion of Japanese Food for business operators with excellent export performance.

The project has promoted other new activities in Japan. The Obihiro Chamber of Commerce and Industry, for example, has hired a highly skilled Malaysian in Japan to help member companies with their business expansion to the country and to make their products and processes halal compatible.

Volunteer Programs

Citizen-Based International Cooperation: Future Change Agent to Build a Better World

JICA's volunteer programs support activities by citizens who volunteer with high aspirations to cooperate in the economic and social development as well as the reconstruction of developing countries. These time-honored programs—which include Japan Overseas Cooperation Volunteers (JOCV), founded in 1965—are widely recognized as a good example of grassroots-level international cooperation extended by the Japanese government and JICA, and are highly praised by partner countries. In recent years, the programs' participants have been increasingly valued in Japan for their contribution to internationalization and revitalization of Japanese society.

What Are JICA's Volunteer Programs?

Since its commencement of dispatching 29 JOCVs to five countries, namely Laos, the Philippines, Cambodia, Malaysia, and Kenya, in fiscal 1965, JICA has implemented volunteer programs for more than 50 years. By the end of March 2019, some 53,000 JICA volunteers (including more than 44,000 JOCVs) have engaged in different activities in the developing world as Japanese conspicuous contributors to the international community.

As it stands, JICA sends four types of JICA volunteers to partner countries: (1) JOCVs, the main pillar; (2) Senior Volunteers; (3) Youth and Senior *Nikkei* (Japanese Descendant) Communities Volunteers, who are dispatched to contribute to the development of *Nikkei* communities; and (4) short-term volunteers with an assignment of less than one year. With more than 50 years' history, the volunteer programs have been reviewed carefully and specialized for their classification and frameworks. Specifically, JICA has adapted to the changing environment in Japan and abroad in order to encourage more people to participate in the volunteer programs.

In fiscal 2018, JICA's Volunteer Program reviewed its system in light of the findings of the Autumn Administrative Program Review* for fiscal 2017. The collective name "JICA's volunteers" has been renamed to "Japan Overseas Cooperation Volunteers." It used to have age categories (youth and senior), but in the new system, starting in fiscal 2019, volunteers are classified by whether or not the project requires a certain level of experience and skills.

Contributing to Human Resources Development for Japan and the World

In recent years, high regard has been given—in terms of human resources development—to the experiences of JOCVs who have lived with local people and worked with them to solve or ameliorate problems in a society and culture different from those of Japan.

Former JOCVs are given an active role to play in social globalization in Japan and abroad and regional revitalization at home as talent who are capable of out-of-the-box thinking in a new environment, collaborating successfully with people around them and taking the lead in making new attempts. The JICA volunteer programs are thus attracting attention as an undertaking that serves to "energize Japan and the world."

Paraguay: A JOCV in community development explaining how to manage money using a household account book (Photo by Hiroshi Wada)

The number of job offers from private companies etc. to former JOCVs totaled 1,482 in fiscal 2018. Growing numbers of local governments and boards of education offer former JOCVs a special employment quota and other kinds of preferential treatment in the screening process. In fiscal 2018, 82 local governments, 40 boards of education, 17 graduate schools, and 1 university were confirmed to have offered such preferential treatment.

Enhancing Cooperation with Various Partners in Japan

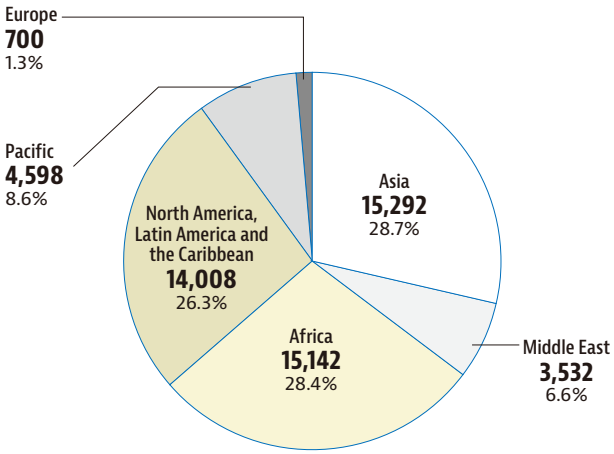
To make use of the technologies and knowledge of domestic partners, including local governments, the private sector, and universities, in solving development challenges in developing countries, JICA cooperates with such entities.

JICA's cooperation contributes not only to overcoming challenges faced by developing countries during the course of advancement but also to developing human resources for the business globalization intended by such entities. During fiscal 2018, there were 14 volunteers sent in partnership with local governments, 13 with the private sector, and 122 with universities.

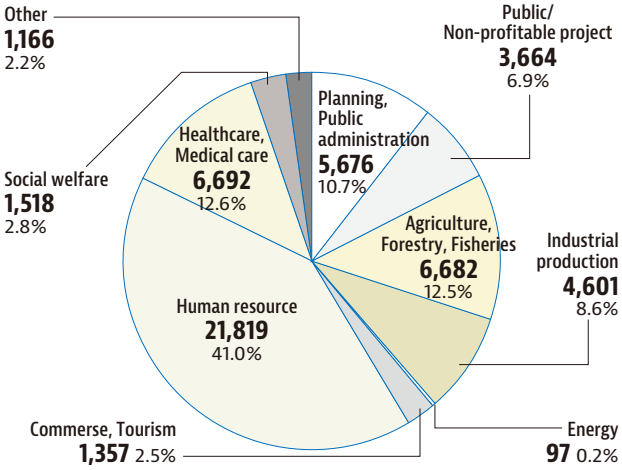
The participation of in-service school teachers in JICA's volunteer programs has a favorable impact on school education in Japan; the experience proves to be useful in promoting development education and international understanding education, and accommodating foreign students. A total of 124 teachers from public schools were sent overseas in fiscal 2018.

* A public review of government programs held with the participation of third-party experts under the auspices of the Council on Administrative Reform.

Cumulative number of JICA volunteers dispatched by region (as of March 2019)



Cumulative number of JICA volunteers dispatched by field of work (as of March 2019)



Contribution to Diverse Development Agenda

To address a diversified development agenda, JICA's volunteer programs promote coordination with JICA's other projects and other volunteer organizations overseas. Also, the programs are designed to address development agendas at all stages, such as formulation of each program, selection of capable candidates, pre-dispatch training, and support for volunteer activities.

For example, JICA started to send a team of JOCVs for mathematics education to Guatemala in 2010. They have been working to improve mathematics classes by making good use of the national textbook *Guatematica*, a major output of JICA's earlier technical cooperation project in the country. In fiscal 2018, these JOCVs offered 268 training and lesson study sessions to 4,208 local teachers. From February to March 2019, a national newspaper carried some of the exercises contained in *Guatematica* a total of 24 times, indicating that Japan's assistance in mathematics education was attracting attention.

To improve access to safe water and sanitation in Africa, to date JICA has dispatched more than 260 JOCVs to 21 African countries as part of the Water Security Action Team (W-SAT), which was established at the Fourth Tokyo International Conference on African Development (TICAD IV) in 2008. In December 2018, JICA organized the Water Security Action Team 10th Anniversary Forum as a pre-event of TICAD 7. At the forum, two of the former JOCVs who had worked in Rwanda explained some of their grassroots activities aimed at technology dissemination and sanitation awareness-raising for water-management associations and residents.

Toward the Sport for Tomorrow (SFT) international contribution program that the Japanese government has been promoting for the 2020 Tokyo Olympics and Paralympics, JICA has been sending volunteers in the physical education and sports areas in order to communicate the value of practicing sports to people in developing countries.

JICA also intends to share its knowledge and achievements with other volunteer-sending organizations by participating in Forum's annual conference of International Volunteer Cooperation Organisations, working with the United Nations Volunteers Programme, the U.S. Peace Corps, and others.

Egypt: JOCVs in School Education

Bringing Japan's Special Activities (TOKKATSU) to Egypt

A class at work as part of the "caravan" campaign. Many parents came to see this class as well.

In Egypt, "special activities" that characterize Japan's school education are attracting attention under the name *Tokkatsu*. These include classroom activities, cleaning, and *nicchoku*, in which students take turns each day to do classroom helper jobs. The year 2018 saw the opening of 35 Egypt Japan Schools (EJSs) that incorporate *Tokkatsu* activities in their curricula.

A team of 11 JOCVs experienced in school teaching cooperated with experts working for a JICA technical cooperation project designed to have "special activities" take root in Egypt. This team mounted a touring "caravan" campaign that took them to EJSs across the country and promoted Japanese-style education with cultural presentations and open classes.

A type of education that not only develops scholarly abilities but also fosters open minds seems to be budding in Egypt. An Egyptian involved in an EJS said: "*Tokkatsu* has resulted in more children thinking for themselves and working more cooperatively with others, indicating the vast potential for the new curricula. Some parents reported that their children were now more willing than ever to do household chores. I want the JOCVs to come again to teach us more."

Emergency Disaster Relief

Taking Back as Many Smiles as Possible

The JICA Emergency Disaster Support System

JICA dispatches Japan Disaster Relief (JDR) teams and provides emergency relief supplies when major disasters occur overseas, in response to requests received from the governments of affected countries or international agencies.

JDR is composed of five teams: 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.

Operations of the Secretariat of Japan Disaster Relief Team

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 JDR Secretariat 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, the medical team, and the infectious diseases response team are typical ones.

A JDR rescue team searches for and rescues people affected by large-scale disasters abroad. The JDR rescue team is classified in the International Search and Rescue Advisory Group's (INSARAG) external classification as "heavy," or the highest rank. In September 2017, a rescue team was dispatched to Mexico in the wake of an earthquake and worked through the night to engage in search and rescue operations there.

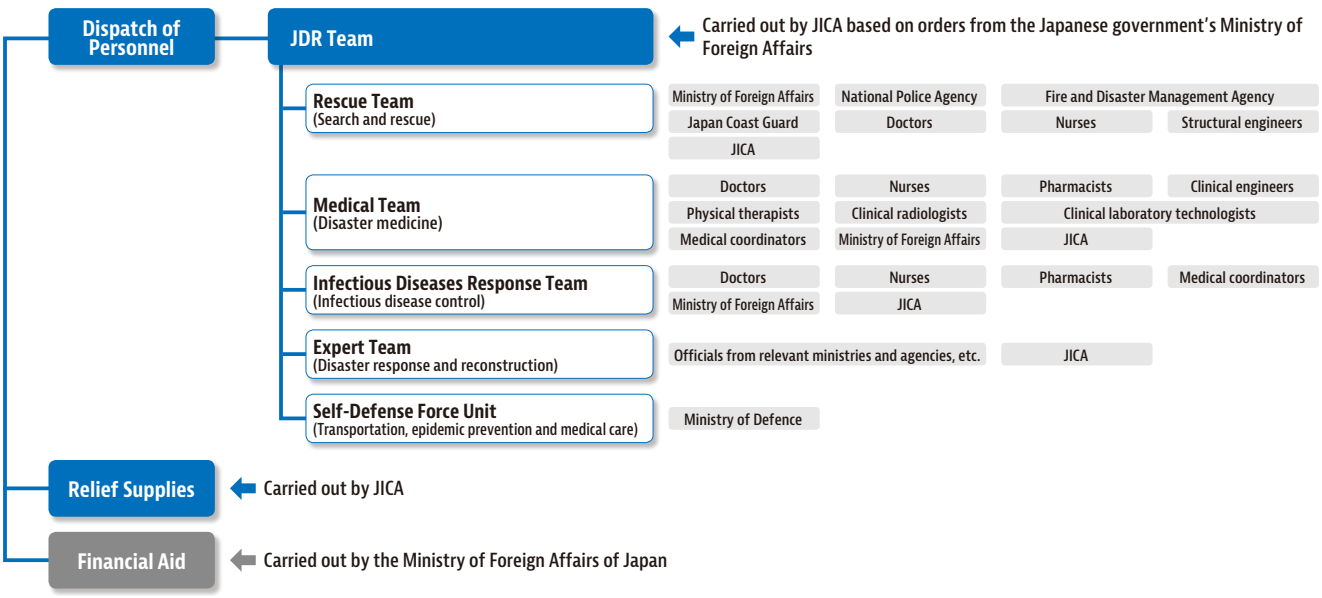
A JDR medical team provides medical assistance to disaster-affected people. In October 2016, the team was certified by the World Health Organization (WHO) as an emergency medical team (EMT). In February 2017, the disaster medical information standardization method called Minimum Data Set (MDS), which was developed by the EMT MDS Working Group led by JDR-JICA was adopted by WHO as an international standard. The MDS was first put to practical use in international relief operations for the cyclone disaster that hit Mozambique in March 2019, with the support of a JDR expert team.

In response to global epidemics of infectious diseases, an infectious diseases response team was established in October 2015, and JICA recruited team members and provided training sessions. The first dispatch was in July 2016 to address the outbreak of yellow fever in the Democratic Republic of the Congo (DRC). In June 2018, JICA sent such a team to the DRC to fight against the Ebola outbreak there [➡ see the case study on page 59].

2. Provision of Emergency Relief Supplies

In order to provide affected areas with emergency relief supplies in a quick and secure manner, the Secretariat of JDR procures and stores them beforehand, and keeps a stockpile of such supplies in its warehouses at six locations around the world. In fiscal 2018, JICA provided such supplies on 11 occasions of various natural disasters, including a volcanic eruption in Guatemala; an earthquake in Indonesia; flooding or water

Japan's Emergency Disaster Relief System



Emergency Disaster Relief in Fiscal 2018: 15 cases

No	Date disaster occurred	Country/region	Type of disaster	Type of relief	Number of persons dispatched/ supplies provided
1	May 2018	Djibouti	Cyclone	Provision of supplies	Tents, blankets, portable jerry cans, sleeping pads
2	June 2018	Democratic Republic of the Congo	Ebola virus disease	Infectious diseases response team	14 people
3	June 2018	Guatemala	Volcanic eruption	Provision of supplies	Tents, sleeping pads, generators
4	July 2018	Laos	Water damage	Provision of supplies	Tents, blankets, water purifiers, flocculants
5	August 2018	Myanmar	Flooding	Provision of supplies	Tents, water tanks
6	August 2018	Democratic Republic of the Congo	Ebola virus disease	Provision of supplies	Tents, goggles, footware, face masks
7	September 2018	Democratic Republic of the Congo	Ebola virus disease	Additional provision of supplies	Equipment for epidemiological surveillance and laboratory diagnosis
8	October 2018	Indonesia	Earthquake	Self-Defense Force unit	74 people (One C-130H transport aircraft)
9	October 2018	Indonesia	Earthquake	Provision of supplies	Tents, generators, cord reels, water purifiers, flocculants
10	March 2019	Malawi	Flooding	Provision of supplies	Tents, blankets, plastic sheets, sleeping pads
11	March 2019	Afghanistan	Flooding	Provision of supplies	Tents, blankets, plastic sheets, portable jerry cans
12	March 2019	Mozambique	Cyclone	Expert team	2 people
13	March 2019	Mozambique	Cyclone	Medical team	27 people
14	March 2019	Mozambique	Cyclone	Provision of supplies	Blankets, plastic sheets, portable jerry cans, water purifiers, flocculants
15	March 2019	Zimbabwe	Cyclone	Provision of supplies	Tents, plastic sheets, portable jerry cans, water purifiers, flocculants, generators

damage in Laos, Myanmar, Malawi, and Afghanistan; the Ebola outbreak in the DRC; and cyclones in Djibouti, Mozambique, and Zimbabwe.

3. Preparation for Emergency Response at Ordinary Times

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.

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 WHO. Through the Project for Strengthening the ASEAN Regional Capacity on Disaster Health Management (ARCH Project) led by the JICA Infrastructure and Peacebuilding Department, JICA also contributes to development and capacity building of the disaster medicine cooperation system in the ASEAN region.

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.

Democratic Republic of the Congo: Dispatching the JDR Infectious Diseases Response Team following the Ebola Outbreak

To contribute to preventing the spread of Ebola to the capital city of Kinshasa

A quarantine station along the Congo River

On May 29, 2018, JICA dispatched a team of experts to the Democratic Republic of the Congo (DRC) to assess the outbreak of the Ebola virus disease. The assessment team found that measures taken to prevent the spread of the Ebola virus were inadequate, as people were fleeing by boat along the Congo River from Équateur Province, where infections had been confirmed, to the capital city, Kinshasa, with a population of over 13 million. More assistance was also needed for conducting laboratory work at Kinshasa.

Accordingly, the Japanese government dispatched a JDR infectious diseases response team of 14 experts to the DRC for the June 11–30 period. In Kinshasa, the team provided technical assistance to strengthen the Ebola surveillance system and laboratory confirmation capabilities, with focus on strengthening the quarantine system along the Congo River, training domestic quarantine officers, and supporting data management.

JICA has been extending consistent assistance in the health sector to the DRC since 2008. This is the second dispatch of a JDR infectious diseases response team to the DRC. The first dispatch was made in 2016 to address the outbreak of yellow fever. The first team supported testing and diagnostic activities and vaccination campaigns in the country.

Research

Intensification of Research on Japan's Development Experience and International Cooperation and Its Dissemination

The JICA Research Institute (JICA-RI) carries out research activities based on the following two main objectives and utilizing the ample field experiences and know-how that JICA has accumulated through its development cooperation. The first objective is to conduct analysis of development issues in developing countries and contribute to JICA's operation strategies. The second is to intensify the dissemination of JICA-RI's research outcomes in Japan and overseas and help to shape the trend of development cooperation.

The results of the research activities are disseminated through various channels, such as publication of books, working papers, and policy notes that identify policy recommendations; organization of knowledge forums,* seminars, and symposia; and presentations at international conferences.

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 research activities based on the field experiences and analytic results of JICA, as well as those of other development partners worldwide. It will integrate past lessons into future development cooperation activities.

3. **Unraveling the East Asian Experiences**

JICA-RI will analyze the growth experiences of Japan and its Asian neighbors and explore the applicability of these experiences to other regions.

4. **Disseminating Research Results Worldwide through Open Activities**

JICA-RI will disseminate research processes and research results to other domestic and international research institutions, development cooperation agencies, governmental organizations, private enterprises, and NGOs.

Priority Research Areas

1. **Peace and Development**

From the perspective of realizing human security and sustaining peace in the face of imminent threats, JICA-RI attempts to analyze the factors behind these crises in a more systematic way and explores effective approaches to address them through comparative studies of initiatives taken by diverse actors engaged in humanitarian responses, sustainable development, and sustaining peace.

2. **Growth and Poverty Reduction**

Infrastructure plays an important role in the process of development and constitutes a key area of Japan's development cooperation. With this in mind, JICA-RI analyzes the socioeconomic impacts of infrastructure projects on developing countries. It also studies the financial situation of developing countries—including such aspects as dollarization and remittances—as it can have a significant impact on each nation's domestic economy and people's lives. In addition, JICA-RI conducts empirical analyses of development interventions for rice production and small-scale horticulture farmers in Africa to promote further development and poverty reduction in African countries.

3. **Environment and Development/Climate Change**

JICA-RI studies how developing countries are addressing environmental problems and climate change. It aims to provide a blueprint for JICA's future environmental cooperation by utilizing the latest knowledge and methodologies in natural sciences as well as JICA's own experiences and data accumulated through its development cooperation activities.

4. **Aid Strategies**

JICA-RI conducts research aimed at helping to shape new global development trends and addressing cross-sectoral challenges. It also studies the history of Japan's development cooperation and analyzes development cooperation by emerging economies, including China. Japan's experiences in both its own development and development cooperation for other counties are also reviewed.

Furthermore, JICA-RI conducts research that systematically reviews the concept of "quality growth" and aims to form a theoretical basis for Japan to lead the international discussions on this topic.

Achievements in Fiscal 2018

Based on these policies and activities in these areas, JICA-RI conducted 27 research projects in fiscal 2018 and published the outcomes.

1. **Outcomes of Research Activities**

JICA-RI released 20 working papers in fiscal 2018. For example, its research project "Obtaining a Second Chance: Education During and After Conflict" produced four case studies on Rwanda, Uganda, Bosnia and Herzegovina, and Timor-Leste.

JICA-RI also published five policy notes that focus on (1) disability and education; (2) emerging donors; (3) human security; (4) maternal and child health; and (5) a rice green revolution in Sub-Saharan Africa, an initiative taken by the Coalition for African Rice Development (CARD).

Research outcomes are also compiled as books by JICA-RI. JICA-RI released seven books written in English and five in Japanese in fiscal 2018.

These seven English books include *Human Security Norms*

*A regular forum where a wide range of various parties interested in international development have discussions in a free and open-minded manner and thus promote the interaction of knowledge between academic research and practice in development cooperation.

in East Asia and *Human Security and Cross-Border Cooperation in East Asia*, each of which has put together a series of studies as part of the research project "Human Security in Practice: East Asian Experiences." The former reveals how the concept of human security has been embraced, criticized, modified, and diffused in East Asian countries (ASEAN Plus China, Japan, and the Republic of Korea). The latter reviews 10 case studies on threats to human security in the region and discusses how to put the concept into practice [➡ see the case study below].

The five Japanese books include three titles that focus on (1) solid waste management in the Pacific, (2) Japanese emigrants' contribution to Paraguay's economic development, and (3) peacebuilding in Sudan through sports. They were published as the 21st to 23rd books in the Project History series, which analyze Japan's contribution to developing countries from a long-term perspective. The other two books are a compilation of interdisciplinary studies on Japan Overseas Cooperation Volunteers and a work on the internationalization of higher education and the ODA participation of Japanese universities.

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.

The joint seminar with the Brookings Institute of the United States

One such research organization is the Brookings Institute in the United States, with which JICA-RI conducted a two-year joint research titled "From Summits to Solutions: Innovations in Implementing the Sustainable Development Goals." In December 2018, JICA-RI and the Brookings Institute held a seminar to launch the final outcome work of the same title to discuss how the world should change itself to achieve the Sustainable Development Goals (SDGs).

JICA-RI has also been working on joint studies with research institutions, including the Initiative for Policy Dialogue (IPD) of Columbia University, as well as the Global Development Network (GDN), a global network of development researchers.

➡ For details on these and other studies and publications, visit the website of JICA-Research Institute: https://www.jica.go.jp/jica-ri/index.html

Research Project "Human Security in Practice: East Asian Experiences"

What does human security mean in a local context?

The research project gave rise to a network of researchers from 11 countries.

The concept and practice of human security have been discussed since its introduction in *Human Development Report 1994* of the United Nations Development Programme (UNDP).

This research project, launched in 2013, involves researchers from eight of the ASEAN members—Cambodia, Indonesia, Malaysia, Myanmar, the Philippines, Singapore, Thailand, and Viet Nam—as well as from China, Japan, and the Republic of Korea. It analyzed how the concept of human security is understood in the context of each of these countries and how they address such threats to human security.

The project found that threats to human security are defined broadly in the region to encompass not only armed conflicts but also natural disasters and infectious diseases etc. It also found that human security is considered compatible with national security. To put human security into practice, the research project stressed the importance of (1) preventing threats, (2) promoting cooperation in the international community, and (3) building confidence in advance during normal times.

Such research outcomes were widely disseminated in the form of two academic books and through international academic meetings and symposia.

Enhancing Development Partnerships and Actions toward Achieving the SDGs

Working Together with a Wide Range of International and Local Partners

The system of international cooperation is now increasingly undermined. While emerging countries are further extending their presence in the international community, an increasing number of states are putting themselves first. Conflicts between different ethnic groups, religions, and beliefs are intensifying. And yet, collaboration and co-creation among a wide range of domestic and international partners are needed to achieve the Sustainable Development Goals (SDGs), a set of common goals for the international community that were adopted at the United Nations in 2015. Now that several years have passed since the adoption, there is a growing public awareness of the SDGs in Japan, and more efforts are being made to address them in the country.

Partnerships with International Development Agencies

To help achieve the SDGs, JICA has been deepening mutual understanding with various development cooperation agencies and building close partnerships in order to address difficult challenges that are beyond the capacity of one agency by complimenting one another. Additionally, JICA has been sharing Japan's experience and expertise at international forums for discussing development cooperation, thus contributing to international rulemaking efforts.

The Annual Meetings of the International Monetary Fund and World Bank Group, held in Indonesia in October 2018, discussed, among other issues, the importance of investment in the health, education, and nutrition sectors. At the meetings, JICA president Shinichi Kitaoka was appointed as a Human Capital Champion, who is tasked with promoting the importance of these issues to the world. Welcoming this opportunity, JICA has been deepening cooperation with the World Bank for more effective development cooperation in these three sectors.

At an SDGs side event of the Annual Meetings of the World Bank and the IMF, held in Indonesia. From left to right: UNDP administrator Achim Steiner, JICA president Shinichi Kitaoka, Columbia University professor Jeffrey Sachs, and Indonesian National Development Planning Minister Bambang Brodjonegoro

In February 2019, JICA and the Asian Development Bank (ADB) co-organized an international conference in Tokyo to help achieve Universal Health Coverage (UHC)[1] in the Asia-Pacific

1. UHC is defined 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."

The Second High-Level UN Conference on South-South Cooperation (BAPA+40)

Toward establishing common principles with emerging partners

BAPA+40 Side Event on the Global Partnership Initiative on Effective Triangular Cooperation

Amid a growing number of emerging countries that provide development cooperation, the Second High-Level UN Conference on South-South Cooperation was held in March 2019 in Argentina. The conference, also known as BAPA+40, provided an important opportunity to discuss the roles of South-South and triangular cooperation (SSTC) delivered by these emerging donors.

While traditional donors comply with the common rules set by the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD), there are no such common rules for SSTC. For effective and efficient development cooperation, it is important for the donor community to form common values.

Toward BAPA+40, JICA leveraged its expertise and networks, building on its long track record of SSTC, to have a series of discussions with emerging donor countries and many other actors at the UN and G20 summits. As a result, BAPA+40 largely agreed with JICA's assertion that SSTC provides an important avenue for achieving the SDGs and that the shaping of effective aid schemes and rules should be incorporated into an outcome document.

Based on this agreement, JICA will proceed with establishing common principles with emerging partners.

region. President Kitaoka, ADB president Takehiko Nakao, and other participants discussed priority issues toward achieving UHC and confirmed the importance of increasing cooperation to this end.

Partnerships with Emerging Countries, and South-South and Triangular Cooperation

In addition to traditional development cooperation agencies, emerging countries such as the Republic of Korea, China, Thailand, Indonesia, Brazil, and Turkey have become development cooperation providers, thus increasing their influence in the international development community. For greater transparency and more effectiveness of development cooperation, JICA is engaged in dialogue with these emerging countries to establish international rules on development cooperation and effective modalities for such cooperation.

JICA perceives South-South and triangular cooperation (SSTC)—which promotes the sharing of the development experiences of emerging and developing countries—as a useful approach to build foundations for common understanding for international rules on development cooperation. As such, JICA led discussions in the process toward the Second High-Level UN Conference on South-South Cooperation, which was aimed at establishing a new SSTC framework, thus contributing significantly to the discussion towards the adoption of the UN conference's outcome documents, which set out important international rules **[➡ see the case study on page 62]**.

Moreover, JICA held regular consultations with the Export-Import Bank of China, the Korea International Cooperation Agency (KOICA), and the Economic Development Cooperation Fund (EDCF) of the Export-Import Bank of Korea. By sharing its expertise with these three organizations, JICA supported the effective and efficient delivery of international development cooperation by these emerging countries.

The Sustainable Development Goals (SDGs)

Actions of JICA toward Achieving the SDGs

Under its guiding principle for achieving the SDGs, JICA worked on a range of actions in Japan and abroad.[2] On the international front, JICA signed an ODA Loan agreement with the Indian government and started technical cooperation in Indonesia. These activities were part of JICA's efforts to assist partner countries in developing SDG-related policies and strengthening the framework for implementing these policies **[➡ see the case study below]**.

On the domestic front, JICA encouraged various stakeholders to better understand the SDGs and work more closely with them. For example, JICA has assumed a role in the secretariat of the Kansai SDGs Platform,[3] a forum for better understanding of and collaboration for the SDGs in the Kansai region. In this capacity, JICA conducted a wide range of activities, including holding a panel exhibition at the United Nations Headquarters. As part of its efforts to reach a wider audience for better understanding of the SDGs, JICA supported and participated in the Tohoku University SDGs Symposium in Sendai, among other events. It also put effort into organizing lectures and workshops for university students and other young people who will be assuming a pivotal role in society in 2030, the target year of the SDGs.

2. JICA web page on initiatives on the SDGs: https://www.jica.go.jp/english/ir/bonds/index.html
3. The website of the Kansai SDGs Platform: https://kansai-sdgs-platform.jp/en/

Indonesia: Project for Strengthening Framework of Implementation of Sustainable Development Goals (SDGs)

Helping the developing country government to strengthen its SDG implementation framework

A JICA expert announcing a plan of operation in front of Indonesian government officials, university faculty members, and reporters

Indonesia has been making national efforts to attain the SDGs, as highlighted by a recent presidential decree that called for national plans for the SDGs.

In 2017, JICA started a survey aimed at assessing the availability of SDG indicators and related data in Indonesia. The survey found that less than 40% of necessary indicators and data were available. As such, JICA launched this technical cooperation project in March 2019 to support the Indonesian government to strengthen its SDG implementation framework.

The project is designed to (1) define SDG indicators and establish numerical targets, (2) formulate action plans to achieve these targets, (3) develop monitoring and evaluation systems, and (4) share expertise with relevant government offices, businesses, and educational institutions.

The preparation of necessary data on SDG global indicators—including the "proportion and number of children aged 5-17 years engaged in child labor, by sex and age"—made possible by this project will facilitate a more accurate assessment of the challenges facing the people of Indonesia as well as the development of more appropriate strategies. It is hoped that the project will also involve a wide range of actors in both countries and support co-creation efforts by them.

Support for Japanese Emigrants and Their Descendants and Enhancement of Collaboration and Relations with *Nikkei* Communities

More than 2.13 million descendants of Japanese emigrants (*Nikkei*) live in Latin America and the Caribbean, making important contributions in many fields. Their presence plays a key role as an intermediary between Japan and the countries where they reside.

JICA, in line with postwar Japanese emigration policy, had been providing assistance to settle in new lands and to stabilize livelihoods for Japanese emigrants who have settled in Latin America and the Caribbean. Today, as *Nikkei* communities have matured and generational transition has taken place, JICA is engaged in support to address new challenges arising from such changes, as well as strengthening collaboration with *Nikkei* communities.

The forum of next *Nikkei* leaders in Latin America and the Caribbean

Main Programs and Activities

1. Toward a New Partnership

The year 2018 marked the 150th anniversary of the first group emigration of Japanese people to Hawaii in the first year of the Meiji Era (1868). JICA President Shinichi Kitaoka gave a commemorative address at the 59th Convention of Nikkei & Japanese Abroad in Hawaii [➡ see page 8].

In June 2018, JICA and the Ministry of Foreign Affairs (MOFA) co-organized a forum of the next *Nikkei* leaders in Latin America and the Caribbean, bringing together some 180 people, including next-generation leaders of *Nikkei* communities invited by MOFA, *Nikkei* participants in JICA training programs, *Nikkei* people studying in Japan, *Nikkei* residents in Japan, and Japanese youths interested in *Nikkei* communities in Japan. They exchanged views and opinions actively on various themes.

In January 2019, JICA invited 12 *Nikkei* business leaders from five South American countries to build relationships with them and introduce possible business opportunities in these countries to Japanese private companies and local governments. They visited Fukuoka and Nagasaki, among other prefectures.

2. Dissemination of Knowledge on Overseas Migration

The Japanese Overseas Migration Museum aims to encourage the public to learn about the history of Japanese migration and become acquainted with emigrants and the *Nikkei*. The museum consists of permanent exhibits featuring the immigration records of Japanese emigrants and historical materials donated by them, as well as special exhibitions covering a variety of subjects. Besides the museum library, which contains emigration-related books and films, the museum also provides information on its website and conducts studies and research activities. In fiscal 2018, the museum had 44,296 visitors, and the total number of visitors since its opening has exceeded 560,000.

In fiscal 2018, the museum held three special exhibitions: (1) Brazil-Japan: 110 years of human bonds—Brazilians in Japan—the history and everyday lives of *Nikkei* people who have lived in Japan for three decades; (2) Special exhibition commemorating the 150 years of Japanese emigration to Hawaii: The first emigrants and those who followed, as well as the roles played by the Japanese newspaper in Hawaii; and (3) Special exhibition commemorating the 120 years of Japanese emigration to Peru: Yokichi Nouchi—the man who developed the Machu Picchu village—and the history of Japanese emigrants to Peru.

3. Support for Emigrants in Their Countries of Residence

JICA provided subsidies for: the management of *Nikkei* clinics at settlements in Bolivia and the Amazonia Hospital in Brazil while also supporting traveling clinics and programs involving elderly welfare and medical services for settlements in Brazil, Bolivia, and the Dominican Republic; and for programs aimed at the training of local *Nikkei* Japanese-language teachers in Brazil, Argentina, the Dominican Republic, Peru, and Colombia.

4. Educational Initiatives for the Next Generations

JICA organizes programs for junior high school, high school, and college students who are children of emigrants. The programs provide a firsthand opportunity to gain a deeper understanding of Japanese culture and society and enhance their identity as *Nikkei*. In fiscal 2018, a total of 100 students participated.

JICA also offers a scholarship covering living expenses and tuition to support *Nikkei* students attending graduate schools in Japan. In fiscal 2018, six new students participated in this program.

5. Support for *Nikkei* Communities and Local Communities

JICA dispatches volunteers to *Nikkei* communities. They are called *Nikkei* Communities Volunteers, and they mainly assist with Japanese-language education and welfare services while living with Japanese emigrants and *Nikkei*. In fiscal 2018, 83 people were newly dispatched.

Under the Special Participation Program for School Teachers for *Nikkei* communities, JICA dispatched five school teachers to local government–recognized schools in Brazil in fiscal 2018. Upon returning to Japan, these volunteer teachers are expected to take full advantage of their experiences to assist with the education of *Nikkei* children in Japan.

At the proposal of universities, local governments, public interest corporations, and private enterprises in Japan, JICA also invites training participants from *Nikkei* communities aiming at supporting nation building in their respective countries and promoting cross-border, people-to-people exchanges. In fiscal 2018, the scope of eligible participants, heretofore limited to *Nikkei*, was expanded to include people who are expected to play a leading role in linking Japan with *Nikkei* communities in Latin America and the Caribbean. During this fiscal year, JICA accepted 137 participants for such training.

6. Strengthening Partnerships with *Nikkei* Communities and Japan's Private Sector

JICA dispatches Partnership Promotion Survey Teams to Latin America and the Caribbean with an aim to contribute to economic and social development in the region through strengthening partnerships between Japanese private companies and private companies owned or managed by *Nikkei* in those countries. In fiscal 2018, JICA sent such a team to Peru and Paraguay. Some of the Japanese companies that joined the team now utilize JICA's private-sector partnership programs. Others are even expanding their business to Latin America and the Caribbean or are engaged in international cooperation with the region.

Sharing Japan's Experiences with Future Leaders of Developing Countries

In October 2018, JICA started in earnest the JICA Development Studies Program (JICA-DSP), designed to foster human resources that support the development of developing countries. JICA-DSP works with universities to offer the opportunity to learn about both Japan's modernization and development experiences and its wisdom as a development partner after World War II, in addition to regular courses offered by these universities.

JICA-DSP encourages participants from developing countries to contribute to the development of their countries and play significant roles as leaders after returning home. In turn, they will hopefully help to foster a long lasting bilateral relationship between each country and Japan.

Among the training participants staying in Japan under JICA's various human resource development programs, those enrolled in degree programs at Japanese universities (JICA scholars) are eligible for JICA-DSP, which consists of two components as shown below. JICA scholars are supposed to complete master's or doctoral courses offered by universities as well as one or both of these components [➡ see the chart below].

(1) Understanding the Japanese Development Experience (Short-term Introductory Course)

This short-term intensive course, jointly offered by JICA and cooperating universities, provides JICA scholars with the opportunity to learn about Japan's development in the modern era and its history. The course has been offered since fiscal 2017 in collaboration with the National Graduate Institute for Policy Studies. In fiscal 2018, there were 134 JICA scholars who took the course.

JICA also joined hands with the Open University of Japan Foundation to produce a joint TV program titled *Seven Chapters on Japan's Modernization* to provide more JICA scholars with the opportunity to gain from this course. The broadcast of this program began in March 2019 on channel BS231, "BS Campus ex" in Japan.

Efforts will also be made to allow all JICA scholars to take this course eventually.

(2) DSPs Offered by Various Universities (Individual Programs)

These programs are established within graduate school degree courses at each university participating in JICA-DSP. They offer a set of class subjects open to JICA scholars studying at such participating universities. The subjects are about modern Japan's experiences in development, including experiences in Japan's own development and of its cooperation to other countries through ODA.

These programs are designed for JICA scholars to better understand Japan's development experiences in their specialized fields through the class subjects of each university. The programs cover a wide range of academic areas, including politics, law, economics, finance, social development, science and technology, and innovation technology.

Animated exchanges of views with JICA president Shinichi Kitaoka after a lecture in the "Understanding the Japanese Development Experience" course

JICA Development Studies Program

(1) Short-Term Introductory Course: Understanding the Japanese Development Experience
- Short-term intensive program jointly offered by JICA and cooperating universities
- Designed to promote understanding of Japan by communicating Japan's modernization experience, including its background and characteristics and its postwar experience as a development partner, in a balanced manner

Academic Areas	Politics, Law: Politics, law, governance, etc.	Economics: Economics, finance, industrial development, management, etc.	Social Development: Education, health, agricultural eonomics, land development, environment, disaster risk management, etc.	Science and Technology, Innovation: Science, engineering, medical science, agricultural science, *monozukuri* (Japan's manufacturing), IT, etc.
(2) DSPs Offered by Various Universities (additional and revised classes/subjects)	Graduate School XX, Graduate School XX, Graduate School XX, Graduate School XX	Graduate School XX, Graduate School XX, Graduate School XX, Graduate School XX	Graduate School XX, Graduate School XX, Graduate School XX, Graduate School XX	Graduate School XX, Graduate School XX, Graduate School XX, Graduate School XX
(3) Existing master's and doctoral courses				

Examples of class subjects to learn more about modern Japan's development experiences

Politics, Law, Economics
- Development of the public administration system
- External assistance policy
- Economic development and international development
- Public finance and public administration
- Corporate finance and financial systems

Social Development
- Experiences in overcoming industrial pollution; activities and contributions to global environmental problems
- Disaster prevention measures in the aftermath of the Great Hanshin and Awaji Earthquake; Japan's contributions to the World Conference on Disaster Risk Reduction in Sendai, etc.
- Community development in the universities' neighborhoods
- Urban transport planning and policy

Science and Technology, Innovation
- Industry and technology (technological innovation)
- History of industrial development and technology strategy
- Advanced technical education
- Resources and energy strategy

Types of Cooperation

This section focuses on three major types of JICA's cooperation —Technical Cooperation, Finance and Investment Cooperation, and Grants— as well as environmental and social considerations in JICA projects, evaluation of operations, and efforts to secure and train human resources for international cooperation.

Photo credits, left to right: photo 1: Kenshiro Imamura; photo 2: Kaku Suzuki; photo 3: Koji Sato

Technical Cooperation

Capacity Development

Technical cooperation is people-to-people cooperation that supports developing countries (partner countries) in enhancing their comprehensive capacities to address development challenges through their own efforts. Instead of applying Japanese technology per se to developing countries, JICA's technical cooperation tailors optimal solutions by collaborating with the people. In the process, consideration is given to factors such as regional characteristics, the historical background, and culture. JICA does not limit its technical cooperation to human resources development; it offers multi-tiered assistance that also involves organizational strengthening, policy formulation, and institution building.

A Variety of Components of Technical Cooperation

1. Dispatch of Experts

Japanese experts are dispatched to developing countries to provide necessary technologies and knowledge to counterpart government officials and specialists. At the same time, the experts cooperate with their counterparts to develop and disseminate technologies and systems that are suitable for the partner countries.

2. Technical Training (The Knowledge Co-Creation Program)

JICA provides bright and committed personnel of developing countries, who lead specific areas of the country's development, with training in the knowledge and technology needed for each country. Such training is conducted in Japan and other countries.

3. Technical Cooperation Projects

Technical cooperation projects, which strategically combine the dispatch of experts, technical training, and provision of equipment, are the core operation of JICA's technical cooperation.

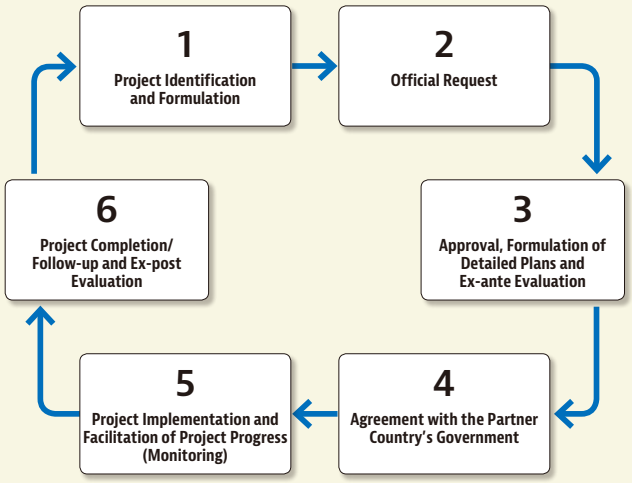
Science and Technology Research Partnership for Sustainable Development (SATREPS) is one type of JICA's technical cooperation projects [➡ see page 53].

4. Technical Cooperation for Development Planning

JICA assists developing countries in formulating development policies and public infrastructure programs. In the process, JICA transfers various skills in surveying, analyzing, and planning to counterparts in the partner countries.

Malawi: A district officer providing technical guidance to farmers with a focus on leaf vegetables that can fetch high prices under the Project for Market-Oriented Smallholder Horticulture Empowerment and Promotion (Photo by Shinichi Kuno)

Project Cycle



Project Cycle

Technical cooperation is carried out in a project cycle consisting of six major steps, as described in the above chart.

1 Project Identification and Formulation

JICA identifies and formulates technical cooperation projects through interactive approaches, such as discussions with the partner country and needs assessment by JICA overseas offices.

2 Official Request

The Japanese government receives an official request for technical cooperation from the partner country's government.

3 Approval, Formulation of Detailed Plans and Ex-ante Evaluation

The Ministry of Foreign Affairs (MOFA), the concerned ministries in Japan, and JICA examine the request and approve it if they find it appropriate. This is followed by the exchange of a *note verbale* on the approved project between the Japanese government and the partner country's government. A detailed planning survey is conducted for ex-ante evaluation if necessary.

4 Agreement with the Partner Country's Government

JICA and the executing agency of the partner country's government agree on the objectives, outcomes and specific activities of the project.

5 Project Implementation and Facilitation of Project Progress (Monitoring)

During the project, JICA and the partner organization will regularly monitor the progress of the project to achieve the outcomes.

6 Project Completion / Follow-up and Ex-post Evaluation

After project completion, follow-up cooperation is implemented if necessary. Ex-post evaluation is conducted about three years after project completion.

The Knowledge Co-Creation Program (KCCP)

Technical Cooperation Implemented in Japan

Sharing Japan's Experience with the World

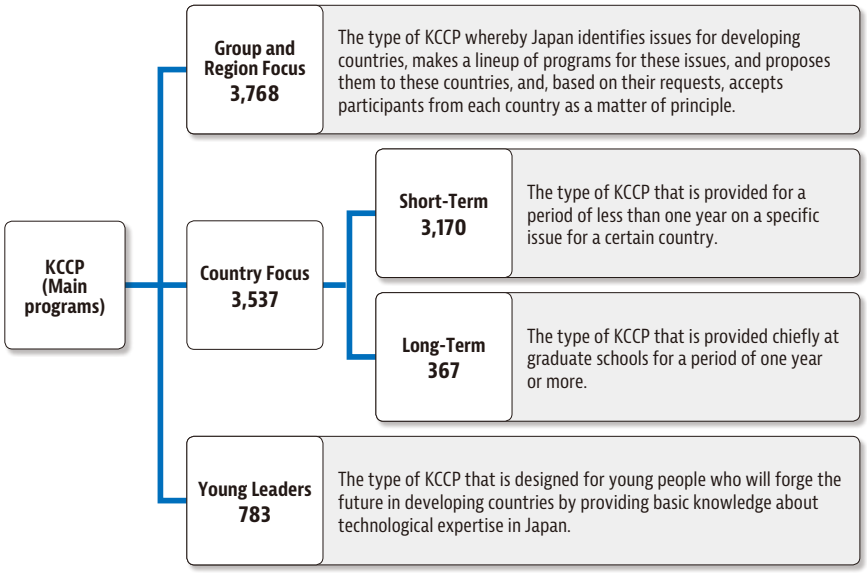
The Knowledge Co-Creation Program (KCCP) invites participants from developing countries, mainly government officials, to Japan for training. JICA hosts approximately 10,000 participants every year mainly at its 12 domestic offices across Japan with the support of various domestic partners, including the central and local governments, universities, research institutes, private-sector enterprises, public-interest organizations, and NGOs. The cumulative total of the participants in KCCP since its launch in 1954 amounts to 360,000.

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 and skills. This program, globally unique in terms of its scale and diversity, is an essential tool of JICA's technical cooperation utilizing Japan's own knowledge, skills, and development experiences to promote human resource development and to solve development issues in partner countries.

Implementation of the Strategic Knowledge Co-Creation Program

KCCP brings a number of secondary effects. For one, interacting with Japanese people and experiencing Japanese culture in Japan promote better understanding of the country for the participants. For another, on-site activities as part of the program also benefit Japanese society.

Number of Participants in KCCP in Fiscal 2018



For instance, private and public organizations in Japan can obtain direct information about developing countries and build relationships that may lead to the expansion of their overseas operations. In addition, Japanese students and researchers can acquire a greater global perspective by interacting with the participants.

In this way, KCCP plays a fundamental role in realizing effective development cooperation in addition to offering the opportunity to encourage participants—who will forge the future in developing countries—to understand Japan. It also contributes to globalizing Japan's regional communities as well. These are the ideas behind KCCP.

Along with the current remarkable growth of developing countries, JICA recognizes 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-Net

Toward International Cooperation That Transcends the Restriction of Time and Distance

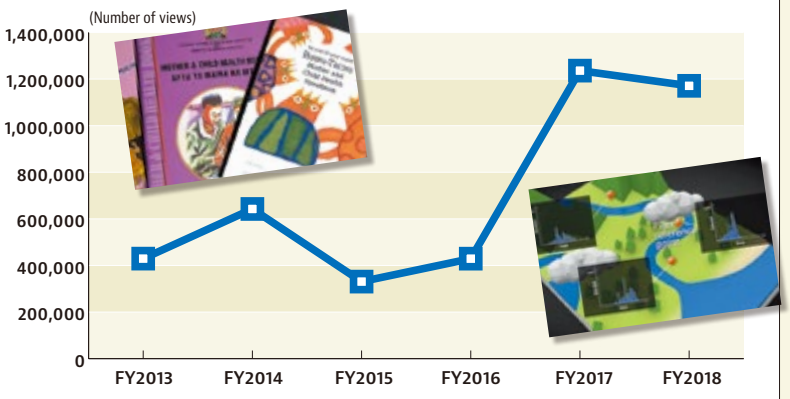
JICA-Net is a distance technical cooperation modality provided by JICA. It expands the possibility of international cooperation through activities such as joint work and learning of technologies across distant sites, and studies using digital archives on development experiences in Japan and in developing 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. JICA-Net digital content is distributed through the JICA-Net Library.

The total number of visits to the JICA-Net Library, which jumped in fiscal 2017, remained high in fiscal 2018. This was due in large part to the launch of external public relations through JICA's official SNS as well as promotional campaigns at JICA's domestic offices. The JICA-Net Library is used not only in the Knowledge Co-Creation Program but also for many other opportunities, such as international conferences and research at academic institutions.

Changes in the number of visits to the JICA-Net Library (FY2013 - FY2018)



JICA-Net Library URL: ➡ JICA website https://jica-net-library.jica.go.jp/en2/index.html

Finance and Investment Cooperation

Finance and Investment Cooperation is a type of ODA that lends or invests relatively large amounts of development funds under concessional terms to developing countries and regions to support their efforts for their growth and development.

ODA Loans

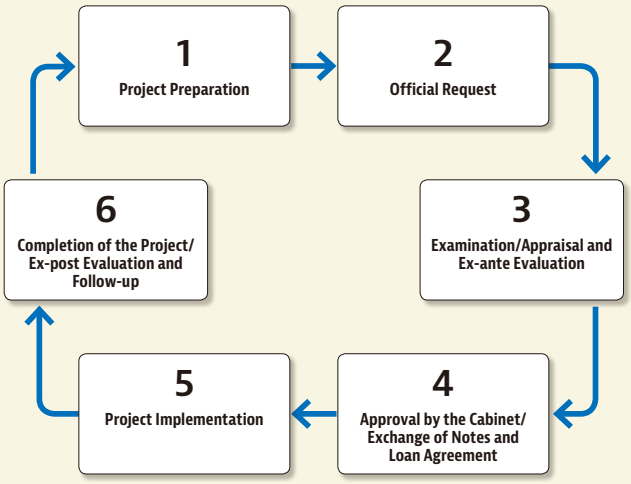
Support and Emphasize Ownership by the Developing Country

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 encouraging 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.

Project Cycle

ODA Loans are carried out in a project cycle consisting of six major steps, as described in the chart at the upper-right. Lessons learned from ex-post evaluations will be utilized for preparing new projects.

Project Cycle



Types of ODA Loans

1. Project-Type Loans

(1) Project Loans

Project loans are a major type of ODA Loan that finances projects such as roads, power plants, irrigation, water supply, and sewerage facilities. The loans are used for the procurement of facilities, equipment, services, and for conducting civil and other related work.

(2) Engineering Service (E/S) Loans

Engineering service (E/S) loans are financed for engineering services necessary in the stage of survey and planning of projects, especially for large-scale projects and projects that involve many uncertainties. These services include detailed data collection on project sites, detailed designs, and preparation of bidding documents. In the same manner as project loans, the project's overall necessity and relevance must be confirmed through a feasibility study (F/S) or other suitable procedures.

(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 recipient country. These loans provide funds necessary for the promotion of small and medium enterprises, agriculture, other specified industries, and construction of facilities to improve the living standards of the people with low incomes. 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.

(4) Sector Loans

Sector loans are for materials, equipment, services, and consulting services required for implementation of development plans in a specific sector consisting of multiple subprojects. It allows the smooth implementation of small subprojects spread across the borrowing country.

2. Program Loans

Program loans support the implementation of national strategies and poverty reduction strategies of developing countries that aim to improve policies and to implement systemic reforms. In recent years, the type of loan that is incorporated into the borrowing country's budget based on the achievement of strategic goals by the borrowing country's government is becoming more common. The confirmation process of the achievements involves consultations on future reform items to support developing countries with policy and institutional reforms within a long-term framework.

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. Together with the other international organizations as well as European and U.S. donors, JICA is greatly

Myanmar: An entrance to the special economic zone under development in the Thilawa area near Yangon. JICA supports the company that develops and manages the industrial park under the Private-Sector Investment Finance program, thus supporting Myanmar's economic development through public-private partnership. (Photo by Shinichi Kuno)

boosting its support for the private sector. Private-Sector Investment Finance (PSIF) aims to stimulate economic activity and improve the people's standard of living in developing countries through equity investments and loans for projects undertaken in developing countries by the private sector.

Scope of Support

PSIF is adopted for projects with high development effectiveness categorized as follows: (1) infrastructure and growth acceleration; (2) SDGs and poverty reduction; and (3) measures against climate change [➡ see page 50].

Organizational Structure of Risk Assessment and Control

PSIF is implemented 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 account* and reinforces its capacity for project implementation, risk assessment, and management.

* In the Private-Sector Investment Finance (PSIF) independent account, loans totaled ¥27,615 million, affiliate companies' stock was ¥44,100 million, and investment securities were ¥6,033 million as of March 31, 2019. Ordinary revenues were ¥28,126 million (including dividends on investments of ¥20,872 million) and net income was ¥26,827 million in the year ended March 31, 2019. The independent account received the assets of the PSIF 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 PSIF; 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 PSIF. Revenues and expenses that are not directly related to PSIF (depreciation, real estate expenses, personnel expenses, etc.) are not included in the independent account revenues and expenses.

Supporting Operation and Maintenance of Infrastructure Facilities through Finance and Investment Cooperation

Toward Making Infrastructure More Sustainable

JICA operates Finance and Investment Cooperation mainly in the form of lending necessary funds to developing countries for the construction of infrastructure facilities as well as operation and maintenance (O&M) of these facilities, often undertaken by the countries themselves.

The problem is that in developing countries, technologies, expertise, and the financial resources needed for O&M are sometimes insufficient due in part to low public utility charges. Inadequate O&M often results in rapid infrastructure deterioration and facility failure, highlighting the growing need for O&M support in developing countries.

One attempt to meet this need is the Metro Rail Transit Line 3 Rehabilitation Project in the Philippines. The ODA Loan agreement for this project was signed in November 2018. This project is designed to rehabilitate vehicles and equipment that have seen their operation rates declining due in large part to their deterioration, and thus restore the safety and efficiency of the line without disrupting daily operations. It is also aimed at supporting the establishment of the implementation system for long-term O&M so that high operation rates will be maintained after the rehabilitation work is completed.

The Japanese government has made it clear that its ODA Loans and Private-Sector Investment Finance support not only facility construction and O&M service delivery but also human resources development and capacity building in order to promote O&M self-reliance, which are appealing to developing countries.

Expectations are high that JICA's continued support for O&M will contribute to developing countries' self-reliance and more business opportunities for companies with a competence in the area of O&M.

Signing ceremony for the ODA Loan agreement for the Philippines

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 at the upper-right. Lessons learned from ex-post evaluations will be utilized for preparing new projects.

1 Project Preparation

Through a preparatory survey, JICA examines the relevance of the project, and develops an outline of the project in consultation with the partner country government.

2 Official Request

The Japanese government receives an official request for the project from the partner country government.

3 Examination/Appraisal and Ex-ante Evaluation

JICA examines and appraises the contents of the requested project and conducts an ex-ante evaluation.

4 Approval by the Cabinet/Exchange of Notes and Grant Agreement

Based on the results of JICA's appraisal, the Japanese government approves the project to be financed by Grants at the Cabinet level. Then, the partner country government signs the Exchange of Notes and Grant Agreement with the Japanese government and JICA, respectively.

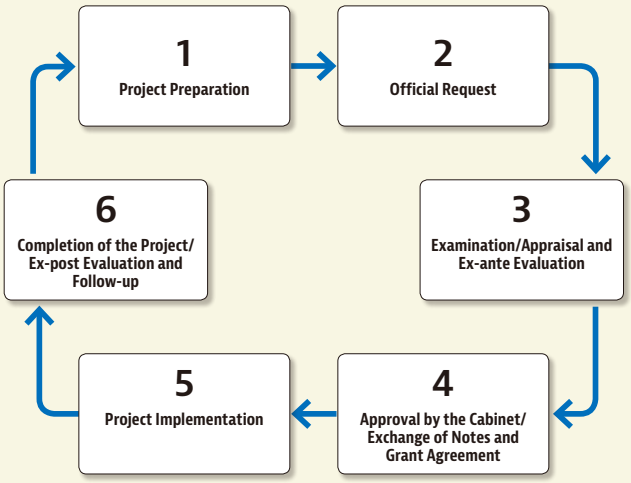
5 Project Implementation

As the main conductor of the project, the partner country government 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 Completion of the Project/Ex-post Evaluation and Follow-up

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.

Project Cycle



Types of Grants Implemented by JICA

1. Project Grants

This is a type of Grant in which the partner country government 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. Program 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 projects such as the project for restoration and reconstruction after disasters caused by Typhoon Yolanda that struck the Philippines.

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 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

New Thaketa Bridge—located along a major transport route that extends from the city center of Yangon in the rapid growing economy of Myanmar—has been constructed with a Grant to replace the old one with technologies new to the country. Apart from physical assistance, the Grant project also involved accepting a few officials from Myanmar's Ministry of Construction to Japan for training. They learned the Japanese way of construction supervision through OJT.

plan for the country's socioeconomic development. In this type of Grant, there are categories such as "general budget support," in which purposes and expense items are not specified, and "sector budget support," in which purposes and expense items are limited to a certain sector.

5. Grants for Human Resource Development

This is a type of Grant in which a scholarship for graduate study in Japan is provided to promising government officials and other personnel who will likely become leaders in partner countries. After returning home, they are expected to play an active role in formulating and implementing socioeconomic development programs as experts. They are also expected to help further strengthen friendly relations between Japan and partner countries as supporters with a positive understanding of Japan [➡ see the column at right].

Initiatives to Promote the Export of Quality Infrastructure

1. Grants with Operation and Management

This type of Grant is for public-private partnership (PPP) projects that are economically beneficial but not financially viable, though, may likely become financially feasible if the developing country government bears part of the project costs. This Grant is extended to public work projects that comprehensively implement the continuum of activities from facility construction to operation, maintenance and management.

2. Grants in Cooperation with Local Governments

This Grant is designed to implement quality projects by taking advantage of the experience and know-how accumulated by Japanese local governments. Projects with this type of Grant are formulated based on proposals from local governments that have experience in providing technical cooperation or dispatching experts to developing countries.

Project for Human Resource Development Scholarship

Building and Expanding a Global Intellectual Network

Under the Japanese government's Plan to Accept 100,000 Foreign Students in Japan, JICA launched in fiscal 1999 the Japanese Grant Aid for Human Resource Development Scholarship (JDS). JDS is designed to allow young public administrators expected to become leaders in developing regions to study at graduate schools in Japan. For a period of 19 years until fiscal 2018, a total of 4,302 students from the developing world have studied in Japan and contributed to the policymaking process in their home countries.

At its outset, JDS was extended chiefly to transitional economies in Asia. Under JDS, students from Uzbekistan and Laos began to study in Japan in 2000. Later, the scope of JDS was expanded to include other Asian countries, including Cambodia, Viet Nam, Mongolia, Bangladesh, Myanmar, China, the Philippines, Indonesia, the Kyrgyz Republic, Tajikistan, Sri Lanka, and Nepal.

In 2012, Ghana was added to the list as the first country from Africa, bringing the number of eligible countries to 15. In 2019, Timor-Leste, Pakistan, and Bhutan will also become eligible for JDS.

Toward a wider and deeper intellectual network at the global level, JDS will continue to contribute to capacity building of public administrators who lead sustainable development as well as to mutual understanding and friendly networking among them.

Networking among Japanese public administrators, JICA officials, and JDS students in the Asian Government Leaders Networking Event

3. Grants for the Global Outreach of Medical Technologies and Services

This Grant is designed to provide higher-quality medical equipment and services—including maintenance and other after-sales services—to partner countries. It will help to build long-lasting relationships between Japanese manufacturers of medical equipment and medical institutions in partner countries.

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 or minimize 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 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. JICA runs projects with appropriate ESC put into practice in accordance with the ESC Guidelines.

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.*

[➡ https://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 followings:

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.

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 subprojects 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.

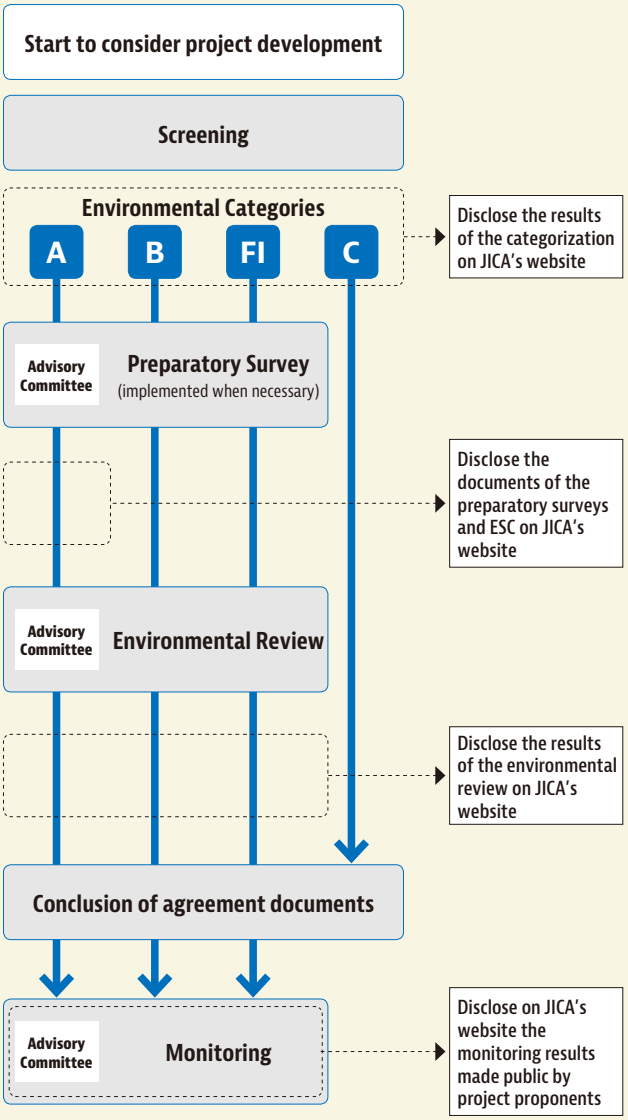
In Environmental Review, JICA confirms the possible environmental or social impacts together with countermeasures to be taken by the project proponents etc., through examination of documents including an environmental impact assessment (EIA) report and Environmental Checklist that indicates the state 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 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 projects 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. More and more projects that are subject to the current ESC Guidelines—which were put in force more than nine years ago—are now in their implementation stages. Accordingly, JICA focuses on strengthening the monitoring verification framework.

* The current ESC Guidelines apply to projects requested in July 2010 onward. For projects requested by June 2010, either JICA's former ESC Guidelines (April 2004) or JBIC's Guidelines for Confirmation of Environmental and Social Considerations (April 2002) apply, depending on the scheme.

Flowchart for Environmental and Social Consideration Procedures



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. During fiscal 2018, there were 12 plenary meetings held as well as 21 meetings of Working Group in which the group of committee members assigned by the plenary meeting investigated the particular project, and the committee provided advice on examination and support of ESC for 20 projects. The list of the committee members and the minutes of plenary meetings (in Japanese) are available on the Environmental and Social Considerations page on JICA's website.

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 non-compliance with JICA's 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 non-compliance with JICA's 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 Environmental and Social Considerations page of JICA's website. During the course of fiscal 2018, no objection was received.

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 based on the ESC Guidelines. Details and information are available on the Environmental and Social Considerations page on JICA's website.

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

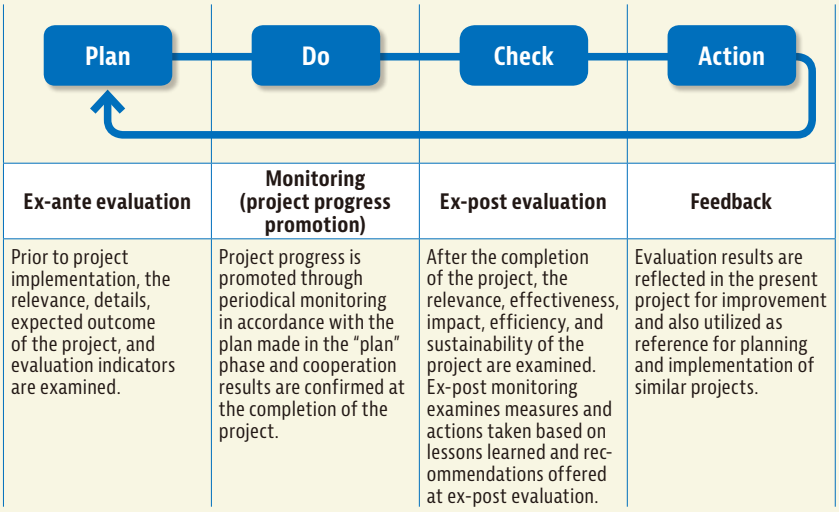
Operations Evaluation

Consistent and Coherent Evaluation

In order to further improve its projects and ensure accountability to stakeholders while aiming to enhance the development results of assistance efforts, JICA utilizes a common framework for monitoring and evaluation that encompasses the project formulation, implementation, post-implementation, and feedback stages.

Moreover, JICA is aiming to conduct consistent evaluations of projects, including Technical Cooperation, Finance and Investment Cooperation, and Grants in line with the plan-do-check-action (PDCA) cycle, using the Criteria for Evaluating Development Assistance laid out by the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD) as an international ODA evaluation criteria [➡ see table below], as well as using its own rating system.

PDCA Cycle



Comprehensive and Cross-Sectoral Evaluation and Analysis

In addition to evaluating individual projects, 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. Conducting evaluation and analysis from a specific point of view that is different from that of project evaluations provides recommendations and lessons common to the selected sector.

In fiscal 2018, JICA continued its efforts to derive lessons and deepen analysis with new monitoring and evaluation methods, such as problem-driven iterative adaptation (PDIA) in peacebuilding projects, experimentation in quantitative analyses based on satellite data, adopting qualitative comparative analysis (QCA), and conducting process analyses.

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, partner country, and donor: Does the goal of the aid activity meet the needs of beneficiaries? Are the activities and outputs of the program and project consistent with the overall goal and the attainment of its objectives?
Effectiveness	Mainly 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 project uses resources effectively to achieve the desired results.
Sustainability	Measures whether the benefits of the project are likely to continue after the closure of the project.

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, and the 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 method, structure, and the entire system is provided periodically by the Advisory Committee on Evaluation consisting of third-party experts.

Emphasis on the Utilization of Evaluation Results

JICA's operations evaluation is also designed to feed evaluation results back to the processes of planning and implementing similar projects to improve their quality. Such feedback is also utilized to further strengthen JICA's cooperation strategies. At the same time, JICA makes efforts to reflect the evaluation results in development policies and respective projects of partner countries by feeding back the evaluation findings.

See the Annual Evaluation Report for the details of project evaluations [➡ JICA's Web page: https://www.jica.go.jp/english/our_work/evaluation/reports/2018/index.html]
Use the lookup function to see evaluations of individual projects [➡ JICA's Web page: https://www2.jica.go.jp/en/evaluation/index.php]

Recruiting and Training Human Resources for International Cooperation

With major changes in the international community, aid needs are becoming increasingly more complex and diverse all the time. JICA has been undertaking a variety of programs to secure professionals capable of responding to these ever-changing needs.

Securing Capable Personnel

Experts who will work on the frontline of JICA's various operations are generally selected either by open recruitment via the comprehensive international cooperation career information website called PARTNER (the Participatory Network for Expert Recruitment) or based on recommendations by stakeholder organizations, except for cases in which they are selected based on a consulting-service contract that was publicly bid. JICA is committed to recruiting and assigning suitable experts so as to contribute to better cooperation activities in developing countries. In fiscal 2018, JICA introduced a roster registration system and a batch recruitment system for project formulation advisors responsible for project formulation as well as implementation and management at overseas offices.

In addition, JICA endeavors to secure people who can take on the positions of senior advisers and special advisers, ready to be sent overseas to international cooperation project sites at any time. The former, especially, contribute to the improvement of JICA projects based on their excellent expertise in their respective specialist fields.

Training Human Resources for the Future

1. Internship Program

The Internship program is open primarily to undergraduate and graduate students, adults who will deepen their understanding of international cooperation as well as to develop them as professionals for international cooperation in the future. During fiscal 2018, JICA accepted a total of 101 interns at JICA offices in Japan and abroad and at overseas project sites.

2. Associate Expert Program

This program is designed to train future JICA experts from young professionals who have a certain level of expertise, career, and overseas activity experience in fields where human resources shortages are anticipated in the medium- to long-term. Those who have completed the program are expected to be sent to sites of JICA's overseas operations as JICA experts.

Development of Personnel Ready to Work at Project Sites

JICA offers Capacity Enhancement Training, a program designed to provide information on recent trends in international cooperation, as well as opportunities to acquire expertise to address emerging challenges. In fiscal 2018, JICA offered 22 courses under this program. Of them, four courses—Urban Development and Town Planning, Support for Recovery and Reconstruction from Natural Disasters, Climate Change and Development, and Process Management for Development Cooperation—were newly created to meet these emerging aid needs.

JICA also holds a monthly pre-dispatch training session for those set to leave Japan for overseas assignment. This training session offers a set of lectures and exercises on a range of topics, including an overview of ODA and JICA's work, organization and project management methods, accounting in practice, and safety and health precautions.

Overview of Programs in Fiscal 2018

Recruitment	
JICA Senior Advisors	106
Special Advisors	42
Openly-recruited or recommended and screened experts, including project formulation advisers	883*
Training Human Resources	
Internship Program	101 participants
Associate Expert Program	20 participants
Capacity Enhancement Training	503 participants
Pre-Dispatch Training for JICA Experts	307 participants
The Comprehensive International Cooperation Career Information Website "PARTNER"	
Number of individuals registered on PARTNER (accumulated total)	37,740
Number of companies and organizations registered on PARTNER (accumulated total)	1,723
Number of information offerings on job openings (outside JICA), training, and seminars	3,662
Number of career consultations	218

Expansion of HR for International Cooperation

The website PARTNER was designed with the principles of promoting international cooperation activities on an all-Japan basis. PARTNER is a comprehensive platform, providing information concerning a broad range of actors, such as international organizations, development consultants, international cooperation NGOs and NPOs, national and local governments, universities, private companies, as well as JICA. More than 37,000 individuals and over 1,700 organizations are now registered at PARTNER. PARTNER is widely utilized as a common international cooperation platform from which the latest information can be obtained concerning a great number of employment opportunities, training courses, seminars, and various events.

In the PARTNER program, JICA organizes seminars and offers consultations on how to build a global career. In fiscal 2018, seminars for international cooperation human resources were held in Tokyo, Nagoya, and Fukuoka in which various actors and role models in global career development were introduced. Job seminars were also held to provide information on international cooperation jobs. The topics included international organizations, regional revitalization, the Sustainable Development Goals (SDGs), and career opportunities for female students in science majors.

*Total number of expert dispatches during fiscal 2018 out of the short-term and long-term experts who have been selected either by open recruitment or based on recommendations. The figure does not include recruits on a consulting service contract.

Organizational Management

This section introduces JICA's corporate governance, as well as public relations activities.

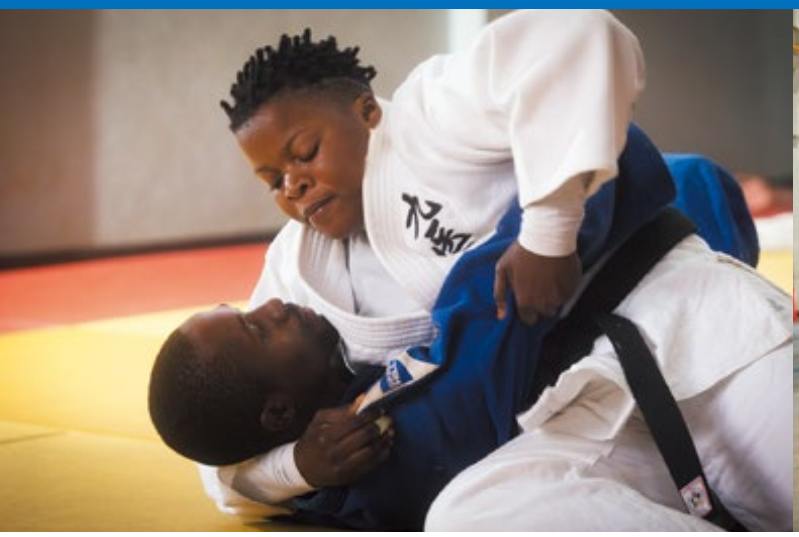


Photo credits, left to right: photo 1: Kenshiro Imamura; photo 2: Kosuke Okahara; photos 3 and 4: Shinichi Kuno

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 Agency—Japan International Cooperation Agency, JICA has developed a corporate governance structure.

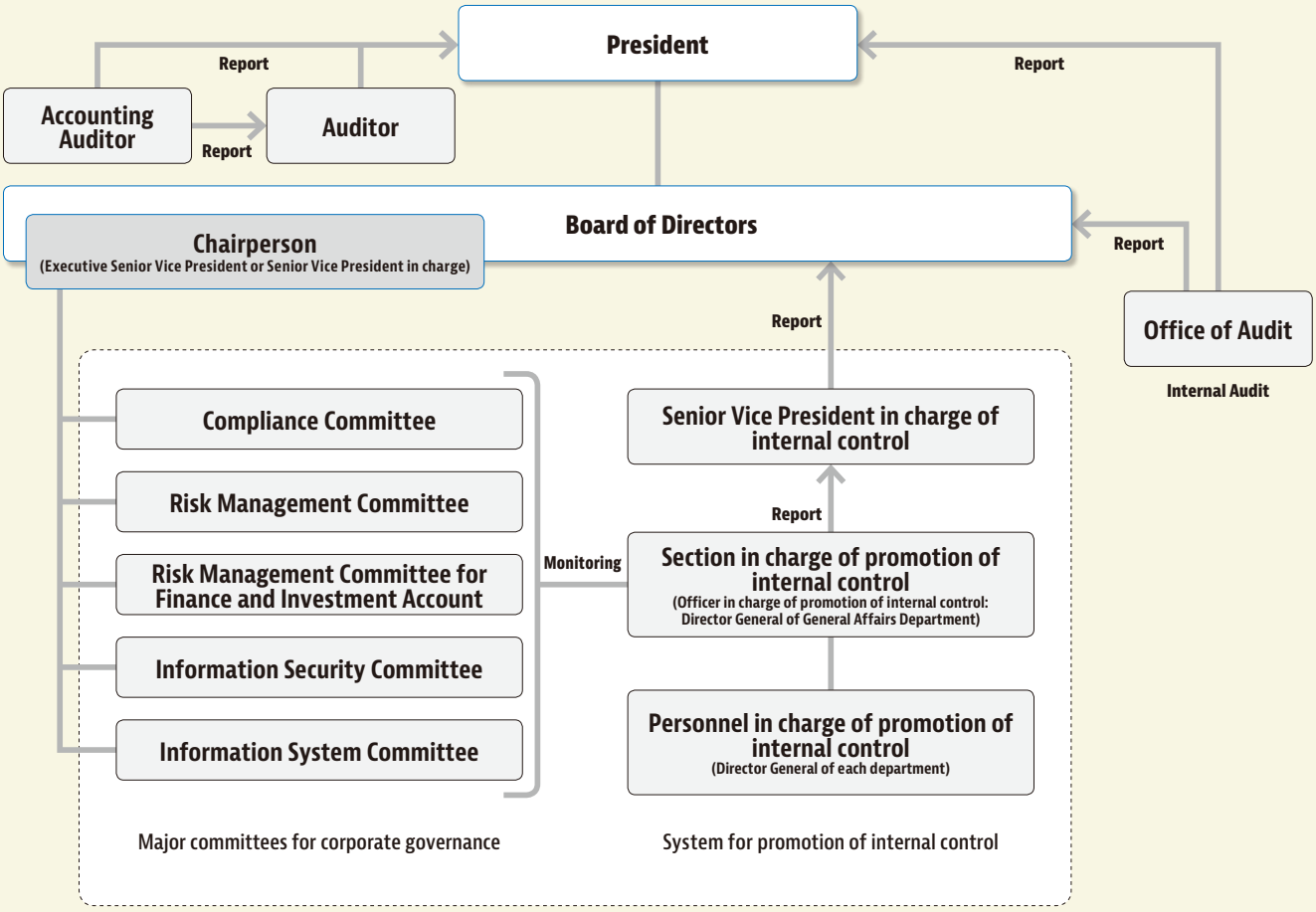
Specifically, in order to promote internal control as laid out in the Act on General Rules for Incorporated Administrative Agencies, JICA has established an internal control system, where under the President, who represents JICA and presides over its operations, the Senior Vice President in charge of 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.

As part of its efforts to raise awareness and reinforce action for internal control, JICA has developed relevant internal regulations and a series of manuals that set out standard operating procedures. It has also compiled a policy document titled "Internal Control at JICA," which is available to the public.

For important areas of internal control, JICA sets up committees that deliberate on relevant issues and take necessary precautions. JICA also has mechanisms to receive internal and external reporting for early detection and prevention of regulatory non-compliance.

Corporate Governance



Performance Evaluation

Framework for Formulation of Objectives and Plans, and Performance Evaluation

In accordance with the Act on General Rules for Incorporated Administrative Agencies, JICA prepares its five-year Medium-term Plan and an Annual Plan, and operates based on these Plans in order to achieve the Medium-term Objectives set by competent ministers (Minister of Foreign Affairs and other ministers principally for JICA). JICA also performs self-evaluations at the end of each fiscal year and each five-year Medium-term Plan period. Through these efforts, JICA aims for more effective and efficient operation of projects with the PDCA (Plan - Do - Check - Action) cycle.

More precisely, JICA prepares self-evaluations on its annual operational performance, compiles them into a Performance Report, submits it to the competent ministers, and publishes it. 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. At the end of each Medium-term Objectives period, the ministers conduct overall review on JICA's operations and organization, examining the necessity for the continuation of each operation and the retention of the organization itself, and take necessary measures to reflect these decisions in the next Medium-term Objectives based on the results.

Meanwhile, the Committee on the System of Evaluating 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.

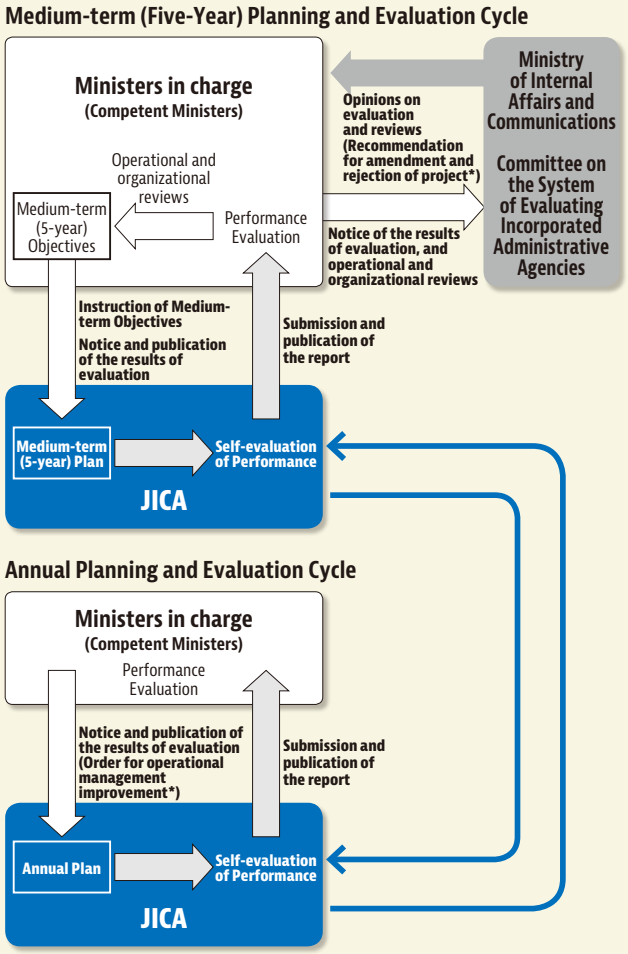
Results of Performance Evaluation for Fiscal 2017

In the 4th Medium-term Plan, JICA has formulated plans based on the Development Cooperation Charter and international frameworks such as the Sustainable Development Goals (SDGs), concerning development issues such as infrastructure and economic growth, human-centered development, universal values and peacebuilding, and global issues, along with regional priority issues as well as partnerships with various actors and contributions to international discussions. JICA also sets out detailed measures for strengthening its organizational and operational foundations, security, and internal controls in the Plan.

JICA's operations toward achieving these plans in relation to the Annual Plan for fiscal 2017, the first year of the 4th Medium-term Plan, were evaluated as having basically achieved the Mid-term Objectives—the objectives defined in the Medium-term Plan—on the whole. Items for which JICA has exceeded the desired objectives for fiscal 2017 are listed in a table [➡ page 82], together with major results.

However, JICA has fallen short of achieving the Mid-term Objectives for three items due to problems with budget management. For Item No. 11 (financial improvement), the evaluator stressed the need for fundamental improvement, which might involve the discontinuation of relevant operations. For Item No. 9 (develop organizational foundations for strategic operational management) and Item No. 16 (strengthen internal control), the evaluator stated that improvement is needed. With these evaluations in mind, JICA took a number of measures to drastically strengthen its budget management. These included the establishment of the Office of Budget Management, governance strengthening through the Board of Directors, and the improvement of accounting and operational management systems.

Framework for Performance Evaluation and Operational Management Review



* Based on the results of the ministers' evaluation, the ministers may recommend improvement or elimination of operations or order JICA to improve its operational management.

Overview of Performance Evaluation Results for Fiscal 2017 (Items graded S and A)[1]

Item (No.)	Major results
Grade S (Items having produced remarkable results that exceeded the desired objectives)	
Share universal values and realize a peaceful and secure society (No. 3)	■ The first unified civil code in South Asia, in Nepal ■ Comprehensive assistance involving multiple sectors, including health, water, and infrastructure to evacuees from Rakhine State, Myanmar ■ Acceptance of Syrian refugees under the program of accepting international students in Japan
Grade A (Items having produced results that exceeded the desired objectives)	
Promote people-centered development that supports basic human life in the developing areas (No. 2)	■ Contribution to the adoption of the Tokyo Declaration on UHC[2] ■ Contribution to the improvement of such health indicators as the prenatal checkup rate and the newborn care rate in relation to Goal 3 of the Sustainable Development Goals (SDGs) ■ Promotion of the Initiative for Food and Nutrition Security in Africa (IFNA)
Build a sustainable and resilient international community by addressing global challenges (No. 4)	■ The first entity in Japan accredited by the Green Climate Fund (GCF) ■ Received the UN Sasakawa Award for Disaster Reduction; promotion of the mainstreaming of disaster risk reduction in the international community
Regional priority issues (No. 5)	■ Promotion of the Development of the east-west and southern economic corridors in Southeast Asia, by, for example, improving physical distribution networks and introducing electronic customs systems ■ Contribution to the fulfilment of government pledges regarding the Fifth Tokyo International Conference on African Development (TICAD V) and the African Business Education Initiative for Youth (ABE Initiative)
Contribute toward addressing development issues through partnerships with the private sector and other partners (No. 6)	■ Contribution to the overseas expansion of Japanese companies' operations through private-sector partnership programs ■ Promotion of solutions to problems facing developing countries with innovative technologies: creation of a special quota for technological advancement for infrastructure development, and a quota for developing regional industrial clusters overseas
Strengthen ties between various development partners and developing areas, while also expanding the number of development partners (No. 7)	■ Establishment of the Kansai SDGs Platform ■ Assistance capitalizing on the expertise and experience of local governments, NGOs, etc., in, for example, establishing the law on the protection of children in Mongolia, the first of its kind in East Asia
Strengthen foundations for operational implementation (No. 8)	■ Publication of the Project History series,[3] including a book on the construction of the Delhi Metro in India ■ Responses to earthquake disasters in Mexico, torrential rain disasters in Sri Lanka, etc.
Proactive contribution in international discussions and strengthening partnerships with international organizations, bilateral donors, and others (No. 14)	■ Joint research with international development think tanks: the Brookings Institution and the Center for Strategic and International Studies in the United States ■ Contribution to international discussions on UHC, nutrition, refugees, etc.
Personnel planning (No. 17)	■ Support for the creation of an environment where diverse people can work to their full potential, as highlighted by the establishment of the action plan for supporting the development of the next-generation and women's active participation in the workplace ■ Improvement of the general work environment and specific systems of work, by, for example, introducing teleworking and encouraging the use of the telecommuting system

1. Details of JICA performance evaluations by the competent ministers, including those for fiscal 2017, are available for reference on the website of the Ministry of Foreign Affairs.
2. Universal Health Coverage (UHC) is defined 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."
3. A series of books that contain the analysis of the activities and outputs of an individual program or project that JICA conducted in the past, together with interviews and anecdotes.

Compliance and Risk Management

JICA's 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 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

As a public administrative agency, JICA has important social responsibilities and a mission to serve the public. In order to fulfil these social responsibilities and respond to expectations of the Japanese public and the international community, in light of changes in the environment surrounding Japan, it is becoming increasingly important to ensure transparency and fairness of JICA's 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 part of its compliance policies.

Compliance is one of the objectives of internal control. To properly enforce compliance, JICA has established the Incident Reporting system, the Internal Whistleblowing system, and the External Reporting system to prevent violations of laws and internal regulations, to ensure proper and prompt response to violations, and to prevent the recurrence of violations. JICA also endeavors to prevent fraud and corruption, such as bribery and other unacceptable acts, from occurring in projects funded by JICA. Moreover, JICA distributes a compliance manual to all of its officers and staff. This manual explains, in an organized and systematic manner, the compliance policies, laws, rules, and social requirements that must be observed. The manual serves as behavioral guidelines for each of the officers and staff.

In order to consider matters related to compliance, the Compliance Committee, which is chaired by the Executive Senior Vice President, is held regularly to monitor any violations of laws and internal regulations.

Identification and assessment of risks are fundamental components of internal control. JICA defines risks as factors that will act as barriers to its operations. To achieve organizational objectives and plans, such as 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.

All departments in JICA annually review and assess risks that are relevant to their operations. On that basis, JICA classifies potential major risks to its management and operation. Important major risks are identified, discussed, and confirmed by the Risk Management Committee and the Board of Directors. Measures against each risk are discussed and examined to strengthen organizational responses.

Activities in Fiscal 2018

JICA continued to operate the Consultation Desk on Anti-Corruption, which was reinforced in fiscal 2014, as well as the Internal Whistleblowing system and the External Reporting system. As part of its efforts to create an environment that discourages inappropriate demands by counterpart governments and executing agencies, JICA assists them in developing their capacity to prevent corruption and in strengthening governance on the part of the partner-country governments, through training and technical cooperation projects.

JICA has improved the existing debarment system of excluding companies found to have engaged in corruption or fraud from involvement in ODA project contracts or suspending their eligibility for such contracts for a certain period. Due to this improvement, JICA can now take effective measures in cases involving group companies or corruption and fraud that occurred abroad.

JICA also held training sessions and seminars for its staff members and contracted personnel to raise their awareness about compliance and further prevent the recurrence of any fraud. Furthermore, JICA reinforced its risk-reduction measures by identifying risks through self-review at the department level and examining major risks at the organizational level.

Financial Risk Management of Finance and Investment Cooperation

The operations of the Finance and Investment Cooperation 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 Cooperation.

More specifically, risk management of Finance and Investment Cooperation 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 the 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 Cooperation 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 financer, 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, calculating allowance for loan losses, 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 allowance for loan losses 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 and the Japanese ODA Loan with Currency Conversion Option, by way of issuing foreign currency-denominated bonds, as well as 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 the Fiscal Investment and Loan Program.

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 operational risks as part of efforts to promote its compliance policy.

Security and Safety Management

JICA is committed to the safety of partners in international cooperation so as to ensure safe and secure activities in field operations. Following the Dhaka terrorist attack and the evacuation of JICA-related personnel from South Sudan, both in July 2016, JICA has been enhancing security measures in line with the "Final Report of the Council on Safety Measures for International Cooperation Projects." This report was compiled by the Ministry of Foreign Affairs of Japan and JICA based on requests from partner companies and organizations.

Building on these enhanced security measures, JICA announced in November 2017 the JICA Declaration on Security Measures, which sets out the following three policy pillars. Based on these pillars, JICA makes various efforts to ensure the safety of its international cooperation partners.

1. **Raise crisis management awareness to forestall any threat.**
   Avoid dangerous areas when threat levels are raised.
2. **Strengthen protective capabilities in both physical and nonphysical aspects.**
   Prepare for approaching threats.
3. **React quickly and with good judgement during an emergency.**
   Stay calm even when facing danger.

1. Raise Crisis Management Awareness to Forestall Any Threat

Provide analysis through information collection and integration, and applying these findings towards JICA's Security Measures

JICA is continuously engaged in collecting and analyzing security information to cope with changes in security trends, including international terrorism. Timely and appropriate provision of updated information, necessary directions, and alerts allows JICA partners in the field to promptly avoid danger. JICA is thus in contract with experts such as external security consultants and security information providers to obtain various forms of information and strengthen its capacity for crisis management and analysis. JICA is also strengthening collaboration with international organizations in the field through sharing information and daily interaction. The information thus collected constitutes a basis to assess the threat level of project sites and is reflected in Security Measures (Travel Regulations and Code of Conduct) regulated for each country.

Enhancement of external communication capabilities for security and safety management

To ensure the safety of JICA partners, JICA establishes Security Measures (Travel Regulations and Code of Conduct) to follow during their travel and stay. It also revises them as appropriate to accommodate changes in the security situation.

In November 2018, JICA made arrangements so that a wide range of international cooperation partners, including companies and organizations, can obtain—via the page dedicated to safety measures on its website—not only Security Measures for each country but also Security Manuals and JICA's travel advisories for each region and country.

2. Strengthen Protective Capabilities in Both Physical and Nonphysical Aspects

Reinforce security at overseas offices

In preparation for rapid deterioration of security or emergency situations, JICA continues to work on reinforcing security at its overseas offices and accommodations.

In fiscal 2018, JICA developed security measures for each

project from the formulation phase by referencing information that corresponds to the threat level and the project type, while also building a review system. In addition, during fiscal 2018, security missions were dispatched to 23 countries to review the security measures of ongoing project sites.

Security training in Japan and abroad for international cooperation partners

In fiscal 2018, JICA offered various forms of training to partner companies and organizations engaged in international cooperation. Specific training included lectures on recent trends in general crime and terrorism as well as practical training designed to teach hands-on self-defense skills for coping with security risks. JICA also started to offer training to security managers of partner companies and organizations. It provided such training in six cities in Japan in addition to Tokyo. In fiscal 2019, JICA plans to offer training materials on its website, including video-based material and achievement tests. Since 2003, JICA has been working with the Office of the United Nations High Commissioner for Refugees (UNHCR) eCentre, based in Bangkok, Thailand, to offer security training on self-defense and Security Risk Management.

Security Training in Fiscal 2018

Type of seminar and training	No. of seminars/trainings or no. of host countries	No. of participants and viewers
Lecture (in Japan)	33	1,016 participants
Practical training (in Japan)	12	372 participants
Practical training (abroad)	13 countries	530 participants
Total	—	1,918 participants
Webinar	—	3,561 views

Bangladesh: Security training at a project site

3. React Quickly and with Good Judgement During an Emergency

Preparations and training for emergencies

In an emergency, responding appropriately to different situations with JICA partners is crucial. JICA thus conducts emergency contact drills at all of its overseas offices to ensure the systematic provision of information to JICA partners and to take appropriate measures, including safety confirmation in emergencies such as disasters.

In fiscal 2018, JICA conducted tabletop exercises and simulated training in order to prepare its overseas offices as well as relevant departments at its headquarters for international emergencies. Additionally, JICA carried out evacuation training in South Sudan, where JICA has resumed full-fledged operations. Such training is designed to prepare the participants to take timely and appropriate action in cases of emergency.

Based on the lessons learned from all the training, JICA revised the emergency response manual to reinforce emergency contact arrangements. JICA increased the number of security management officers in high-threat countries, which is expected to promote risk awareness and security management in field operations.

Raising of the crisis management awareness of JICA partners

Apart from the efforts to enhance security measures, JICA provides safety guidance to JICA partners and works to raise their risk awareness through pre-departure briefings, sending security advisory missions to selected countries, and organizing security seminars to the partners who are working in the field. JICA headquarters has a 24-hour standby system in place to securely receive emergency call from abroad and promptly make initial responses. In addition, special emphasis is placed on JICA partners working in high-threat countries for peacebuilding or reconstruction assistance. JICA continuously provides updated security information and alerts them to strictly comply with the code of conduct to ensure their safety. JICA also reinforces protection measures based on their environment.

Information Security and Personal Information Protection

JICA has been engaging in information security and protection of personal information by developing internal regulations for information security and personal information protection.

JICA has strengthened its internal structure for information security. In April 2017, it fully revised the Information Security Management Rules and the Information Security Management Bylaws to comply with the Common Standards of Information Security Measures for Government Agencies, which had been established under the Basic Act on Cyber Security. During fiscal 2018, JICA also amended a set of semi-internal regulations and took other relevant measures.

JICA also worked to reinforce personal information protection in fiscal 2018. In December, it revised the Bylaws for the Implementation of Personal Information Protection in line with EU's General Data Protection Regulation (GDPR) enforced in May 2018, as well as in light of the Guidance Concerning the Measures to Properly Manage the Personal Information Held by Independent Administrative Agencies, etc., issued in October 2018 by the Director-General of the Administrative Management Bureau, Ministry of Internal Affairs and Communications.

Today, we face a growing need for stricter information security and personal information protection. JICA has been stepping up efforts to meet this need by, among others, (1) offering drills and training for its staff, (2) keeping relevant information updated and alerting its staff, and (3) forming and training the Computer Security Incident Response Team (CSIRT).

Information Disclosure

In accordance with the Act on Access to Information Held by Independent Administrative Agencies, JICA, through its website and other means, provides access to the below information:

Information Related to the Organization

Objectives, overview of operations, relationships with Japanese government programs; overview of organization; laws and regulations; salary and retirement allowance for board members; salary and retirement allowance for staff; business continuity plan; etc.

Information Related to Operation

Business Report; Performance Evaluation Report; Medium-term Objectives; Medium-term Plan; Annual Plan; etc.

Information Related to Finance

Financial statements, etc.

Information Related to the Evaluation and Audit of the Organization, Operation, and Finance

Performance evaluation documents; administrative evaluation and supervisory reports; accounting audit reports; etc.

Information Related to Procurement and Contracts

Information related to noncompetitive negotiated contracts; bidding lists; etc.

Information on Related Entities

Recipients of financing activities; the status of related public-interest corporations; etc.

For More Information

Please refer to the JICA website for details.

Information Related to Disclosure
➡ JICA website "Home" page
➡ Information Disclosure
https://www.jica.go.jp/disc/index.html (Japanese only)

Information Related to the Protection of Personal Information
➡ JICA website "Home" page
➡ Privacy Policy
https://www.jica.go.jp/english/policy/index.html

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 and operational management. JICA has placed priorities on the development of organizational foundations for strategic operational management and the optimization and streamlining of administrative operations.

Development of Organizational Foundations for Strategic Operational Management

JICA reviewed the organizational structure of its headquarters in order to promote quality infrastructure investment and strengthen budget management. JICA set up the JICA Takebashi Building to scale up cooperation with various domestic partners, such as private companies, local governments, and nonprofit organizations. The Private Sector Partnership and Finance Department and the Domestic Strategy and Partnership Department were shifted to the building, which has easy access from the neighboring business districts.

Optimization and Streamlining of Administrative Operations

JICA is committed to streamlining its administrative operations to meet domestic and international expectations for Japan's ODA. In the course of optimization and streamlining of administrative operations, JICA has focused on reducing fixed expenses, optimizing personnel expenses, streamlining its assets, and improving the procurement process.

JICA's efforts in fiscal 2018 centered on procurement improvement, which included (1) preparation of reference materials for procurement work at JICA's overseas and domestic offices, (2) providing training and support from the headquarters, and (3) significantly relaxing restrictions on eligibility for participation in competitive bidding for foreign nationals and corporations to increase the competitiveness of procurement.

Efforts to Better Global Environment

As a member of the global community, JICA is committed to addressing environmental issues in concert with sustainable development toward the conservation of the global environment that surrounds humans and all forms of life. During 2004, JICA announced its Environmental Policy and obtained certification to ISO 14001, an internationally standardized environmental management system (EMS). In 2013, JICA switched to its own EMS to cope with various environmental problems and regulations more appropriately and flexibly.

JICA Environmental Policy

As stated in the Law on General Rules of Japan International Cooperation Agency, JICA's mission is to "Contribute to the promotion of international cooperation and to the sound development of Japan and the international socioeconomy by contributing to the development or reconstruction of the economy and society, or economic stability of overseas regions which are in the developing stage," particularly to global environmental protection in compliance with environmental laws and regulations. Furthermore, in order to prevent and reduce negative environmental impacts that result from JICA's activities, JICA will utilize an environmental management system and continuously work to improve it.

The system will be based on the following policies:

1. **Promotion of environmental measures through international cooperation activities**
   Based on the Japanese government's Official Development Assistance (ODA) policies, JICA will promote cooperation activities for the protection and improvement of the environment.
2. **Promotion of activities for general environmental awareness**
   With the aim of raising public awareness, JICA collects information about environmental issues.
3. **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.
4. **Compliance with environmental laws and regulations**
   JICA will consistently adhere to relevant environmental laws and regulations.

For details on other activities, refer to the following website:
➡ JICA website
https://www.jica.go.jp/english/our_work/social_environmental/index.html

Public Relations Activities

JICA disseminates information concerning its programs and projects together with challenges facing developing countries and their relations with Japan through various media and activities. In fiscal 2018, JICA placed a strategic focus on three specific topics: (1) the Pacific: a timely topic, as Japan hosted the Eighth Pacific Islands Leaders Meeting (PALM 8) in May; (2) Latin America and the Caribbean: 2018 marked milestone anniversaries of diplomatic relations between many countries in the region and Japan; and (3) Japan's experience in modernization and development cooperation revisited on the 150th anniversary of the Meiji Restoration (1868).

Website and Social Media

On its website, JICA introduces issues surrounding developing countries as well as JICA's initiatives and their outcomes to Japanese and international audiences. JICA also takes advantage of social media such as Facebook, Twitter, and YouTube to provide useful information in coordination with its website.

JICA Magazines

The JICA monthly Japanese magazine *mundi* and its quarterly English magazine *JICA's World* contain special features on timely topics, including those on upcoming international conferences. These magazines also introduce JICA's initiatives on some of the challenges that are attracting growing attention. Sport and development, tourism, 10 years of the new JICA, and Africa were among the topics featured in fiscal 2018.

For the Media

JICA's headquarters and domestic offices issue press releases and also hold press briefings on specific topics. The headquarters focuses on development initiatives that are characteristic of Japan as well as innovative approaches. Domestic offices, on the other hand, focus on assistance chiefly extended by local governments, universities, small and medium enterprises (SMEs), and Japan Overseas Cooperation Volunteers (JOCVs) in respective localities.

For overseas media, JICA overseas offices issue press releases, hold briefings, and organize press tours to JICA's cooperation sites. In fiscal 2018, JICA invited newspaper and TV reporters from seven Central American and Caribbean countries to Japan and provided them with the opportunity to report on Japanese technology and experiences on the topic "the environment and renewable energy," which was discussed at PALM 8.

Events

JICA introduces international cooperation and its activities directly to the general public by organizing various events in Japan and abroad in cooperation with the Ministry of Foreign Affairs, local governments, universities, and NGOs. These events include Global Festa JAPAN, held every year in Tokyo.

Thailand: Ms. Kimiko Date talking to senior citizens at a rehabilitation center that provides community-based integrated care for the elderly under a JICA project

JICA Official Supporters

The JICA official supporters are Ms. Kimiko Date, a former professional tennis player; Mr. Tsuyoshi Kitazawa, a former member of the Japan national football team; and Ms. Naoko Takahashi, the women's marathon gold medalist at the Sydney Olympic Games. In fiscal 2018, Ms. Date visited Thailand for the first time in 11 years as an official supporter. Ms. Takahashi, for her part, visited Tanzania. They learned about the realities in these respective developing countries and JICA's various activities to address them. Their visits were reported and covered extensively by the media.

Nantokashinakya Project

The Nantokashinakya Project (*nantokashinakya* means "We need to do something" in Japanese) completed its activities by the end of fiscal 2018, which marked its 10th anniversary. Popularly known as "Nan-Pro," this project promoted international cooperation through public participation. It was jointly operated by the Japan NGO Center for International Cooperation (JANIC), the United Nations Development Programme (UNDP) Tokyo Office, the United Nations Information Centre (UNIC) Tokyo, and JICA. In its final year, Nan-Pro's activities focused on leveraging manga, TV programs, and other media to better communicate to the public so that they would be more familiar with developing countries and international cooperation. Nan-Pro was completed, but JICA will continue its activities to reach younger generations. JICA appreciates the cooperation and support extended to the project.

Japanese model Saki Shibata (center) with Japan Overseas Cooperation Volunteers and their colleagues working in Laos

This manga, which depicts women in Afghanistan fighting against discrimination and violence, was made available on the JICA website and was favorably received by many viewers.

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.**
April 1986	Japan Disaster Relief (JDR) Team is formed.
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.
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 former Overseas Economic Cooperation Fund and the former Japan Bank for International Cooperation

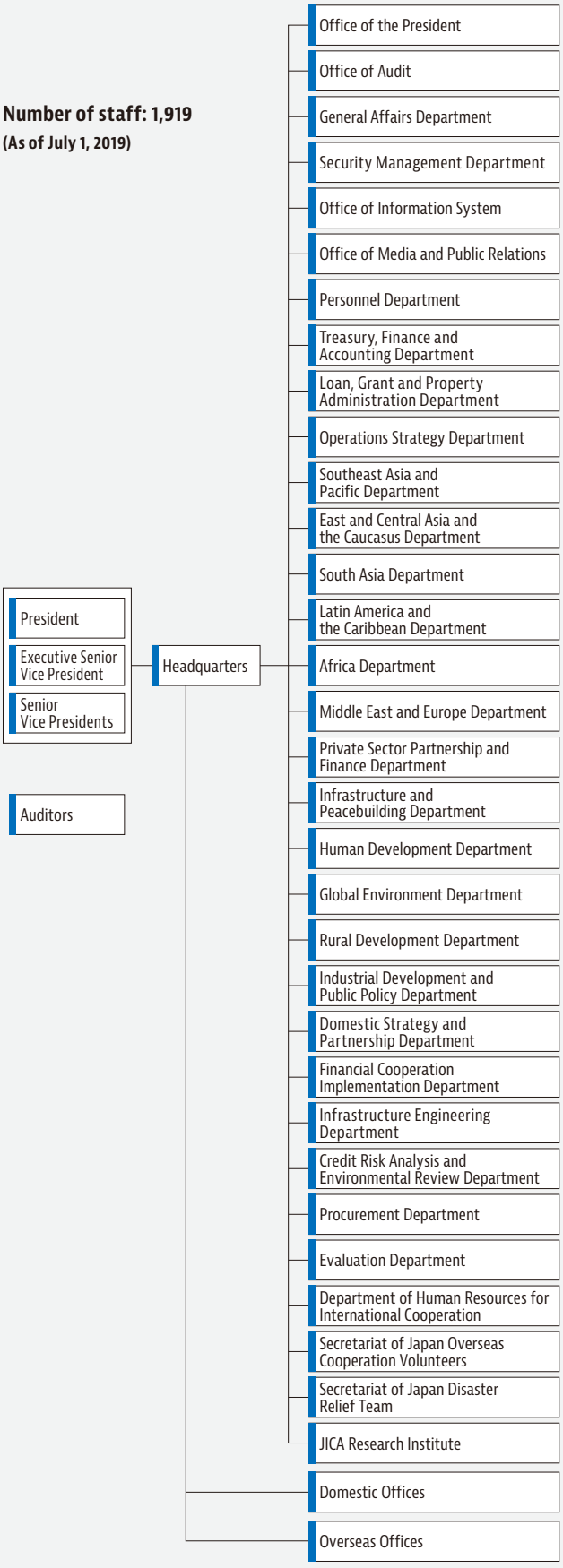
December 1960	The Overseas Economic Cooperation Fund Law is promulgated.
March 1961	**The Overseas Economic Cooperation Fund (OECF) is established to take over management of the Southeast Asia Development Cooperation Fund from the Export-Import Bank of Japan (JEXIM).**
March 1966	First OECF ODA Loan (to the Republic of Korea) is provided.
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.**

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.**
December 2008	JICA issues Fiscal Investment and Loan Program (FILP) Agency bonds (non-government guaranteed bonds) for the first time.
March 2012	The Framework for Supporting Japanese SMEs in Overseas Business is revised, setting the stage for JICA to launch assistance for this purpose.
October 2012	Private-Sector Investment Finance is fully resumed.
November 2014	First Euro-Dollar bonds guaranteed by the Government of Japan launched.
November 2015	Establishment of Dollar-denominated Japanese ODA Loans.
July 2016	Japan Overseas Cooperation Volunteers receive the Ramon Magsaysay Award, which is referred to as Asia's equivalent to the Nobel Peace Prize.
April 2017	The 4th Medium-term Plan is made public.

Organization Chart / Executive Officers and Auditors

Number of staff: 1,919
(As of July 1, 2019)



Please refer to pages 92 to 93 for a list of JICA's Domestic and Overseas Offices.

1. Number of executive officers and auditors: Pursuant to Article 7 of the JICA Act, there shall be one president and three auditors, and there may be one executive senior vice president and up to eight senior vice presidents.
2. 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 is from the date of appointment until the last day of the mid-term plan currently in effect at the time of the appointment, and the term of office of each auditor is from the date of appointment until the date that the audited financial statements covering the final fiscal year of the mid-term plan for which such auditor is responsible are approved. Pursuant to Article 9 of the JICA Act, the term of office of the executive senior vice president, if any, is four years, and the term of office of the senior vice presidents, if any, is two years.
3. The names, current positions and previous positions of executive officers and auditors as of July 1, 2019 are as follows.

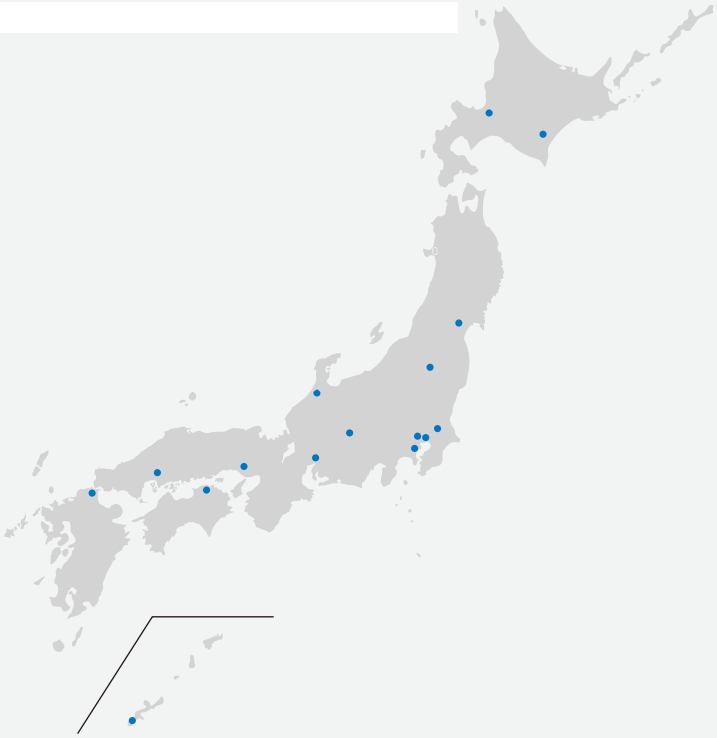
Title	Name	Date of Appointment
President	Shinichi Kitaoka	October 1, 2015 (Reappointment)
Previous Position:	President, International University of Japan	
Executive Senior Vice President	Kazuhiko Koshikawa	May 23, 2016
Previous Position:	Ambassador of Japan to Spain	
Senior Vice President	Hiroshi Kato	October 1, 2013 (Reappointment)
Previous Position:	Vice President, JICA/ Director, JICA Research Institute	
Senior Vice President	Noriko Suzuki	October 1, 2016 (Reappointment)
Previous Position:	Director General, Secretariat of Japan Disaster Relief Team, JICA	
Senior Vice President	Koichi Hasegawa	October 1, 2017
Previous Position:	Executive Director, Asian Development Bank	
Senior Vice President	Junichi Yamada	October 1, 2017
Previous Position:	Vice-President, JICA	
Senior Vice President	Yasushi Tanaka	August 1, 2018 (Reappointment)
Previous Position:	Director General, Southeast Asia and Pacific Department, JICA	
Senior Vice President	Kozo Honsei	August 1, 2018
Previous Position:	Minister, Embassy of Japan in Indonesia	
Senior Vice President	Takumi Ueshima	December 1, 2018
Previous Position:	Chief Secretary, Office of the President, JICA	
Senior Vice President	Yusuke Amano	April 1, 2019
Previous Position:	Director, Watershed Management, Sewerage Management Department, Water and Disaster Management Bureau, Ministry of Land, Infrastructure, Transport and Tourism	
Auditor	Hiromi Machii	January 1, 2014 (Reappointment)
Previous Position:	Compliance Officer, SG ASSETMAX CO., LTD.	
Auditor	Nobuhiro Hayamichi	July 1, 2017
Previous Position:	Senior Audit Manager, Internal Audit Office, Panasonic Healthcare Holdings Co., Ltd.	
Auditor	Masato Togawa	February 1, 2019
Previous Position:	Director General, Personnel Department, JICA	

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

[➡ Please refer to the JICA website for updates of this information.]

Domestic and Overseas Offices

Domestic Offices (As of July 1, 2019)



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Tsukuba Center
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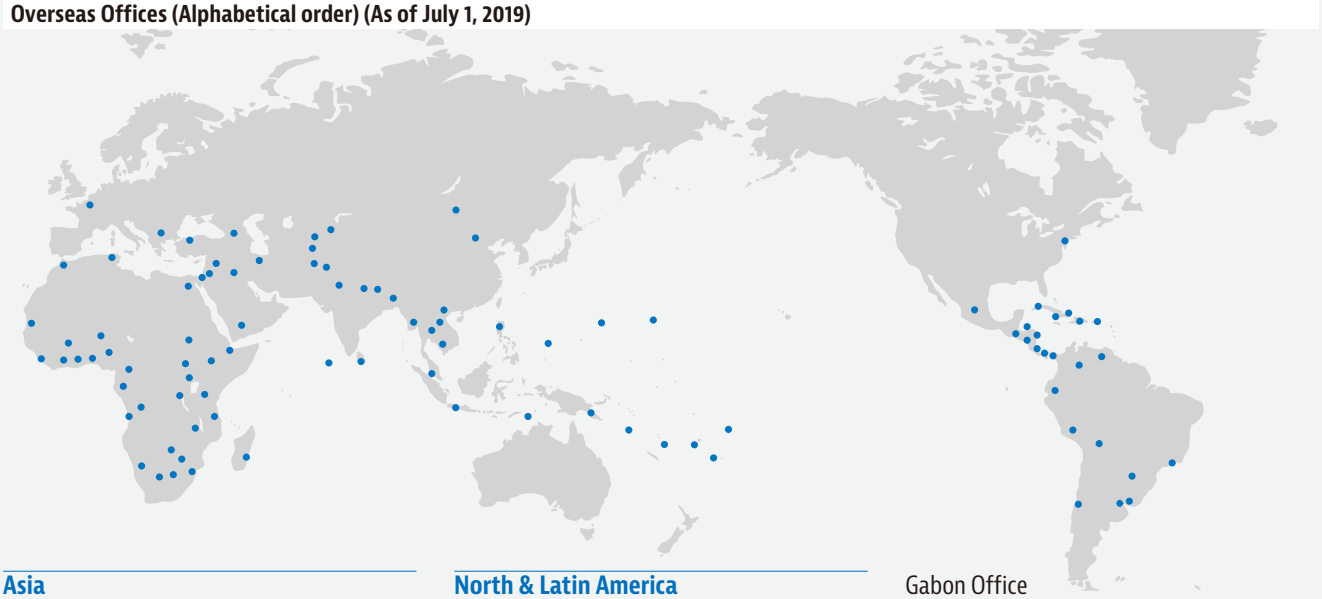
Okinawa Center
TEL: +81-98-876-6000
1143-1, Aza Maeda, Urasoe City, Okinawa 901-2552

[➡ Please refer to the JICA website for contact information regarding each overseas office.]
Home ➡ About JICA ➡ Organization ➡ Overseas Offices https://www.jica.go.jp/english/about/organization/overseas/

Overseas Offices (Alphabetical order) (As of July 1, 2019)



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 the 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

Budget

1 General Account Revenue and Expenditure Budget (FY2019)

(¥ million)

Items	FY2019
Revenues	156,512
Operational grants (Initial budget)	150,476
Subsidies for facilities, etc.	1,714
Interest income and miscellaneous income	265
Contracted programs	206
Donations	158
Other revenue	272
Reversal of reserve funds carried over from the previous Mid-term Objective period	3,420
Expenditures	156,512
Operating expenses	145,302
Priority development cooperation issues	106,124
Partnerships with the private sector	8,797
Partnerships with various development partners	25,366
Strengthen foundations for operational implementation	5,015
Facilities	1,714
Contracted programs	206
Donation programs	158
General administrative expenses	9,132

Note 1. In some cases, the numbers do not correspond to the figures reflected in the "Total" section because of rounding estimates.
2. Because Grant Aid planning is determined by cabinet decision, the budget, income and expenditure plan, and financial plan prescribed in Article 13, Paragraph 1, Item 3 (i) of the JICA Act (Act No. 136 of 2002), are not included.

2 Financial Plan for the Finance and Investment Account (FY2019)

(¥100 million)

		FY2019
Investment and loan	ODA loans	13,415
	Private-sector investment finance	535
	Total	13,950
Source of funds	Capital investment from the Government of Japan (GOJ)'s General Account	468
	Borrowings from the Fiscal Investment and Loan Program (FILP)	5,492
	Own funds, etc.	7,990
	- FILP Agency Bonds	800
	Total	13,950

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JAPAN INTERNATIONAL COOPERATION AGENCY
ANNUAL REPORT 2019

Published in November 2019

Japan International Cooperation Agency (JICA)
Nibancho Center Building, 5-25, Niban-cho, Chiyoda-ku, Tokyo 102-8012, Japan
Tel. +81-3-5226-9781
https://www.jica.go.jp/english/

Edited in cooperation with
Takayama Printing Co., Ltd.
2nd Floor, NT Bldg., 1-1-12 Yushima, Bunkyo-ku,
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Tel. +81-3-3257-0231

If this publication arrives damaged, please contact us for a replacement copy.
© 2019 Japan International Cooperation Agency
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Japan International Cooperation Agency
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