

# JICA 2020

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.

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## Mission

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

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## Vision

# Leading the world with trust

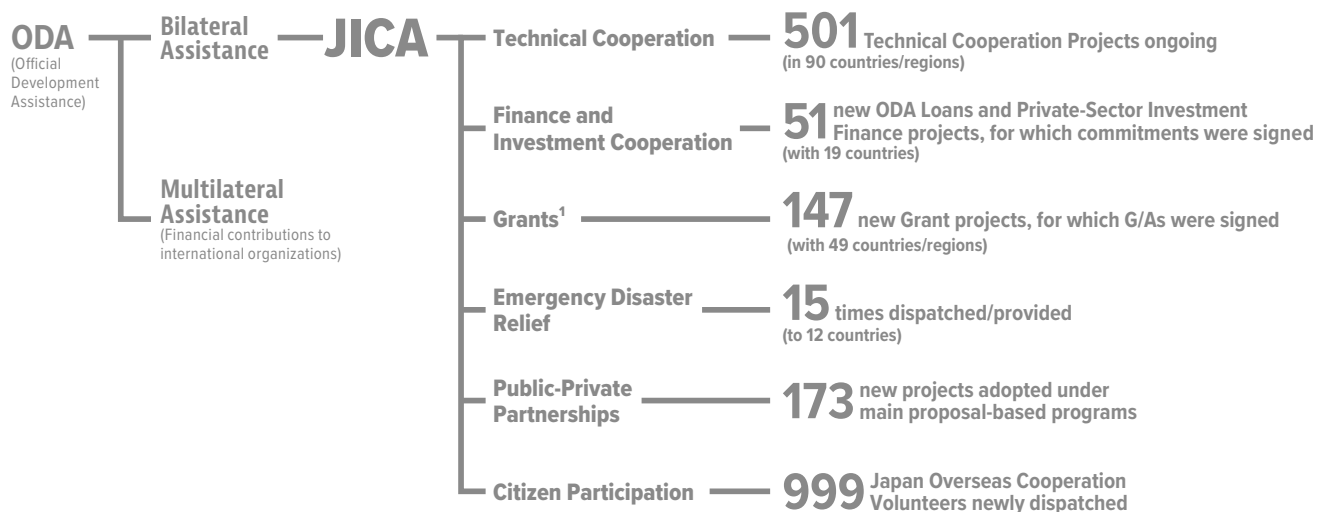
JICA, with its partners, will take the lead in forging bonds of trust across the world, aspiring for a free, peaceful and prosperous world where people can hope for a better future and explore their diverse potentials.

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## 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 (Fiscal 2019)



**150**

Developing Countries and Regions  
Receiving Assistance<sup>2</sup>

during fiscal 2019

**96**

Overseas Offices

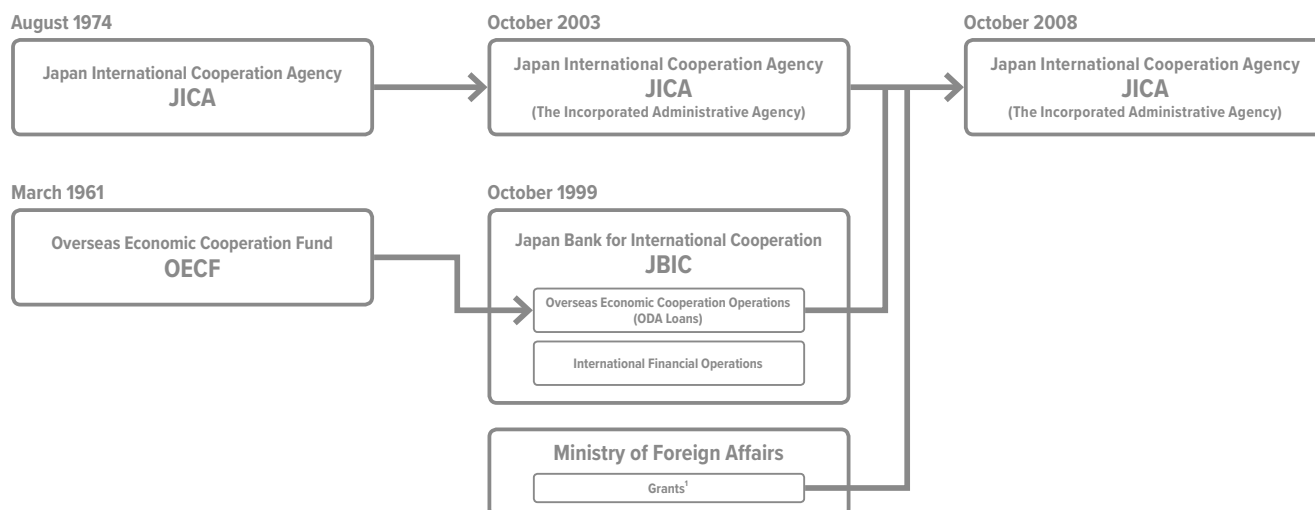
as of July 1, 2020

**14**

Domestic Offices

as of July 1, 2020

## History



Note

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

2. Number of countries/regions excluding DAC countries receiving assistance from JICA.



The Japan International Cooperation Agency (JICA) engages in development cooperation across the world to realize Human Security, which is one of its main missions. The COVID-19 pandemic, however, has ravaged the world, including economically affluent nations. It also has left many countries and their people with overwhelmed health systems and damaged economies and livelihoods. The impact of COVID-19 could resemble the distress caused by the Great Depression and the Second World War. Therefore, this pandemic has the potential to bring about enormous structural change that may reshape our world.

Since the beginning of 2020, JICA's operations have also been impacted by COVID-19. Given medical and transportation challenges caused by the pandemic, JICA has made the tough decision to bring our experts and volunteers back to Japan from 109 countries. Some JICA staff, however, such as Chief Representatives and Senior Representatives, remained in their assigned countries. Together with local staff in our overseas offices, all staff have worked hard

to continue cooperation with partner countries through online meetings and other mechanisms. As part of our efforts, JICA is extending an Emergency Support Loan program to assist countries in their economic recovery. We also collaborate with partner countries to respond to the COVID-19 crisis through the rapid deployment of medical equipment and the training of medical staff. Furthermore, as of August 2020, JICA staff have begun to return to their assigned countries to accelerate our operations. By continuing our comprehensive social and economic cooperation, JICA will make further efforts to prevent COVID-19 from causing longstanding damage to our partner countries.

In the coming years, the fight against COVID-19 will likely continue. In this COVID-19 and post-COVID-19 world, it will remain necessary for countries to strengthen their trust and ties with one another. As the implementing agency of Japan's official development assistance, JICA recognizes we must play a larger role in building resilient societies through the trust that we have fostered over many

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## *Message*

# Building Resilient Societies Based on Mutual Trust

years with our partner countries.

COVID-19 has also shown us the vulnerabilities that developing countries face in their own public health and medical systems. In order to improve these situations, JICA will build on the achievement of the past assistance to provide comprehensive cooperation to protect the lives of all people. JICA continues to advance medical facilities construction, establish public health structures, and reinforce capacity development efforts by following scientific recommendations and utilizing Japan's development experience and cutting-edge technology. Through these efforts, JICA will encourage developing countries to build resilient health systems. In addition, we will also continue our endeavor to control the spread of infectious diseases with promotion of preventive measures such as establishing water and hygiene facilities, instilling proper hand hygiene, and improving global nutrition.

While travel restrictions may continue for the time being, JICA will work to develop creative cooperation mechanisms by utilizing

the global networks that we have fostered over many years. As part of our efforts, JICA will take bold action to provide opportunities for future leaders of partner countries to study in Japan at the graduate level. We will also try to improve the environment of accepting foreign nationals who come to work in Japan. While doing so, we will also exercise necessary precautionary measures to prevent the spread of COVID-19.

In accordance with our vision "Leading the world with trust," JICA will continue to strengthen collaborations with our partners and make our strongest effort to advance the development of our partner countries to establish a more stable and prosperous world.

September 2020

KITAOKA Shinichi  
President  
Japan International Cooperation Agency (JICA)

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## Data Book 2020

For statistics on program results, financial statements, and financial conditions, please refer to the Data Book 2020.

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

### JICA Annual Report 2020 Figures and Maps

1. This annual report summarizes the activities of JICA in fiscal 2019 (April 1, 2019 to March 31, 2020).
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 2019 (January 1, 2019 to December 31, 2019) 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 = ¥ 109.0459 (the official Development Assistance Committee [DAC] rate in 2019).
4. All maps contained in the report are approximate. National borders that are under dispute or unclear have been entered merely for convenience.

**Photos on cover and chapter title pages are provided by**  
 Shinichi Kuno: Cover photo (at the lower right corner) and photos on pages 20, 67 (at the bottom), and 78  
 Kaku Suzuki: Photo on page 10

### 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 evaluation activities as well as summaries of evaluation results.

#### JICA Website

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



#### Annual Evaluation Report 2019

[https://www.jica.go.jp/english/our\\_work/evaluation/reports/2019/index.html](https://www.jica.go.jp/english/our_work/evaluation/reports/2019/index.html)



# JICA at a Glance

## JICA's Contributions in Figures

### Contributing to the achievement of the SDGs

JICA addresses wide-ranging global issues to help achieve the Sustainable Development Goals (SDGs). On issues which developing countries are facing, including COVID-19, JICA focuses on synergy effects in three dimensions—economic, environmental, and social—as well as the Five Ps: people, planet, prosperity, peace, and partnership, toward a world in which no one will be left behind.

**80.5** million people



have gained access to safe water

(in fiscal 1999–2019)

To ensure supply of safe water—which is vital for combating infectious diseases like COVID-19, JICA addresses both “hard” and “soft” aspects, i.e., capacity building (for planning, operation, etc.) and infrastructure development.

**9.4** million households



are expected to gain better access to power in Africa

(under projects committed in 2016–2018\*)

As part of JICA's assistance committed in the Sixth Tokyo International Conference on African Development (TICAD VI), JICA is implementing eight projects to develop power generation, transmission, and substation facilities in seven countries whose power demand is surging. This will help increase and improve supply of stable power, which in turn will support social and economic growth.

### Goal 3: Good Health and Well-being



As the COVID-19 pandemic is raging globally, JICA-supported expertise, human resources, and infrastructure are now protecting people's lives in many countries.

**9** million copies of the MCH Handbook

were issued in 34 partner countries in 2019\*

(according to a JICA estimate)

JICA cooperates to introduce and institutionalize the Maternal and Child Health (MCH) Handbook to ensure continued access to health services for mothers and children to protect their lives and health.

**2,817** people

were provided public health and medical care training in Japan

(in fiscal 2017–2019)

JICA accepted training participants in various public health and medical care fields, such as maternal and child health and infectious disease control, to teach relevant skills and knowledge. Some of the former participants are now combating COVID-19 on the frontlines. Their experiences and learning in Japan are being put to good use in their home countries.

\*calendar year

# 40,576 people



**were provided professional and occupational training in Asia**

(in fiscal 2018–2019)

At the Japan-ASEAN Summit in 2018, the Japanese government announced an initiative aimed at training 80,000 people to develop industrial human resources over the next five years. JICA assists in the digital sector, including AI, as well as in improving practical technical skills, design and product development skills, innovation capability, and management and planning skills.

# 83,000 homes



**were rebuilt after the Nepal earthquake**

(in fiscal 2015–2019)

For five years after a magnitude 7.8 earthquake hit Nepal, JICA contributed to rebuild homes under the concept of Build Back Better by promoting more quake-resistant building methods with local communities. JICA has achieved a higher completion rate (87%) than other donors in rebuilding projects.

# 1,850 people



**participated in the annual national sports event of peace and unity in South Sudan in the past five years**

JICA has been supporting the “National Unity Day” sports event since it was first held in 2016 to promote interactions, friendships, and unity among youths, which contribute to peace and the social cohesion of people through sports.

# ¥220 billion



**worth of social bonds were issued by JICA**

(in fiscal 2016–2019)

By the end of fiscal 2019, 101 investors in total, including financial institutions, local governments, educational institutions etc., made a commitment to invest in JICA bonds. The bond proceeds are used largely for loans to developing countries for their efforts to achieve the SDGs.

# 8,622 JOCVs

**were assigned as health care providers and social workers**

(in fiscal 1965–2019)

Japan Overseas Cooperation Volunteers (JOCVs) work in public health and related social services sectors with expertise as nurses, midwives, public health nurses, physical therapists, and specialists in infectious diseases that include HIV/AIDS. JOCVs also collaborate with technical cooperation projects as appropriate.

# 1,059 health care facilities

**were developed with financial aid**

(in fiscal 2008–2019)

To deliver necessary health care services to many people, JICA supports building health care facilities, including national and regional referral hospitals, health centers, and clinical laboratories.

# HIGHLIGHTS 2019

In Japan we entered a new era called “Reiwa.” In this milestone year, JICA renewed its commitment to continuing to take on new challenges and launched new strategies and initiatives, among other activities. The following are the main topics concerning JICA amid the year’s activities.

April 2019 — The JICA Platform for Food and Agriculture (JiPFA) launched



Officials at a Japanese agricultural machine supplier introduce its proprietary products to African training participants studying in Japan, followed by an animated exchange of views.

## Providing a Platform to Share Experience and Promote Joint Activities among the Private Sector, Government, and Academia

JiPFA was established to provide an opportunity for stakeholders from the private sector, government, and academia to share information and experience on agriculture, forestry, and fisheries as well as food and nutrition in developing countries—and bring about various joint activities toward achieving the Sustainable Development Goals (SDGs). During fiscal 2019, JiPFA organized 19 forums, which were attended by 1,340 participants, including private companies and experts in various areas. It is attracting attention as a new attempt to address agricultural and food challenges in developing countries through promoting collaboration among various stakeholders.

August 2019 — The Seventh Tokyo International Conference on African Development (TICAD7) held in Yokohama, Japan

## “Advancing Africa’s Development through People, Technology and Innovation” as the Overarching Theme

TICAD7 brought together delegations from 53 African countries, including 42 African leaders, to Yokohama, Japan. Co-chaired by then Japanese Prime Minister Shinzo Abe and Egyptian President Abdel Fattah El-Sisi, TICAD7 adopted the Yokohama Declaration as the main outcome document. The Japanese government announced a list of public-private actions for the next three years to support African development, titled “TICAD7: Japan’s Contributions for Africa.” Based on this list as well as the Yokohama Declaration, JICA will forge ahead with its cooperation for the development of the continent [ → see “Africa” on page 32].



TICAD7 was the first TICAD held in Japan in six years. (Photo: The Ministry of Foreign Affairs)

October 2019 — Former JICA President Sadako Ogata passes away



Mrs. Ogata, on her visit to a refugee camp school in Aleppo, Syria, in March 2008

## The Humanitarian and Development Aid Giant Beloved by the World

Mrs. Sadako Ogata, former president of JICA, passed away on October 22, 2019. Mrs. Ogata led JICA for eight and a half years, from 2003. She exercised extraordinary leadership in many aspects. They included the instillation of the spirit of *gemba* (value working on the ground) within the organization; the practice of human security, a pillar of Japan’s diplomacy; the merger with the Overseas Economic Cooperation Operations of the former Japan Bank for International Cooperation; and the establishment of the JICA Research Institute (renamed “The JICA Ogata Sadako Research Institute for Peace and Development” in April 2020). By maintaining and building on the legacy of Mrs. Ogata, JICA will strive to achieve human security to respond to the threats and challenges of today.

January 2020 — 25 years on: The Great Hanshin-Awaji Earthquake

## Passing on Lessons Learned from the Quake for the Future and the World



Program participants observing an erosion and sediment control structure (*sabo*) in the Mt. Rokko area of Hyogo Prefecture as part of the Knowledge Co-Creation Program on Comprehensive Disaster Risk Reduction

January 17, 2020, marked the 25th anniversary of the Great Hanshin-Awaji Earthquake. In 2007, JICA and Hyogo Prefecture jointly established the Disaster Reduction Learning Center (DRLC) within JICA Hyogo (now JICA Kansai Center) as a hub for effectively developing human resources engaged in BOSAI or disaster risk reduction (DRR) in developing countries. To date, DRLC has accepted more than 3,000 program participants from 121 countries, providing them with Japan's BOSAI knowledge, including the lessons learned from the Great Hanshin-Awaji Earthquake, as well as the experience gained in coping with the disaster. JICA will continue to share Japan's DRR experiences with the world with a view to achieving the Sendai Framework for Disaster Risk Reduction 2015–2030.

February 2020 — JICA agrees with the Thai government on marine plastic pollution research

## Assessing and Addressing Marine Plastic Pollution



Marine plastic waste washed ashore in Thailand

Marine plastic pollution has recently been in the spotlight as a serious global environmental issue that requires urgent countermeasures. As its first attempt to resolve this problem squarely, JICA agreed with a Thai government agency to conduct a science and technology cooperation project aimed at assessing the state of marine plastic pollution in Thailand. Under the project, research institutions in the two countries will tackle addressing this problem through joint research designed to assess the pollution and build a framework of monitoring in the Southeast Asian seas.

## Major Topics of Fiscal 2019

|                |                                                                                                                                                                                                 |
|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| April          | ★ The JICA Platform for Food and Agriculture (JiPFA) launched                                                                                                                                   |
| May            | Basic partnership pact with the Central Union of Agricultural Cooperatives (JA-Zenchu) for training farmers in Japan and developing countries                                                   |
| June           | Kosovo: 20 years after the Kosovo Conflict, JICA's aid for the media in support of ethnic harmony pays off                                                                                      |
| June           | Mongolia: The country's first university hospital completed with Japanese Grant (opened in October)                                                                                             |
| June           | Renewal of memorandum of cooperation with the French Development Agency to promote collaboration in the Indo-Pacific region and Africa                                                          |
| July           | JICA signs an MOU with Mitsui Sumitomo Insurance to enhance support for companies expanding business overseas                                                                                   |
| July           | Seven Southeast Africa and Indian Ocean countries launch the Disaster Risk Reduction Management Platform                                                                                        |
| July–September | Democratic Republic of the Congo: JICA sends the JDR Infectious Diseases Response Team and relief supplies in response to the Ebola outbreak                                                    |
| August         | JICA becomes the first Japanese signatory to the Operating Principles for Impact Management formulated by the International Finance Corporation                                                 |
| August         | ★ The Seventh Tokyo International Conference on African Development (TICAD7) held in Yokohama                                                                                                   |
| September      | Indonesia: JICA launches its first Transaction Advisory Services project in support of a government agency's PPP procurement                                                                    |
| October        | The JICA-Kosen Innovation Platform established to tap into flexible ideas and technologies                                                                                                      |
| October        | JICA signs a cooperation agreement with Kumamoto Prefecture for human resources development for regional revitalization and multicultural coexistence                                           |
| October        | ★ Former JICA President Sadako Ogata passes away                                                                                                                                                |
| December       | Peru: JICA extends first subordinated loans to a credit union founded by Peruvians of Japanese descent; the 120th anniversary of Japanese immigration ushers in a new partnership               |
| December       | JICA signs a comprehensive cooperation agreement with Nagasaki University to reinforce cooperation in tropical medicine and infectious disease control                                          |
| <b>2020</b>    |                                                                                                                                                                                                 |
| January        | ★ 25th anniversary of the Great Hanshin-Awaji Earthquake                                                                                                                                        |
| January        | JICA delivers a training course in Japan aimed at building the policy formulation capacity for enhancing cybersecurity, the first project under the Japan-ASEAN Technical Cooperation Agreement |
| February       | ★ JICA agrees with the Thai government on marine plastic pollution research                                                                                                                     |
| March          | Emergency response to the spread of COVID-19                                                                                                                                                    |

★ 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.

# 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

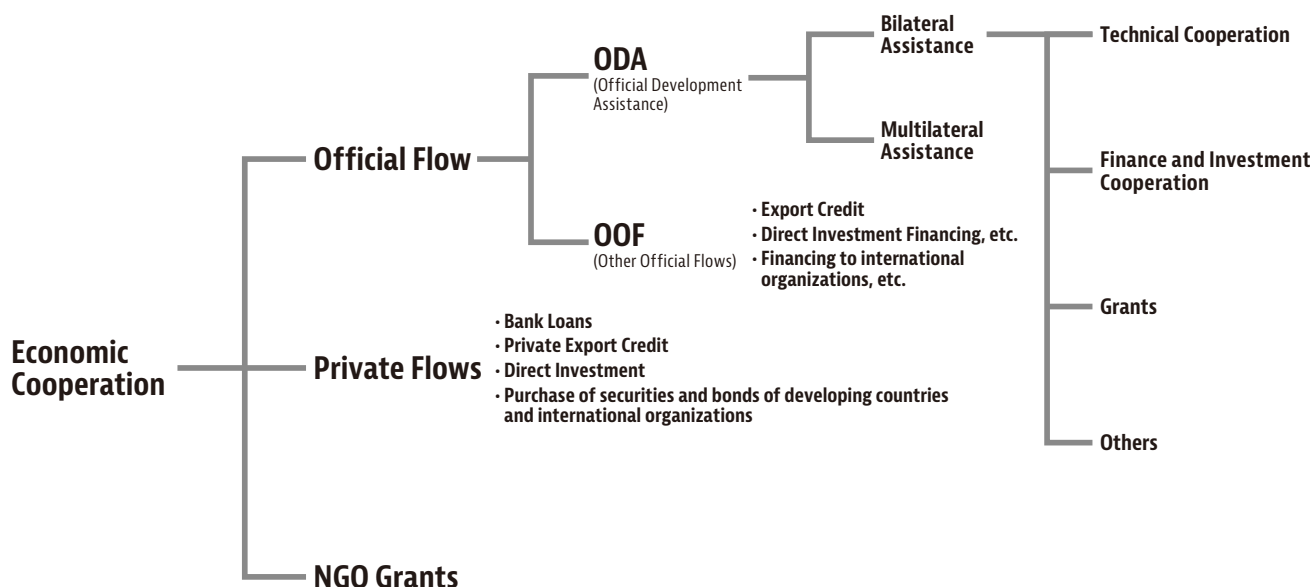


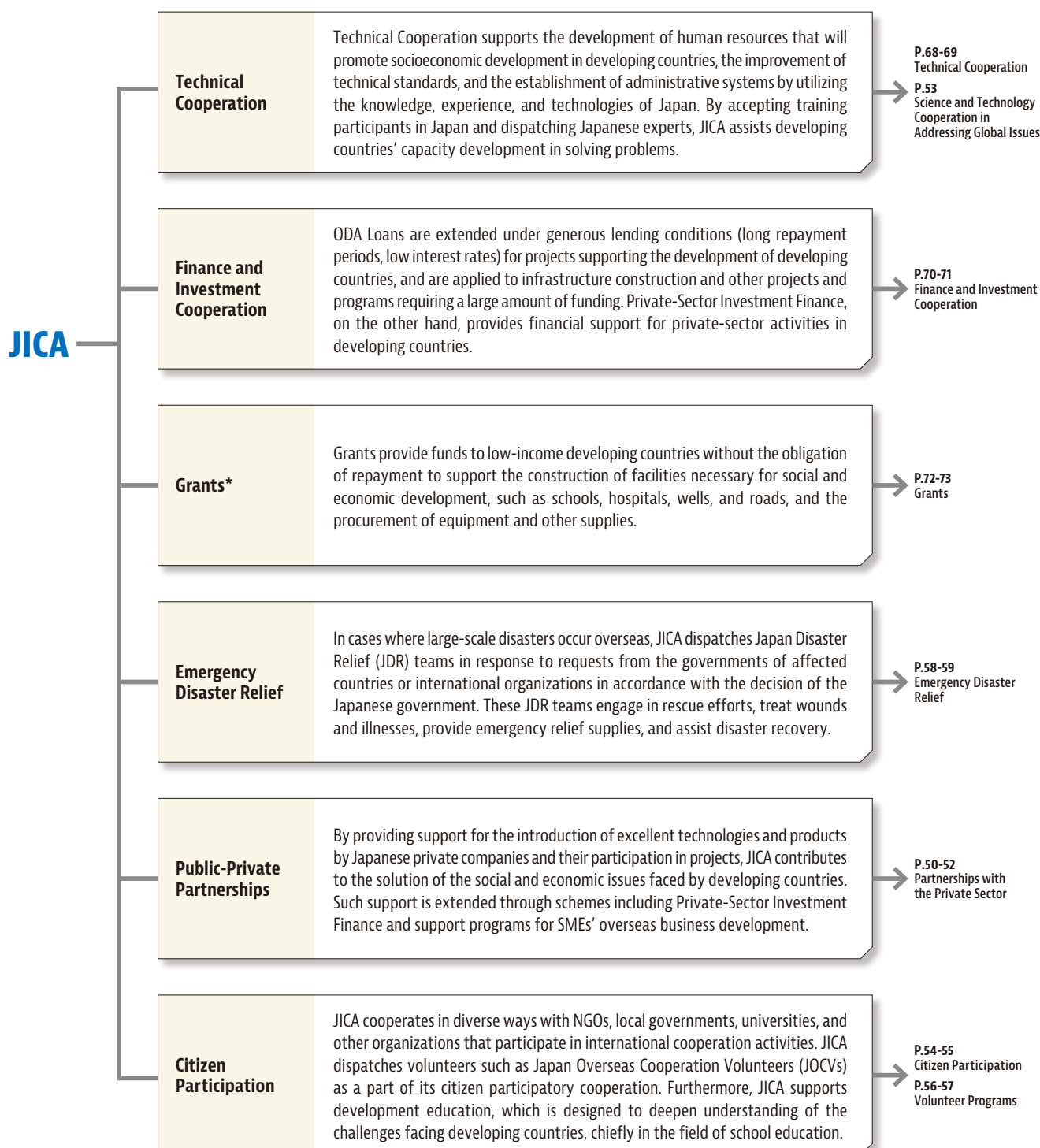
Table 2 Japan's ODA by Type, 2019 (preliminary figures)

| Type                                                                                  |                                                                                                   | ODA Disbursements (Calendar Year 2019) |  |  | Dollar Basis (US\$ million) |               |                               | Yen Basis (¥ billion) |               |                               | ODA Total (Net Disbursement Basis) |
|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|----------------------------------------|--|--|-----------------------------|---------------|-------------------------------|-----------------------|---------------|-------------------------------|------------------------------------|
|                                                                                       |                                                                                                   |                                        |  |  | Current Year                | Previous Year | Rate of increase/decrease (%) | Current Year          | Previous Year | Rate of increase/decrease (%) |                                    |
| ODA                                                                                   | Grants                                                                                            |                                        |  |  | 2,553.02                    | 2,639.75      | -3.3                          | 278.397               | 291.528       | -4.5                          | 22.0                               |
|                                                                                       | Technical Cooperation*                                                                            |                                        |  |  | 2,721.18                    | 2,651.71      | 2.6                           | 296.734               | 292.849       | 1.3                           | 23.5                               |
|                                                                                       | Total Grants                                                                                      |                                        |  |  | 5,274.21                    | 5,291.46      | -0.3                          | 575.131               | 584.377       | -1.6                          | 45.5                               |
|                                                                                       | Loan Aid (Net Disbursement)                                                                       |                                        |  |  | 2,150.80                    | 769.15        | 179.6                         | 234.535               | 84.943        | 176.1                         | 18.5                               |
|                                                                                       | Total Bilateral ODA (Net Disbursement Basis)                                                      |                                        |  |  | 7,425.00                    | 6,060.61      | 22.5                          | 809.666               | 669.320       | 21.0                          | 64.0                               |
|                                                                                       | Contributions and Subscriptions to International Organizations (Gross and Net Disbursement Basis) |                                        |  |  | 4,171.19                    | 3,965.38      | 5.2                           | 454.852               | 437.928       | 3.9                           | 35.8                               |
|                                                                                       | Total ODA (Net Disbursement)                                                                      |                                        |  |  | 11,596.20                   | 10,025.99     | 15.7                          | 1,264.518             | 1,107.248     | 14.2                          | 100.0                              |
| Preliminary Estimate of Nominal Gross National Income (GNI) (US\$ billion, ¥ billion) |                                                                                                   |                                        |  |  | 5,266.61                    | 5,135.33      | 2.6                           | 574,302.40            | 567,134.50    | 1.3                           |                                    |
| % of GNI                                                                              |                                                                                                   |                                        |  |  | 0.22                        | 0.20          |                               | 0.22                  | 0.20          |                               |                                    |

(Notes) 1. Figures include disbursements for graduated countries. Please see JICA Annual Report Data Book 2020, Table 1, page 5 for figures excluding disbursements for graduated countries.  
 2. Japan has a record of disbursements to the following 16 graduated countries and regions that are not DAC members: Bahrain, Barbados, Brunei Darussalam, Chile, [French Polynesia], Kuwait, [New Caledonia], Oman, Saint Christopher and Nevis, Romania, Saudi Arabia, Seychelles, Singapore, Trinidad and Tobago, the United Arab Emirates, and Uruguay.  
 3. 2019 DAC designated exchange rate: US\$1.00 = ¥109.0459 (an appreciation of ¥1.3919 compared with 2018)  
 4. Due to rounding, the total may not match the sum of each number.  
 5. Debt relief refers to exemption from commercial debts, and does not include debt deferral.  
 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.  
 8. Data is provided by the Ministry of Foreign Affairs. The previous year's results are based on the final figures.  
 \* Technical Cooperation includes administrative and development awareness costs.

## 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 150 countries and regions of the world.



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

# JICA's Strategy

## The 4th Medium-term Plan (Fiscal 2017–21)

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

#### Strengthen foundations for implementation

(Public relations, research, project evaluations, etc.)

#### Regional priority issues

#### 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 2020

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.

In fiscal 2020, JICA will give top priority to tackling the spread of COVID-19. While closely watching the situation, JICA will review the directions of its development activities as needed in an agile and flexible manner.

### 1 Promote a "Free and Open Indo-Pacific"

To promote a Free and Open Indo-Pacific, as advocated by the Japanese government, JICA will provide the Indo-Pacific region with both tangible and intangible support. JICA's support will include (1) expanding and establishing the freedom of navigation and the rule of law; (2) improving regional connectivity by developing quality infrastructure that aligns with international standards; (3) building the capacity for maritime security; and (4) fostering future leaders knowledgeable about Japan by, for example, enhancing the JICA Development Studies Program (JICA-DSP).

### 2 Realize "Human Security 2.0" to Establish a More Dignified Society

JICA will give shape to "Human Security 2.0," a concept that was revised in fiscal 2019 in light of aggravating existing challenges and emerging new ones. Specific focus will be placed on (1) enhancing responses to the health and economic crises stemming from COVID-19; (2) promoting peacebuilding and mutual understanding; (3) strengthening disaster risk reduction and climate change measures; (4) enhancing and advocating such initiatives as Universal Health Coverage (UHC) and a nutrition-related undertaking; (5) improving and expanding education for women and girls; and (6) promoting Japanese-style school education.

### 3 Strengthen Multicultural Coexistence and Regional Economic Revitalization in Japan

JICA will use its human capital and networks to strengthen initiatives that support multicultural coexistence and regional economic revitalization within Japan. Special emphasis will be placed on (1) assisting in the strategic and coherent development—both within and outside Japan—of a welcoming environment for foreign nationals in order to make Japan a more appealing destination for them; (2) developing initiatives for capacity building that supports industrial development and multicultural coexistence in Japanese local communities from a global perspective; (3) promoting international cooperation by harnessing the knowledge of local governments and small and medium enterprises; and (4) collaborating with communities of Japanese emigrants and their descendants in Latin America and other regions in ways that will contribute to multicultural coexistence.

### 4 Design and Implement Projects That Meet the Latest Needs

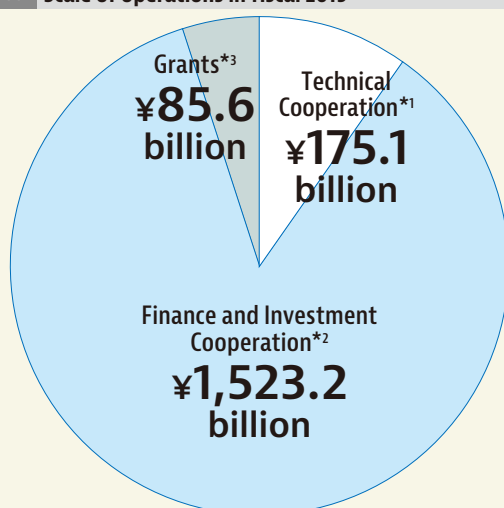
Amid severe fiscal constraints in Japan, JICA will allocate more resources to activities that appropriately accommodate the SDGs and aid needs in the developing world that are always changing with the times. Special emphasis will be placed on (1) promoting innovations, including creative uses of digital technology; (2) reinforcing partnerships with emerging donors; (3) enhancing research capabilities; (4) mobilizing more external funds; and (5) establishing and strengthening platforms for information sharing, dialogue, and project collaboration within JICA and with external partners.

# Overview of Operations and Financial Statements

## Overview of Operations

Looking at JICA's operations in fiscal 2019 (Table 3 and Table 4), Technical Cooperation implemented by JICA amounted to ¥175.1 billion, a decrease of 7.9% from the previous fiscal year. Turning to Grants, JICA implemented 147 projects amounting to ¥85.6 billion (Grant Agreement amount). Of Finance and Investment Cooperation, ODA Loan was provided through 40 projects amounting to ¥1,459.4 billion (commitment basis), while Private-Sector Investment Finance amount totaled ¥63.7 billion (commitment basis) and was provided to 11 organizations.

**Table 3 Scale of operations in fiscal 2019**



Note) Exchange rate: US\$1.00 = ¥109.0 (the official Development Assistance Committee [DAC] rate in 2019)

\*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 2019 budget; it does not correspond to the total amount of Grant Agreements (G/As) concluded in fiscal 2019.

**Table 4 Operations by type in fiscal 2019** (Unit: ¥ billion)

|                                                   | FY2019  | FY2018  |
|---------------------------------------------------|---------|---------|
| Technical Cooperation *1                          | 175.1   | 190.1   |
| Acceptance of training participants               | 17.0    | 17.5    |
| Dispatch of experts                               | 57.2    | 63.0    |
| Dispatch of study team members                    | 36.3    | 33.3    |
| Provision of equipment                            | 1.5     | 2.1     |
| Dispatch of Japan Overseas Cooperation Volunteers | 8.2     | 8.2     |
| Dispatch of other volunteers                      | 1.8     | 2.8     |
| Others                                            | 53.1    | 63.2    |
| Finance and Investment Cooperation *2             | 1,523.2 | 1,266.1 |
| Grants *3                                         | 85.6    | 98.5    |

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 2019, the Finance and Investment Cooperation commitment amount increased from the previous fiscal year by 20.3%, totaling ¥1,523.2 billion. Meanwhile, the scale of Grants decreased by 13.1% to a total amount of ¥85.6 billion in fiscal 2019.

**Table 5 Technical Cooperation expenses for the past 10 years** (Unit: ¥ billion)

|        |       |
|--------|-------|
| FY2010 | 168.8 |
| FY2011 | 188.9 |
| FY2012 | 167.8 |
| FY2013 | 177.3 |
| FY2014 | 176.4 |
| FY2015 | 191.7 |
| FY2016 | 207.7 |
| FY2017 | 192.3 |
| FY2018 | 190.1 |
| FY2019 | 175.1 |

**Table 6 Finance and Investment Cooperation commitment amounts for the past 10 years** (Unit: ¥ billion)

|        |         |
|--------|---------|
| FY2010 | 538.9   |
| FY2011 | 949.4   |
| FY2012 | 1,226.7 |
| FY2013 | 985.8   |
| FY2014 | 1,015.9 |
| FY2015 | 2,260.9 |
| FY2016 | 1,485.8 |
| FY2017 | 1,888.4 |
| FY2018 | 1,266.1 |
| FY2019 | 1,523.2 |

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

**Table 7 Scale of Grants for the past 10 years** (Unit: ¥ billion)

|                                                                                                                                                                                                         | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| The total amount provided under Exchange of Notes concluded in the relevant year (that portion for which JICA was responsible for the promotion of Grants)                                              | 12.9   | 3.6    | 105.2  | 107.4  | 141.6  | 115.8  | 111.2  | 111.7  | 98.0   | 115.1  |
| The total amount provided under Grant Agreement concluded in the relevant year (that portion for which JICA was responsible for the implementation and management of Grant projects after October 2008) | 105.2  | 107.4  | 141.6  | 115.8  | 111.2  | 111.7  | 98.0   | 115.1  | 98.5   | 85.6   |

## Assistance by Region

Looking at disbursements of Technical Cooperation by geographic region, Asia accounted for 35.7%, Africa 18.9%, and North and Latin America 7.8%, in descending order.

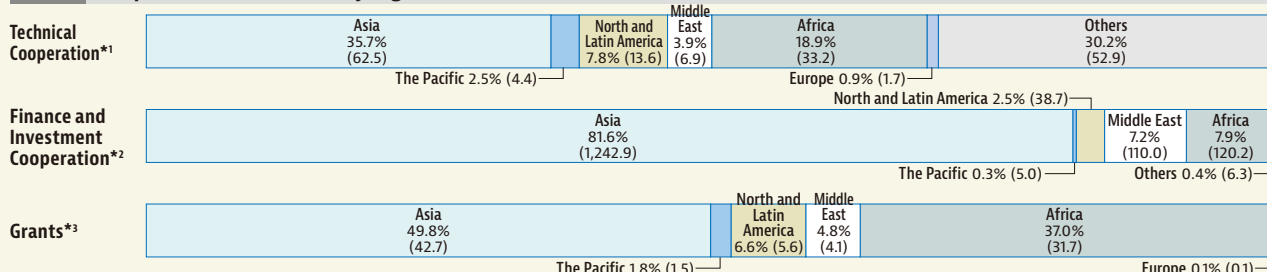
Looking at newly committed amounts for Finance and Investment Cooperation by region in fiscal 2019, Asia accounted for 81.6%, Africa 7.9%, and Middle East 7.2%. Continuing from fiscal 2018, Asia's share has been considerably high.

As for Grants, Asia accounted for 49.8%, Africa 37.0%, and North and Latin America 6.6%. As in fiscal 2018, 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 2019

(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 2019 budget; it does not correspond to the total amount of Grant Agreements (G/As) concluded in fiscal 2019.

## Assistance by Sector

Disbursements of Technical Cooperation by sector were, in descending order, 22.6% for public works and utilities, 11.2% for human resources, and 10.6% for agriculture, forestry and fisheries.

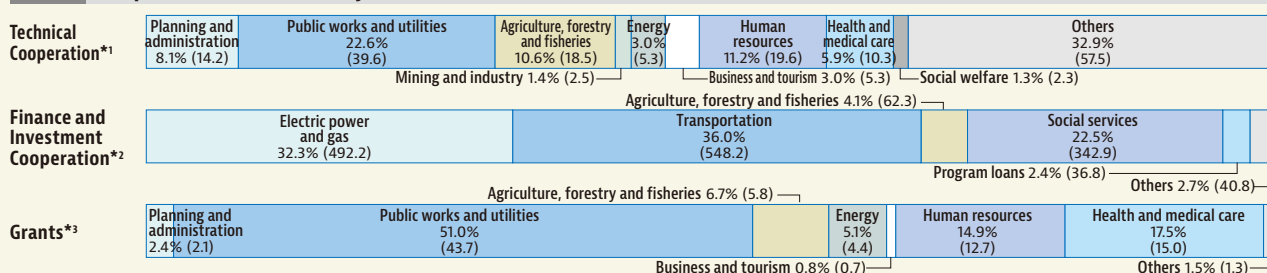
For Finance and Investment Cooperation, the largest portion is 36.0% for projects in the transportation sector,

including railways and roads. This was followed by electric power and gas at 32.3% and 22.5% for social services.

For Grants, the largest share was made to public works and utilities at 51.0%, followed by health and medical care at 17.5%, and 14.9% for human resources.

Table 9 Composition of assistance by sector in fiscal 2019

(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 2019 budget; it does not correspond to the total amount of Grant Agreements (G/As) concluded in fiscal 2019.

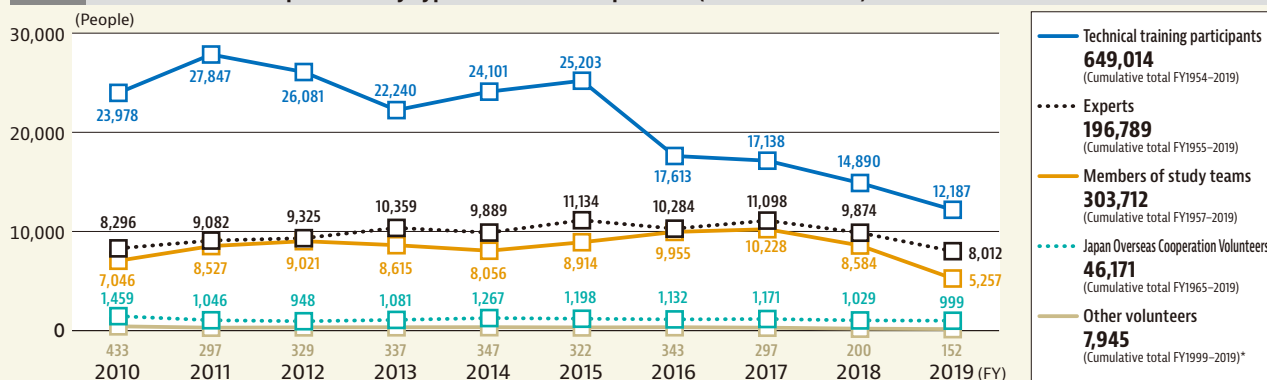
## Trends in Number of Personnel by Type of Technical Cooperation

The number of newly dispatched personnel by type of JICA program in fiscal 2019 was as follows. The number of technical training participants was 12,187, while JICA dispatched 8,012 experts, 5,257 study team members, 999 Japan Overseas Cooperation Volunteers and 152 other volunteers. As a result, to date JICA has accepted a total of 649,014 technical training participants (fiscal 1954–2019) and dispatched a

total of 196,789 experts (fiscal 1955–2019), 303,712 study team members (fiscal 1957–2019), 46,171 Japan Overseas Cooperation Volunteers (fiscal 1965–2019), and 7,945 Other Volunteers (fiscal 1999–2019).\*

Trends in the number of personnel by type of cooperation since fiscal 2010 are shown in Table 10.

Table 10 Trends in number of personnel by type of Technical Cooperation (cumulative total)



\* Includes Senior Volunteers, JOCVs and Senior Volunteers for Nikkei Communities, and UN Volunteers. Until 1998, these figures had been included in other types of cooperation.

Note) The dispatch of emigrants ended in fiscal 1995. 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, 2020, total assets amounted to ¥318,597 million, increasing ¥32,386 million from the previous business year, primarily due to the ¥17,559 million increase in cash and deposits and ¥14,982 million increase in contra-accounts for provision for retirement benefits (recorded from the current business year due to changes in accounting standards). The ending balance of cash and deposits of ¥232,485 million includes donated funds for grant aid projects which amount to ¥180,918 million. Total liabilities were ¥265,578 million, increasing ¥34,348 million year-on-year, primarily due to the ¥9,369 million increase in operational grant liabilities and ¥14,982 million increase in provision for retirement benefits (recorded from the current business year due to changes in accounting standards).

(Unit: Millions of yen)

| Assets                       | Amount  | Liabilities                         | Amount   |
|------------------------------|---------|-------------------------------------|----------|
| Current assets               |         | Current liabilities                 |          |
| Cash and deposits            | 232,485 | Operational grant liabilities       | 40,669   |
| Others                       | 26,493  | Funds for grant aid                 | 178,788  |
| Non-current assets           |         | Others                              | 22,776   |
| Tangible assets              | 38,651  | Non-current liabilities             |          |
| Intangible assets            | 4,072   | Contra-accounts for assets          | 7,873    |
| Investments and other assets | 16,896  | Provision for retirement benefits   | 14,982   |
|                              |         | Others                              | 489      |
|                              |         | Total liabilities                   | 265,578  |
|                              |         | Net assets                          |          |
|                              |         | Capital                             |          |
|                              |         | Government investment               | 62,452   |
|                              |         | Capital surplus                     | (22,442) |
|                              |         | Retained earnings                   | 13,008   |
|                              |         | Total net assets                    | 53,019   |
| Total assets                 | 318,597 | Total of liabilities and net assets | 318,597  |

### 2. Overview of Statement of Income

For the business year ended March 31, 2020, ordinary expenses amounted to ¥234,674 million, decreasing ¥12,869 million from the previous business year. The major factor of the decrease was the ¥7,656 million year-on-year decrease in expenses for priority sectors and regions of which operational grants are the financial source and the ¥5,750 million decrease in expenses for grant aid. Ordinary revenues totaled ¥233,350 million, decreasing ¥5,101 million year-on-year. The major factor of the decrease was the ¥2,018 million decrease in revenues from operational grants and the ¥5,750 million decrease in revenues from grant aid.

(Unit: Millions of yen)

|                                                                                   | Amount  |
|-----------------------------------------------------------------------------------|---------|
| Ordinary expenses                                                                 | 234,674 |
| Operating expenses                                                                | 225,326 |
| Expenses for priority sectors and regions                                         | 71,030  |
| Expenses for domestic partnership                                                 | 17,184  |
| Expenses for operation support                                                    | 38,806  |
| Expenses for grant aid                                                            | 89,236  |
| Others                                                                            | 9,070   |
| General administrative expenses                                                   | 8,989   |
| Financial expenses                                                                | 108     |
| Specific purpose expenses                                                         | 250     |
| Others                                                                            | 0       |
| Ordinary revenues                                                                 | 233,350 |
| Revenues from operational grants                                                  | 137,013 |
| Revenues from grant aid                                                           | 89,236  |
| Others                                                                            | 7,101   |
| Extraordinary losses                                                              | 16,057  |
| Extraordinary income                                                              | 16,042  |
| Reversal of reserve fund carried over from the previous Mid-term Objective period | 4,459   |
| Total income for the current business year                                        | 3,121   |

Notes) · 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 2020 for detailed financial conditions.

## Finance and Investment Account

### 1. Overview of Balance Sheet

For the business year ended March 31, 2020, total assets amounted to ¥12,825,464 million, increasing ¥194,535 million from the previous business year, primarily due to the ¥314,552 million increase in loans. Total liabilities were ¥2,910,185 million, increasing ¥22,585 million year-on-year, primarily due to the ¥31,748 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                                                                      | 12,614,846 | Current portion of borrowings from government fund for Fiscal Investment and Loan Program | 106,613    |
| Allowance for loan losses                                                  | (142,053)  | Others                                                                                    | 40,341     |
| Others                                                                     | 233,445    | Non-current liabilities                                                                   |            |
| Non-current assets                                                         |            | Bonds                                                                                     | 791,079    |
| Tangible assets                                                            | 9,370      | Borrowings from government fund for Fiscal Investment and Loan Program                    | 1,962,569  |
| Intangible assets                                                          | 5,655      | Others                                                                                    | 9,582      |
| Investments and other assets                                               |            | Total liabilities                                                                         | 2,910,185  |
| Claims probable in bankruptcy, claims probable in rehabilitation and other | 87,063     | Net assets                                                                                |            |
| Allowance for loan losses                                                  | (87,063)   | Capital                                                                                   |            |
| Others                                                                     | 104,200    | Government investment                                                                     | 8,150,728  |
|                                                                            |            | Retained earnings                                                                         |            |
|                                                                            |            | Reserve fund                                                                              | 1,703,881  |
|                                                                            |            | Others                                                                                    | 95,645     |
|                                                                            |            | Valuation and translation adjustments                                                     | (34,974)   |
|                                                                            |            | Total net assets                                                                          | 9,915,279  |
| Total assets                                                               | 12,825,464 | Total of liabilities and net assets                                                       | 12,825,464 |

### 2. Overview of Statement of Income

For the business year ended March 31, 2020, total income amounted to ¥95,645 million, increasing ¥17,873 million from the previous business year. This increase resulted from ordinary revenues which increased ¥14,765 million to ¥182,486 million while ordinary expenses decreased ¥3,109 million to ¥86,837 million. The major factor of the increase in ordinary revenues was the reversal of provision for allowance for loan losses of ¥19,922 million which was ¥0 in the previous business year, while the decrease in ordinary expenses was primarily due to the decrease in operations outsourcing expenses which decreased ¥4,727 million from the previous business year.

(Unit: Millions of yen)

|                                                                              | Amount  |
|------------------------------------------------------------------------------|---------|
| Ordinary expenses                                                            | 86,837  |
| Expenses related to operations of cooperation through finance and investment | 86,837  |
| Interest on bonds and notes                                                  | 9,515   |
| Interest on borrowings                                                       | 21,707  |
| Interest on interest rate swaps                                              | 6,222   |
| Operations outsourcing expenses                                              | 29,138  |
| Operating and administrative expenses                                        | 12,296  |
| Others                                                                       | 7,959   |
| Ordinary revenues                                                            | 182,486 |
| Revenues from operations of cooperation through finance and investment       | 180,904 |
| Interest on loans                                                            | 131,739 |
| Dividends on investments                                                     | 15,852  |
| Reversal of provision for allowance for loan losses                          | 19,922  |
| Others                                                                       | 13,392  |
| Others                                                                       | 1,582   |
| Extraordinary losses                                                         | 9       |
| Extraordinary income                                                         | 3       |
| Total income for the current business year                                   | 95,645  |

Notes) · 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 2020 for detailed financial conditions.

## [Column] Cooperation in Infectious Disease Control

## Delivering Technical and Financial Aid to Developing Countries to Ensure Human Security

The global community is confronted with the challenge of how to respond to health emergencies caused by infectious diseases and their effects on the economy and society.

Now, globally spreading COVID-19 is posing a grave threat to developed and developing countries alike.

Under its mission of realizing human security, JICA assists developing countries in controlling infectious diseases.

In addition to tackling specific infectious diseases, JICA provides developing countries with technical cooperation and financial assistance aimed at supporting the development of health systems that can respond to epidemic outbreaks.

### Response to Specific Infections

#### Contributing to the Elimination of Filariasis in Kiribati

In October 2019, the World Health Organization (WHO) declared the elimination of lymphatic filariasis (LF), a mosquito-borne infectious disease, in Kiribati. To eradicate LF, JICA has been extending cooperation to the 14 Pacific island countries, including Kiribati, by dispatching volunteers to provide patient care guidance and delivering blood test kits. Currently, through a public-private partnership, Japan-based Eisai Co., Ltd. provides a medicine for mass drug administration (MDA) free of charge, while JICA assists MDA at the community level.

#### Years of Aid in Fighting TB in Afghanistan

For many years, JICA has been assisting Afghanistan in controlling tuberculosis (TB). In recent years, it has been putting more effort into supporting people vulnerable to drug-resistant TB. Specific focus has been placed on the preventive administration of anti-TB medicines for postnatal women—who are at high risk of TB infection—as well as on a pilot project for workplace TB screening designed to detect patients and refer them to treatment.

JICA is now planning to support the procurement of TB medicines and reagents for a period of three years from January 2021, under a Grant in partnership with the WHO.



Laboratory training in PCR testing in a Group and Region Focus course of fiscal 2019 under the Knowledge Co-Creation Program (Photo: Research Institute of Tuberculosis, Japan Anti-tuberculosis Association)

### Building Health Systems That Halt Epidemic Outbreaks

#### Tangible and Intangible Assistance

Building laboratory and surveillance capacities is key to detecting epidemic outbreaks.

In fiscal 2019, JICA implemented Grants for laboratory development in Nigeria and the Democratic Republic of the Congo (DRC). At the same time, JICA launched technical cooperation projects for enhancement of laboratory capacity and to strengthen infectious disease surveillance

in these two countries. In this way, JICA works to build laboratory capacities from both tangible and intangible aspects. In cooperation with Hokkaido University and Nagasaki University, JICA also supports human resources development by accepting students for study in Japan from six countries that are committed to enhancing hub infection laboratories. Under this arrangement, six students came to Japan in fiscal 2019.

In response to the continued prevalence of the Ebola virus disease in Africa, JICA provided emergency training and supplies for DRC and Uganda. JICA also dispatched a Japan Disaster Relief infectious diseases response team to DRC in August 2019.

### Comprehensive Cooperation with an Eye on a Post-COVID-19 World

COVID-19, which became a global pandemic at the end of fiscal 2019, has been taking a heavy toll on not only people's health but also their livelihoods and the economy as a whole. JICA deploys comprehensive cooperation across sectors—not limited to public health—while leveraging its accumulated expertise in infectious disease control aimed at preventing outbreaks and reining in their spread.



Papua New Guinea: Community-based MDA as part of efforts to eradicate LF (Photo: Makoto Sekihara)



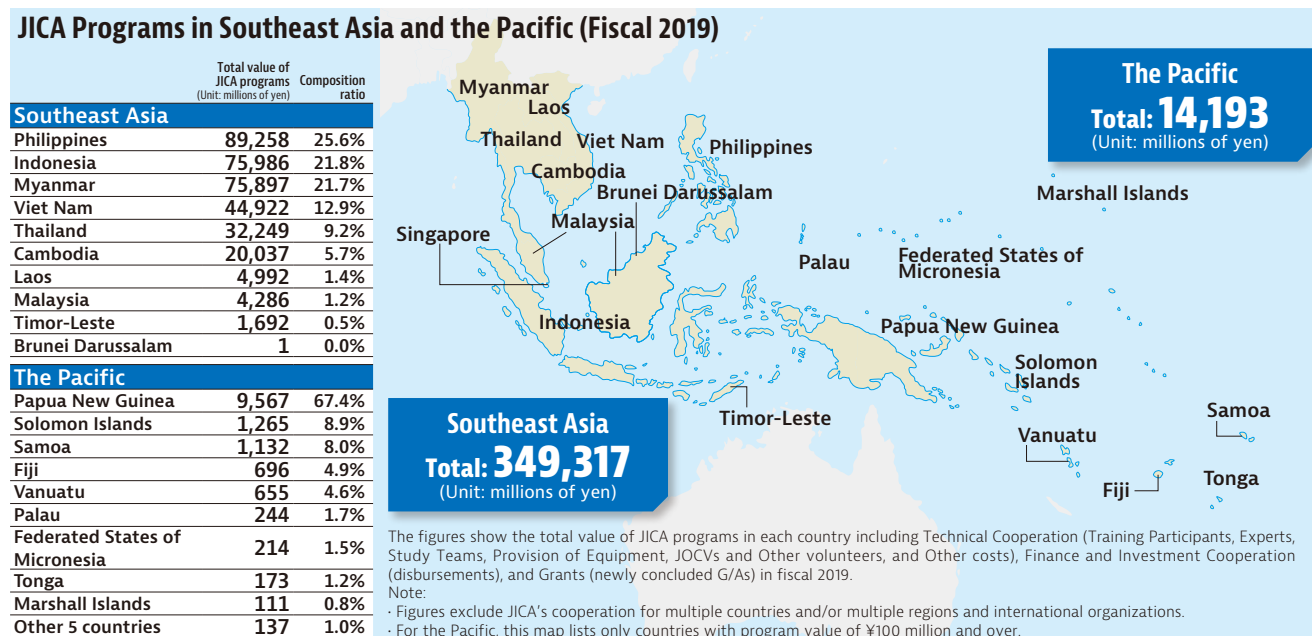


# Activities and Initiatives

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

# Southeast Asia and the Pacific

## Promoting a “Free and Open Indo-Pacific”



## Southeast Asia

### Regional Issues

The Association of Southeast Asian Nations (ASEAN) is a leader in promoting the stability and prosperity of this region, which borders on the Indian and Pacific oceans. It plays a pivotal role in advancing a “Free and Open Indo-Pacific (FOIP),” a vision advocated by the Japanese government. Accordingly, Japan needs to expand its strategic assistance to enhance the autonomy, independence, and integrity of ASEAN—or put simply, to deepen its integration—both for the benefit of the region and for the national interest of Japan.

Holding the key to promoting an FOIP are two approaches. One is to deepen ASEAN integration by strengthening connectivity through, for example, the development of the East-West and Southern Economic Corridors on land. The other is to develop marine infrastructure and strengthen maritime law enforcement capabilities.

In addition to promoting an FOIP, there are four priority issues: (1) quality growth, (2) climate action, (3) human resources development, and (4) the sharing of flexibly defined universal values and the creation of a peaceful, stable, and secure society. Specific focus should be placed on (1) “quality growth” that overcomes the negative effects of economic growth and solidifies the stability and prosperity of the region; (2) climate action in alignment with the global trend of decarbonization, (3) the fostering of future national leaders and administrative officials who play key roles in national management; and (4) measures to counter regional vulnerability, not least in Rakhine State in Myanmar and Mindanao in the Philippines. Situated

in geographical proximity, Japan and ASEAN enjoy a strong relationship. In extending development cooperation, it is more essential than ever to make maximum use of the broad-ranging expertise and know-how of private-sector companies, universities and research institutions, and local governments.

Assistance to Timor-Leste needs to support the country's accession to ASEAN and its transition from reconstruction to development.

### 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 urban infrastructure and the urban environment, including traffic systems, industrial waste disposal, and water supply and sewerage, which are crucial for improving urban functions and fostering the urban middle class.

JICA encourages the development of “quality infrastructure” that serves as the foundations for environmentally friendly “quality growth” that improves livelihoods in local communities through job creation and better 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. 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 the ASEAN region 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.

The climate action projects JICA implemented in the region in fiscal 2019 included the Project for Improvement of Equipment and Facilities on Meteorological and Hydrological Services in Laos to reduce climate disaster risks, as well as the Project of Capacity Development for the Implementation of Climate Change Strategies in Indonesia to support climate policy and institutional development.

## 3. 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)



Interaction with training participants during a lecture given by JICA president Shinichi Kitaoka under the SDGs Global Leadership Program

for future leaders and promising administrative officials who play a key role in national management, and is also fostering personnel in advanced industries at the forefront of industrial development and technological innovation.

In fiscal 2019, JICA accepted 25 participants for study at nine universities in Japan under the newly-launched SDGs Global Leadership Program. In January 2020, JICA president Shinichi Kitaoka gave a lecture to these program participants. This was followed by a networking gathering involving the participants and JICA staff, providing an opportunity for JICA to build a trusting relationship with these future national leaders. JICA is stepping up efforts to scale up this and other JICA scholarship programs. In fact, it has already decided to accept participants from Timor-Leste from fiscal 2020 onward.

## 4. Sharing Flexibly Defined Universal Values and Building a Peaceful, Stable, and Secure Society

In promoting an FOIP, it is necessary for ASEAN in a new era to foster a sound middle class that fully respects freedom, democracy, equality, the rule of law, and good governance, and can play a central role in national development. JICA will assist this process. It will also address looming social problems, such as non-communicable diseases and aging populations, with pioneering approaches.

### Myanmar: Developing the Thilawa Special Economic Zone

## Mobilizing the full range of aid modalities for investment promotion and job creation



The One Stop Service Center in the SEZ is praised by client companies for its prompt execution of various procedures required for business activities.

In the Thilawa area, located more than 20 km southeast of the central area of Yangon (the largest city in Myanmar), business entities were set up in 2014 to develop a special economic zone (SEZ) by Japanese companies and the Myanmar government and enterprises. JICA invested in one of them to support the development of an SEZ.

JICA also extended comprehensive cooperation aimed at reducing investment risks. Its cooperation covered the development of peripheral infrastructure such as roads, electricity, water supply, a port, and telecommunications, as well as institutional improvements such as streamlined approval

and authorization procedures.

By June 2019, Japanese companies started operations in Thilawa Port. In February 2020, the access roads were completed, thereby improving the logistics at the SEZ. Since the launch of the SEZ, more than 100 companies—mainly from Japan but also from other countries as well—have become tenants, creating over 10,000 jobs.

In August 2019, State Counsellor Aung San Suu Kyi visited the SEZ and expressed her gratitude to Japan. The Thilawa SEZ is now a symbol of Japan’s public-private cooperation with Myanmar.

JICA's ongoing assistance in building a peaceful, stable, and secure society in the region includes support for ethnic minorities in Myanmar and the Mindanao peace process in the Philippines.

### 5. Technical Cooperation with the ASEAN Community

Under the Knowledge Co-Creation Program, JICA implemented a country focus training project titled "Capacity Building in Policy Formation for Enhancement of Measures to Ensure Cybersecurity in ASEAN Region" between January and February of 2020 as the first project under the Japan-ASEAN Technical Cooperation Agreement.

The agreement, which was concluded in May 2019, lays out a set of measures to be taken by ASEAN when JICA carries out technical cooperation for the regional community such as the dispatch of experts and study missions to ASEAN and the acceptance of training participants from the community. The pact directly targets the ASEAN Community and its affiliated organizations, both of which were not covered in conventional bilateral frameworks, thereby paving the way for supporting the designing of common standards and institutional arrangements for the 10 ASEAN member states.

## The Pacific

### Regional Issues

The Pacific region is faced with such challenges as increasingly complex maritime issues, vulnerable transportation

infrastructure, and exposure to natural disasters and climate change. In February 2019, the Japanese government launched the Interagency Committee for Promoting Cooperation with Pacific Island Countries. The committee has set out the policy of more strategically engaging with the Pacific region with an "All-Japan" commitment to assist in maintaining and developing a regional environment conducive to realizing a Free and Open Indo-Pacific.

### JICA Initiatives

JICA has established its own policy of scaling up its engagement with Pacific island countries (PICs). Under this policy, JICA is extending cooperation in addressing the issues mentioned above with a view to upholding maritime order and achieving self-sufficient and sustainable development. The following paragraphs describe JICA's initiatives and major achievements in fiscal 2019.

#### 1. Marine Cooperation

JICA proceeded with preparations to dispatch an advisor to the Pacific Community (SPC) in an effort to ensure the efficient and sustainable operation and management of port facilities in PICs. The advisor will help the capacity development of the port authorities in these countries through the SPC. In the Federated States of Micronesia, JICA has conducted a study for expanding Pohnpei Port in the capital city to improve maritime logistics.

#### 2. Improving Connectivity

In Papua New Guinea, expansion and improvement work

#### Laos: Joint Policy Research and Dialogue Program for Fiscal Stabilization in Laos

### The program's policy proposals command a high regard and provide an important input to the next National Socioeconomic Development Plan



Deputy Prime Minister and Minister of Finance Somdy Douangdy receiving fiscal stabilization proposals after being briefed on the final report meeting

Laos has seen its public finances deteriorate due to a current fiscal deficit and increasing public debt, making fiscal consolidation an urgent issue to be addressed for achieving sustainable development.

Under this program, which was launched in March 2018, JICA examined issues to be addressed and steps to be taken to attain Laos' fiscal stabilization through joint policy research between Laotian administrative officials and researchers and Japanese academics, as well as through dialogue with high-ranking government officials of Laos. Researchers and officials from the two countries worked closely in four Working Groups: (1) Fiscal and Debt Management, (2) Resource Export Management, (3) Balance of

Payment and Foreign Reserve Management, and (4) Financial System Development. They came up with a final report and a set of policy proposals for fiscal stabilization.

They held the final report meeting in January 2020 to report on and submit these documents. This particular assistance by Japan was highly appreciated by the Laotian government and the outcome documents were put to use in formulating the next Five-Year National Socioeconomic Development Plan (2021–2025).

JICA will continue to support fiscal stabilization in Laos with its technical cooperation and in collaboration with international organizations.

began for Nadzab Airport near Lae, the second largest city in the country. JICA also commenced a study for expanding Tokua Airport, which serves as a gateway to East New Britain Province, in which Rabaul—a township with close historical ties with Japan—is located. In the Solomon Islands, JICA is proceeding with the Project for the Improvement of the Honiara International Airport, the only international airport in the country.

### 3. Environmental Management

JICA has been supporting institution building for sustainable waste management at the regional and national levels in cooperation with the Samoa-based Secretariat of the Pacific Regional Environment Programme (SPREP), thereby contributing to marine plastic reduction and climate action.

### 4. Disaster Risk Management and Climate Change

To support the efforts addressing climate change by PICs, which are highly vulnerable to natural disasters, JICA set up the Pacific Climate Change Center (PCCC) at SPREP and launched technical cooperation for developing the capacity of climate change specialists by using PCCC as a hub for this purpose. In Fiji, JICA proceeded with preparations for technical cooperation aimed at building the capacity to carry out disaster prevention activities. It also signed a loan agreement for a Stand-by Loan for Disaster Recovery and Rehabilitation to accommodate post-disaster financial needs [→ see the case study below].

### 5. Stable Supply of Energy

PICs commit to increase renewable energy supply, and JICA



Samoa: Training participants engaging in group work at PCCC under the Project for Capacity Building on Climate Resilience in the Pacific

has provided PICs with technical assistance that is aimed at optimal introduction of renewable energy while stabilizing electric power systems and making efficient use of diesel power generation. In Tonga, JICA installed a wind power generation system designed to secure stable energy supply by promoting renewable energy generation and diversifying power sources.

### 6. Human Resources Development

In fiscal 2019, 40 JICA scholars completed their courses under Pacific Leaders' Educational Assistance for Development of State (Pacific-LEADS), a program designed to nurture fast-track junior officials who will lead the development of PICs. JICA accepted 17 JICA scholars under the SDGs Global Leadership Program, a successor to Pacific-LEADS. These JICA scholars experience internships at government agencies or private companies in Japan, and this creates mutual learning opportunities for both sides.

#### Fiji: Stand-by Loan for Disaster Recovery and Rehabilitation

### When preparations for cyclones pay off



A village hit by Cyclone Harold

Situated at the center of the South Pacific, Fiji is prone to cyclones from November to April. Almost every year, cyclones destroy buildings and inundate homes and farmland in the country. In February 2016, Cyclone Winston, one of the most intense cyclones on record, made landfall in Fiji, causing damage totaling some \$600 million (equivalent to about one-third of the national annual budget).

In preparation for disasters like this, JICA signed a loan agreement, "Stand-by Loan for Disaster Recovery and Rehabilitation," with the Fijian government on February 21, 2020.

It was the first ODA loan to Fiji in 22 years. This loan agreement is designed to promptly meet financial needs in the wake

of a disaster while supporting disaster risk reduction policies that have been developed with JICA's technical cooperation, including the National Disaster Risk Reduction Policy.

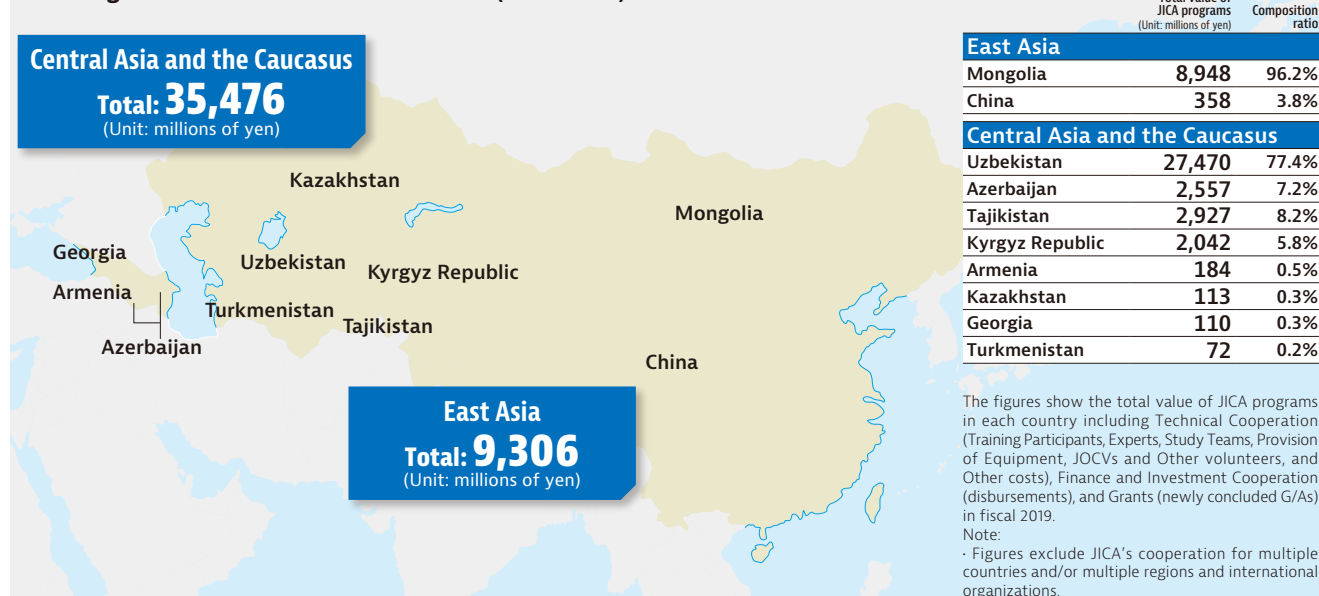
On April 8, just one month and a half after the loan agreement was concluded, Cyclone Harold made landfall in Fiji, destroying 2,000 homes. In addition to emergency supplies, JICA provided loans to Fiji under this agreement, thus contributing to the process of swift rehabilitation in the aftermath of the devastating cyclone.



# East Asia and Central Asia

## Toward Sustainable Development through Better Regional Connectivity and Industrial Diversification

JICA Programs in East Asia and Central Asia (Fiscal 2019)



### 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.

The nine countries other than China are former socialist states and are now transitioning to market-oriented economies. They are under the strong political and economic influence of the two neighboring major powers, Russia and China. Maintaining the independence and stability of the countries in the region is essential to the stability of the entire Eurasian continent.

Four countries in the region are endowed with natural resources—Mongolia with coal and copper, Kazakhstan with oil, Turkmenistan with natural gas, and Azerbaijan with oil and natural gas. These countries are experiencing rapid economic growth but their economies are vulnerable to fluctuating global commodity prices. Uzbekistan needs to wean itself from its dependence on cotton plants and natural gas through investment and industrial promotion amid political and economic reforms led by the country's president. Kyrgyzstan and Tajikistan, on the other hand, are not rich in natural resources. Remittances from Kyrgyzstanis and Tajikistanis working in Russia and elsewhere account for more than one-third of the GDP of these countries. The two countries are thus faced with the urgent need to foster domestic industries and create employment, not least in order to avoid social instability.

In recent years, there is concern that sluggishness of prices of natural resource, and slow economic growth in Russia and China will have a bad effect on the economies in the region. For the sustainable development of these economies, it is important to stimulate economic activity based on fair rules

and transparent systems and to diversify industry to break free from the dependence on natural resources, as well as to develop infrastructure, which will help strengthen regional connectivity.

### 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 [→ see the case study on page 27]. In recent years, some countries have mentioned a need for innovation strategies to promote economic development and thus hope to collaborate with Japanese universities.

JICA remained committed to supporting the Caucasus with focus on sectors in which it can leverage Japan's strengths, such as disaster risk management for Armenia and energy for Azerbaijan.

The following paragraphs describe JICA's initiatives and major achievements in fiscal 2019.

#### 1. Governance Strengthening

JICA continued its assistance in training young government officials responsible for national institution building and developing human resources who support industrial promotion in the respective countries. In Mongolia, JICA continued to

support higher engineering education by inviting students to Japan for study at universities and *Kosen* (Japanese-style polytechnics). It also launched assistance aimed at stimulating the market economy by building the government capacity to formulate public investment plans and develop bond markets.

## 2. Industrial Diversification

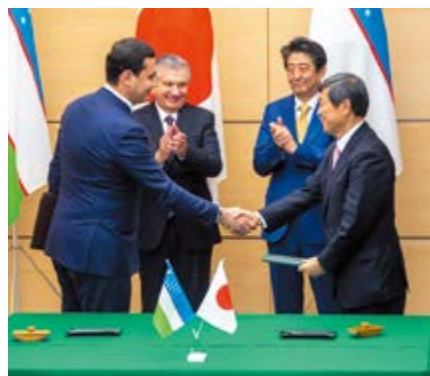
JICA formulated an ODA Loan project for promoting the production and processing of horticultural crops in Uzbekistan. This project is specifically designed for agricultural diversification and export expansion with a focus on capacity development for farmers and financial institutions. In Tajikistan, JICA initiated a project for promoting small and medium enterprises.

## 3. Infrastructure Development

JICA continued to work on planning and constructing airports, international arterial roads, and power stations toward enhancing intra- and inter-regional connectivity and narrowing disparities. JICA formulated two ODA Loan projects for Uzbekistan. One is to construct a gas turbine combined cycle power plant with high generating efficiency. The other is to develop an operation and management system for the existing thermal power plants. In Azerbaijan, JICA's contribution to the construction of the Shimal Gas Combined Cycle Power Plant was evaluated so highly that the consultant who oversaw the whole project, from its design to completion, was awarded a decoration from the country's president.

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

- Health care and other social services in addition to the existing three priority areas of good governance, industrial diversification, and infrastructure development.



A signing ceremony for three ODA Loan agreements, including the one for modernizing a thermal power plant, during the Uzbekistani President's visit to Japan

- 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.

The Japanese government approved its final ODA project for China in fiscal 2018, putting an end to the history of Japan's ODA to the country. The Chinese government expressed its high appreciation for Japan's ODA to China over the past 40 years. This contribution garnered extensive media coverage in both countries. In December 2019, a photo exhibition and a symposium that reviewed the four-decade-long Japan's ODA to China were held in Beijing. JICA will remain committed to implementing the ongoing projects, the last of which will be completed by March 2022.

### Tajikistan: The Project for Human Resource Development Scholarship (JDS)



## Putting the learning in Japan to good use for state building back home



A JDS reception ceremony in fiscal 2019

Tajikistan lacks human resources who understand market economy and support state building due to two major factors: (1) lingering socialist systems and the framework formed during the former Soviet Union, and (2) the brain drain resulting from the civil war in the wake of the country's independence.

Under the Project for Human Resource Development Scholarship (JDS) that JICA launched in fiscal 2009, young government officials from Tajikistan's various government offices are studying such subjects as economic development and public policy in master's and doctoral courses at universities

in Japan. By the end of fiscal 2019, a total of 62 Tajikistanis studied in Japan under JDS. They are now leveraging what they have learned in Japan in many different fields in Tajikistan, thus contributing to the development of their homeland.

In January 2020, a JDS graduate assumed the chair of the Committee for Tourism Development, a ministerial-level post. She is working hard to develop tourism in the mountainous nature-rich country that embraces the Pamirs or "the roof of the world."

Under JDS, JICA will continue to help develop human resources who will play a central role in state building in Tajikistan.

# South Asia

## Contributing to “Quality Economic Growth” and “Foundation-Building for a Free and Democratic Society”



### Regional Issues

South Asia has great growth potential, with young people under age 25 estimated to account for about a half of the regional population of 1.8 billion. On the back of a thriving service sector and growing consumption, the region has recently shown robust economic growth. Yet the number of people living in absolute poverty in the region (about 220 million) make up one-third of the world's total.<sup>1</sup> Efforts are thus needed to reduce national and regional disparity and build inclusive and sustainable communities as called for in the Sustainable Development Goals (SDGs).

The hitherto steady growth weakened somewhat in 2019, pointing to the need to address two major bottlenecks for future growth in the region: insufficient physical and nonphysical infrastructure and inadequate human capital formation. As the region is also beset with a fluid security situation and is vulnerable particularly to natural disasters, the proper management of downside risks 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, 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 2019, 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 2019 are described below.

#### 1. Developing Economic Foundations and Improving Connectivity

In India, Bangladesh, and Sri Lanka, in line with relevant intergovernmental joint statements, JICA implemented programs and projects that contribute to developing transport infrastructure (railways, roads, and ports)—an essential element for sustainable growth—and economic infrastructure centering around electric power, as well as to promoting private investment and strengthening industrial capabilities. A populous, rapidly urbanizing region, South Asia has great demand for improving the investment environment as well as for developing physical and nonphysical infrastructure (including social infrastructure) that covers such aspects as water supply, solid waste management, and health care. Accordingly, JICA worked on speedier project formulation as well.

As for improving connectivity in the region, JICA formulated a national highway improvement project, which constitutes part of an international corridor program that will connect Northeast India and Bangladesh. It also completed a project to improve a mountainous section of Pakistan's National Highway 70, thus stimulating physical distribution between Afghanistan and Iran.

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

In light of the Sri Lanka Easter bombings in April 2019, JICA extended technical cooperation in combating terrorism.

In an effort to improve basic public service delivery, JICA launched technical cooperation to Maldives, having dispatched a macroeconomic and fiscal policy advisor who offers policy advice to the country, which is confronted with macroeconomic concerns stemming from its huge external debt. JICA also increased the number of countries eligible for the Project

1. World Bank, "Poverty and Shared Prosperity 2018: Piecing Together the Poverty Puzzle."

for Human Resource Development Scholarship (JDS), a Grant scheme of accepting young government officials and others from developing countries at graduate schools in Japan. As in the case of the ongoing Project for the Promotion and Enhancement of the Afghan Capacity for Effective Development (PEACE) launched in 2011, the graduates are now playing an important role in their home countries. Some of them are in managerial position in their organizations.

### 3. Improving Access to Basic Human Needs

In agricultural and rural development, JICA began developing guidelines aimed at applying the community irrigation model it has long supported in one area in Afghanistan to other parts of the country. For India, JICA approved an ODA Loan project for a large-scale development of ecosystem infrastructure for the first time ever. Ecosystem infrastructure development is aimed at addressing social and economic issues by taking advantage of ecosystem services provided by forests, wetlands, and other natural environmental elements. In the health sector, JICA launched assistance in strengthening community-based health systems in Bangladesh and an ODA Loan project designed to tighten non-infectious disease control in Sri Lanka.

In disaster risk reduction, JICA initiated technical cooperation in reducing and mitigating disaster risks in Nepal, which was hit by the 2015 earthquake. Four years on, the South Asian country is making progress in managing disaster risks following the post-quake reconstruction phase. JICA also formulated a Grant project for digital topographic mapping, the first of its kind for the organization, with a view to developing flood hazard mapping.



Pakistan: Bridges constructed on a steep slope with Japanese technology under the East-West Road Improvement Project (N-70)

### 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, through the Initiative on Overseas Loan and Investment for ASEAN, JICA went ahead with Private-Sector Investment Finance (PSIF) projects in India. Under the Foreign Direct Investment Promotion Project, a Japanese company and a government agency of Bangladesh set up a joint special purpose company (SPC), which will manage special economic zones. For the SPC, JICA disbursed an ODA Loan called Equity Back Finance (EBF)<sup>2</sup>, the first of its kind for the organization.

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.

2. A scheme that proceeds of the ODA Loan will be used as an equity contribution by the developing countries to PPP infrastructure projects.

#### Maldives: Project for the Formulation of Master Plan for Sustainable Fisheries (MASPLAN)

### The government has endorsed the “Sustainable Fisheries Development Plan of Important Sub-sectors in the Maldives 2019–2025” based on JICA cooperation toward the Blue Economy



Maldivian officials and JICA experts holding the first catch of experimental diamondback squid fishing

Maldives is an island nation that consists of 1,190 small islands. In recent years, its economy strongly depends on the tourism sector, which is vulnerable to external factors such as the global economy and the pandemic. Fisheries is the second largest industry of Maldives and it is essential for domestic food security, job creation in rural fisheries communities, and the acquisition of foreign currency from the export of raw and frozen fish. Given the current circumstances of the fisheries sector in Maldives, including heavy dependence on specific species such as bonito and tuna, Maldives is increasingly required to diversify the range of species caught and to improve fishing methods in a sustainable and

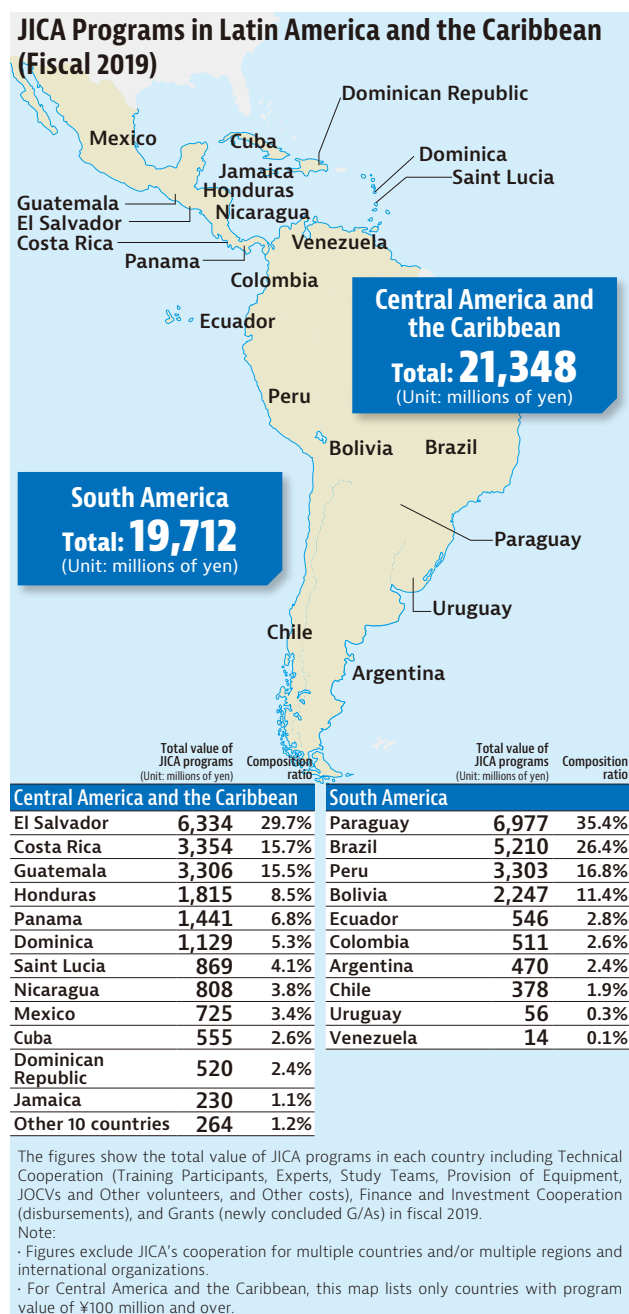
eco-responsible manner.

To address these challenges, this project supported developing a master plan for sustainable fisheries in Maldives. During this cooperation, the Project team identified priority areas for improvement of fishing methods and also revealed the potential of diamondback squid, which was not commercially caught in the country but is much in demand for *sashimi* in Japan.

In 2019, the Government of Maldives adopted the output of the cooperation as a national plan, and kick-started promotion of sustainable fisheries toward realization of the Blue Economy.

# Latin America and the Caribbean

## Deepening Partnerships



## Regional Issues

Latin America and the Caribbean comprise 33 countries with a total population of 640 million, accounting for 8.4% of the world population.<sup>1</sup> The region's GDP accounts for \$5.24 trillion, approximately 1.8 times larger than that of ASEAN, as of 2018.<sup>2</sup> The region's income level is high on the whole, with Chile, Panama, Uruguay, and some Caribbean states being classified as high-income countries. Yet the region is faced with a number of challenges, including (1) political instability as represented by two incidents in 2019, i.e., the exodus of Venezuelans and riots

in Bolivia and Chile, the latter of which has been praised as an economic star performer in Latin America; (2) the immigration issue in northern Central America; (3) the vulnerability of island countries among others in the Caribbean to climate change and natural hazards; (4) the reduction of tropical rain forests in the Amazon Basin, South America; (5) economic disparities within each of the countries; and (6) an aging population, a challenge facing Japan as well.

## JICA Initiatives

JICA's development cooperation with Latin America and the Caribbean aims to further strengthen friendly relations with Japan to take coordinated actions in the international arena under Japan's Initiative to Enhance Connectivity (connectivity of economies, values, and wisdom). The priority areas of cooperation include infrastructure development for a better investment environment, disaster risk reduction, climate action, and reduction of economic disparities [→ see the case studies on pages 31 and 50]. JICA is also committed to developing human resources who are supportive of and knowledgeable about Japan and to strengthen ties with *Nikkei* (Japanese emigrants and their descendants) communities through inviting promising young scholars by offering opportunities to learn in Japan [→ see page 64].

### 1. Infrastructure Development

Latin America and the Caribbean are highly urbanized; it is estimated that more than 80% of its population live in cities. Therefore, the development of sustainable and resilient cities is a matter of urgency to ensure safe and sound livelihoods and productive activities. The governments of Peru and Central American countries have shown interest in transit-oriented development (TOD) as practiced in Japan. In fact, Panama has already implemented a project aimed at introducing Japan's monorail technology. After seeing TOD cases in Japan, the Vice-Minister of Housing, Construction, and Sanitation of Peru expressed his recognition that it is important to promote TOD that suits the characteristics of the Lima Metropolitan Area. JICA will continue to support sustainable urban development while sharing Japan's knowledge and expertise.

### 2. Disaster Risk Reduction (DRR)

Tropical rain forests in the Amazon Basin were ravaged by wildfire between August and September of 2019. At the request of the governments of Brazil and Bolivia, JICA extended emergency disaster relief for the forest fires in the Amazon regions of the two countries. The conservation of the Amazonian rain forests, which are rich in biodiversity and home to many indigenous peoples, is one of the challenges facing the global

1. World Bank, World Development Indicators (2019).

2. World Bank, World Development Indicators (2019) (excluding Venezuela).



A ceremony for the delivery of tents and other emergency relief supplies from JICA in response to the forest fires in the Amazon Basin

community. JICA will also continue to assist Brazil with early detection and forecast of deforestation by taking advantage of Japan's satellite data and AI technology.

### 3. Climate Change Measures

As signatories of the Paris Agreement, countries in the region work with Japan and other partners around the world to take climate action. In January 2020, JICA signed a dollar-denominated ODA Loan agreement totaling \$70 million in the form of co-financing with the Inter-American Development Bank (IDB). The aim is to support the advancement of the transition of Ecuador's energy matrix. This project was formulated under the Co-financing for Renewable Energy and Energy Efficiency (CORE) framework between JICA and IDB, which was agreed in 2011. It marks JICA's first dollar-denominated loan for South America. By the end of fiscal 2019, five CORE projects were approved for Central America and the Caribbean and two others for South America.

### 4. Reducing Economic Disparity

JICA assists the region in rural development with a view to narrowing economic disparities between urban and rural areas. Through accepting technical training participants in Japan

and the dispatch of experts to Costa Rica and the Dominican Republic, JICA has encouraged community-based endogenous development in the region by supporting the introduction and spread of the Life Improvement Approach. In fiscal 2019, JICA studied good practices by communities in Costa Rica and assessed how they helped to achieve individual items of the Sustainable Development Goals (SDGs). It also developed a system whereby information on good practices is continuously accumulated, analyzed, and utilized. It is hoped that the good use of this system in the Life Improvement Approach and the spread of improvement activities will lead to better living standards in rural areas.

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

JICA invites young government officials and scholars from the region to study in Japanese graduate schools in an effort to develop highly skilled human resources. Furthermore, in aiming to strengthen the ties with *Nikkei* communities that are undergoing generational transition, JICA supports and offers young Japanese descendants (*Nikkei*) who will likely be future leaders in respective countries opportunities to complete their postgraduate education in Japan. Through the scholarship programs, JICA aspires to build favorable relationships between the region and Japan over a longer term.

Based on the Japanese government's policy concerning Latin America and the Caribbean, JICA will continue to work together with diverse development partners such as the IDB 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. It will also strive to reduce social disparities, including immigration and refugee issues. Moreover, JICA is committed to strengthening cooperation with *Nikkei* communities for fostering networking between Japan and the region.

## Six Central American Countries: Project to Strengthen Capacities in the Collaboration of Regional Master Plan for Mobility and Logistics for Sustainable Regional Development in the Framework of Central American Economic Integration

### Supporting integrated logistics and infrastructure planning for revitalizing the regional economy



Guatemala: Inception report consultation with the Secretariat for Central American Economic Integration (SIECA)

Central America constitutes the isthmus connecting the two Americas and comprises seven countries with a total land area about 40% larger than that of Japan. Land and sea routes that run through these countries play a pivotal role in intra- and inter-regional trade as well as in economic activities that support people's lives there.

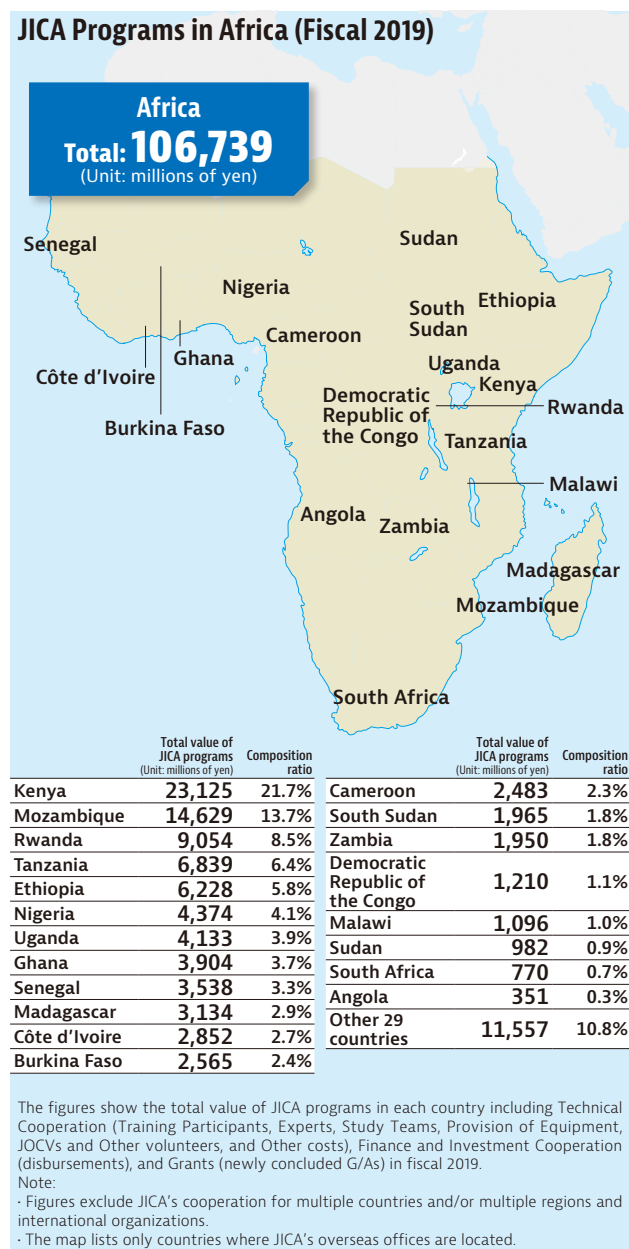
Yet these countries are beset with complicated and time-consuming customs procedures and high distribution costs due to aging infrastructure (roads, bridges, harbors, airports, etc.). To effectively dissolve these urgent problems, Central America needs to develop region-wide logistics and infrastructure plans.

In fiscal 2019, JICA launched assistance in logistics and infrastructure planning as well as in institution building and human resources development in cooperation with the Sectorial Council of Transport Ministers of Central America (COMITRAN),<sup>3</sup> whose membership includes six Central American countries (Guatemala, Honduras, El Salvador, Nicaragua, Costa Rica, and Panama). JICA will continue to extend development cooperation to Central America that will help address some of its cross-border issues.

3. The transport section of the Central American Integration System (SICA), an inter-governmental organization aimed at promoting the economic integration of Central America.

# Africa

## TICAD7 and Supporting “Japan’s Contributions for Africa”



### Regional Issues

In late August 2019, delegations from 53 African countries, including 42 African leaders, came together in Yokohama, Japan, to attend the Seventh Tokyo International Conference on African Development (TICAD7) under the theme of “Advancing Africa’s development through people, technology and innovation.” TICAD7 adopted the Yokohama Declaration [→ see page 8]. At TICAD7, the Japanese government announced a list of public-private actions for the next three years to contribute to African development, titled “TICAD7: Japan’s Contributions for Africa.”

The Yokohama Declaration identified three priority areas:



A participant of the ABE initiative program producing a documentary on Japanese culture at the company he is working as an intern

(1) accelerating economic transformation and improving business environment through innovation and private-sector engagement; (2) deepening sustainable and resilient society; and (3) strengthening peace and stability. It then called on African countries and the international community to take actions necessary to address these challenges.

“TICAD7: Japan’s Contributions for Africa” is a list of actions to be taken by Japan’s public and private sectors in this regard. Special focus is placed on (1) developing industrial human resources; (2) promoting innovation and investment; (3) promoting UHC<sup>1</sup> and the Africa Health and Wellbeing Initiative; and (4) building institutions and enhancing governance.

### JICA Initiatives

“TICAD7: Japan’s Contributions for Africa” includes 48 actions. JICA is involved in about 40 actions among them. JICA will continue working to put them into solid practice, as in three typical activities described below:

#### 1. Developing industrial human resources to promote business between Africa and Japan under the ABE Initiative 3.0

Announced at TICAD V held in 2013 in Yokohama, the African Business Education Initiative for Youth (ABE Initiative) invites participants from African countries to Japan for master’s course study at Japanese universities and internships at Japanese businesses. The initiative expects these participants, after they return home, to serve as “navigators” who assist Japanese companies in doing business in Africa. By fiscal 2019,

1. 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.”

1,285 participants have been invited under the initiative. Among them, some 1,000 are now working hard in their homelands after completing their studies in Japan (as of the end of March 2020).

ABE Initiative 3.0 is a more strategic version of the initiative, which involves an improved process for selecting participants, business programs in Japan, the JICA Development Studies Program [→ see page 65], and enhanced follow-ups after they return home. It aims to assist Japanese enterprises in doing business in Africa more effectively, as well as to allow African young leaders to understand Japan better and more deeply.

## 2. Matching African start-ups with Japanese companies through pitch events<sup>2</sup>; collaborating with private funds for African entrepreneurs

In the margin of TICAD7, JICA signed a memorandum of cooperation with the Japan External Trade Organization (JETRO) and the United Nations Development Programme (UNDP). The three parties agreed to coordinate and collaborate in working to achieve the Sustainable Development Goals (SDGs) through the success of African business. As the first action after the signing of the memorandum, the three parties co-organized a TICAD7 side event called “Africa/Japan Startups Pitch: Innovation & New Partnerships for SDGs.”

Recent years have seen a rise of start-up businesses in Africa that capitalize on innovative technologies and business models to provide innovative solutions to broad development challenges the continent is now facing. This new development is attracting more and more attention in Japan, as Japan has seen growing numbers of venture funds that invest in African

entrepreneurs, as well as Japanese young entrepreneurs who set up businesses in Africa.

JICA will assist the development of African start-ups and work together with young entrepreneurs and venture funds in Japan to support innovative solutions to Africa’s development challenges.

## 3. Improving access to primary health care and hygiene and expanding insurance coverage for three million people

How to improve health care remains a major challenge for Africa. In particular, extensive primary health care services; improved sanitation with clean water supply, sewerage, and toilets; nutrition improvement; and the enhancement of the health insurance system can save many lives of African people.

TICAD7 reconfirmed the commitment to (1) maintaining and scaling up such initiatives as Universal Health Coverage (UHC)<sup>1</sup> and the Initiative for Food and Nutrition Security in Africa (IFNA) [→ see the case study on page 47]; (2) delivering primary health and sanitation services to all; and (3) supporting the healthy lives of African people.

COVID-19 is taking its toll in Africa as well. JICA will analyze its infection in the continent from new and diverse perspectives and assist African countries in combating the pandemic, as part of efforts to create a society where no one will be left behind.

2. A pitch event is an occasion in which venture and start-up businesses come together and brief investors on their products and services.

### Kenya: The Mombasa Port Development Project, the Mombasa Special Economic Zone Development Project, etc.

## Promoting the comprehensive development of East Africa with the international trading port as a hub



The sites of the Mombasa Port Development Project (center), the Mombasa Port Area Road Development Project (front), and the Mombasa Port Development Project (Phase 2) (behind) (Photo: Toyo Construction Co., Ltd.)

Mombasa is the second most populous city in Kenya. Facing the Indian Ocean and having the largest international trade port in East Africa, this port city serves a gateway to the neighboring land-locked countries.

At TICAD V, held in Yokohama in 2013, the Japanese government announced that it will support the development of the Northern Corridor, which extends from Mombasa to the capital city of Nairobi and farther to such neighboring countries as Uganda and Rwanda. By fiscal 2017, JICA provided a total of some ¥128.5 billion in nine ODA Loan projects for the port and related facilities, including roads and bridges, the first of which

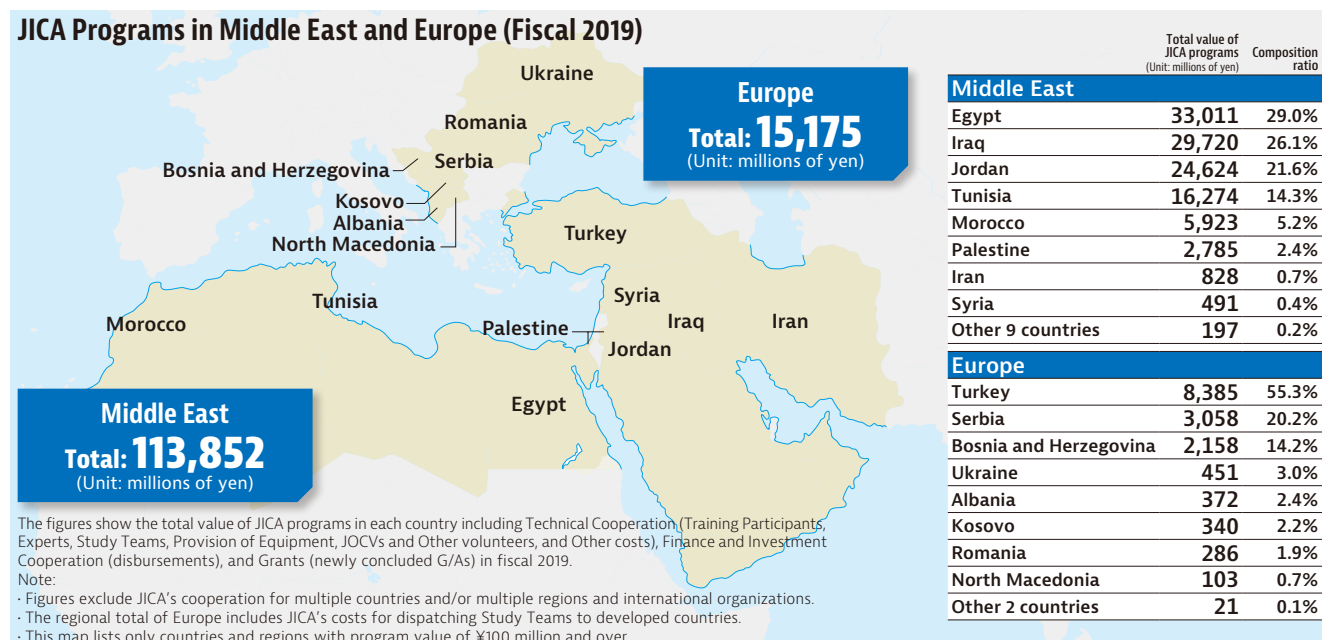
was the Mombasa Airport Project in 1973.

In fiscal 2019, JICA signed two loan agreements totaling about ¥85 billion for the Mombasa Special Economic Zone Development Project (I) and the Mombasa Gate Bridge Construction Project (I).

Infrastructure development focusing on the port of Mombasa and investment environment improvement in the special economic zone are expected to function systematically as a regional network and drive the economic development of Kenya and East Africa as a whole.

# Middle East and Europe

## Achieving Regional Stability and Quality Growth through Human Resources Development



### Regional Issues

Since the beginning of the Arab Spring, instability is still a big challenge in many countries in the Middle East. Long-term cooperation to address issues such as the refugee crisis stemming from the Syrian conflict and reconstruction in areas liberated from the Islamic extremist militant group ISIL is required. On the other hand, in Europe cooperation is necessary in three measure areas: (1) private-sector development needed for economic growth, (2) support to the efforts by each partner to become EU members, and (3) administrative reform and good governance.

Apart from these issues, these two regions are faced with many common challenges, including controlling infectious diseases, building resilient social systems, and achieving sustainable growth. Peace and stability in these regions are directly linked with the stability and prosperity of the international community and Japan.

### JICA Initiatives

#### 1. Toward Regional Stability and Human Security

In response to the Syrian crisis, JICA started the initiative to receive Syrian refugees in fiscal 2017 as graduate school students in Japan. In fiscal 2019, there were 12 Syrian students, bringing the cumulative total to 51. JICA also provided employment support to Syrian refugees living in Jordan, thus encouraging their social participation. In Turkey, which hosts more Syrian refugees than any other country in the world, JICA's ODA Loan projects have been developing infrastructure for water supply, sewerage, and solid waste management. Some of the related

facilities have already been completed.

In Palestine, JICA helped to introduce the participatory camp-improvement process in refugee camps [→ see the case study on page 37]. It also invited the Head of the Department of Refugee Affairs of the Palestine Liberation Organization to Japan to speak at an open seminar it organized. This was part of JICA's efforts to deepen the Japanese public's understanding of the refugee issue. JICA also developed a plan to provide medical equipment to Palestine, including the Gaza Strip, through Grants.

In Iraq, JICA implemented ODA Loan projects for rehabilitating and developing some of the sectors crucial for the people's livelihoods as well as business, with special focus on electric power, water, and sewerage infrastructure that was deteriorated due to a series of wars and economic sanctions by the international community. JICA also worked on the formulation of an ODA Loan project aimed at reconstructing infrastructure in the northwestern area that has been liberated from the ISIL. JICA's assistance for Yemen, which is suffering from a protracted civil war, involved supporting capacity development through the Knowledge Co-Creation Program (KCCP) and the third-country training program, as well as inviting Yemeni government officials to Japan. These officials learned Japan's experience and expertise in reconstructing and developing postwar Japan and discussed how to deliver better assistance with JICA officials and others.

For the Western Balkans, JICA provided assistance under the Japanese government's Western Balkans Cooperation Initiative. It also worked with Bulgaria, an emerging donor, to formulate and implement a number of projects for the Western Balkans in such fields as disaster risk management and support for small

and medium enterprises (SMEs). Additionally, JICA exchanged views with the Romanian Agency for International Development (RoAid) with a view to strengthening cooperation between the two organizations.

Seizing the occasion of the Seventh Tokyo International Conference on African Development (TICAD7), held in August 2019 in Yokohama, Japan, a memorandum of understanding on triangular cooperation for Africa was signed between the Japanese and Egyptian governments. The two signatories also agreed that the Egypt-Japan University of Science and Technology (E-JUST) will accept 150 students from countries across Africa.

## 2. Toward "Quality Growth"

JICA promoted "quality 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 [→ see the case study below].

In the transport sector, JICA invited Moroccan government officials in charge of port policy to Japan to introduce port-related technologies and give them the opportunity to exchange views with officials from port authorities and related businesses in Japan.

In the area of governance, JICA organized a seminar where a former governor of the Bank of Japan gave a lecture as part of the activities of the advisor to the Minister of Finance of Ukraine, who supports fiscal reconstruction and financial system improvement in Ukraine. For industrial promotion and investment promotion, JICA organized an international seminar on the *kaizen* approach in Tunisia, attended by officials from 17 countries. JICA also extended active assistance to support SMEs

in Western Balkan countries and others.

In the education sector, JICA assisted Egypt under the Egypt-Japan Education Partnership (EJEP). This cooperation involved (1) the acceptance of 239 Egyptian students to Japan in fiscal 2019; (2) ODA Loan projects and technical cooperation for introducing Japanese-style education, including *Tokkatsu* (special activities) such as classroom discussions and *Nicchoku* (rotating one-day class coordinators) at primary schools. As a result, six Egyptian Japanese Schools (EJS) opened in fiscal 2019, bringing the cumulative total to 41, further promoting the spread of Japanese-style education.

JICA will remain committed to the following initiatives:

- JICA will continue to support refugees and their host countries in cooperation with various partners, including international organizations. This is part of the efforts to achieve regional stability with particular focus on addressing the refugee issue—which requires long-term solutions—in a wider context of human security.
- 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.
- JICA will engage in integrated assistance in human resources development by combining a range of schemes, including technical cooperation, financial assistance, and study programs in Japan, with an eye to introducing Japanese-style education in the region.



Palestine: The Maternal and Child Health (MCH) Handbook taking hold among people  
(Photo: Yusuke Abe)

### Turkey: Bosphorus Rail Tube Crossing Project

## Full line operation increases convenience; Training continues for securing operational safety



Turkish training participants receiving safety operation training at Tokyo Metro's Comprehensive Learning and Training Center

Under this project, the 13.6-km subway section under the Bosphorus Strait was opened in October 2013, linking the Asian and European sides of Istanbul across the strait.

The subsequent work for improving the connected sections to the east and the west, totaling 63 km, led to the opening of the entire line on March 12, 2019. The opening ceremony on this day was attended by Turkish President Recep Tayyip Erdogan, among the many officials concerned.

The opening of the entire line means that the strait-crossing section is now connected to the high-speed railway that extends to Ankara, thus enabling seamless train travel between Asia and Europe. Due to the increased convenience, the

daily number of passengers in the strait-crossing section has soared from about 60,000 when the section was opened to some 420,000.

JICA worked with the Ministry of Land, Infrastructure, Transport and Tourism and railway companies of Japan to provide training before and after the section was put into operation. The pre-opening training focused on how to manage safety and train personnel as well as on organizational and financial reforms for railway management. The post-opening training, which was more reflective of operational work on the ground, focused on emergency response in times of earthquakes and other natural disasters as well as on rush-hour operations.

# Poverty Reduction

## Helping to Address Complex Challenges Facing the Poor



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

The proportion of the poor in developing countries as a whole has declined from 47% in 1990 to 14% in 2015.<sup>1</sup> However, around 35% of the population in Sub-Saharan Africa still suffers from poverty.<sup>2</sup> About 700 million people around the world are still in poverty, living on less than \$1.90 a day.<sup>3</sup> 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. 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.

### Overview of the Issue

People living in poverty are exposed to various risks. Addressing these risks calls for social security, social protection, and capacity building in many different fields. 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. The spread of COVID-19 from the beginning of 2020 has slowed social and economic activity, which in turn is beginning to seriously hurt the informal, day-to-day livelihoods of the poor.

To reduce poverty, it is more necessary than ever for development cooperation to embrace assistance aimed at increasing the resilience of the poor and the vulnerable in all sectors.

### JICA Activities

JICA incorporates the perspective of poverty reduction in each of its projects in developing countries—be it aimed at training and capacity building, policy and institutional improvement, or the development of social and economic infrastructure—to help developing countries build service delivery systems for the poor. Also, 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."

4. Financial inclusion is the concept of giving all people affordable, easy, and dignified access to quality financial services.

### Study on Innovative Financial Inclusion Approach in Agriculture and Health Sector

## Untangling the reality of how smallholder households make ends meet



Myanmar: Discussion at work with a farmers' group in a field survey  
(Photo: Kaihatsu Management Consulting, Inc.)

Poor people struggle to make ends meet on a daily basis in order to meet various needs in their livelihoods and lives. In pro-poor development cooperation in agriculture, health, and other sectors, it is important to analyze how smallholder households eke out a living, among other aspects, from the perspective of end-beneficiaries and combine services provided by private-sector institutions as well as those by public-sector organizations.

Focusing on smallholder segments, this research project revealed how smallholder households struggle to support their livelihoods (farming) and lives (health, education, etc.) as well as what their financial needs are. It also identified major criteria for assessing the availability of various financial services

provided through commercial banks, micro-finance institutions, and fintech—a combination of financial services and information technology.

Based on all these findings, the research project compiled a set of guidelines and survey techniques that can be utilized for projects aimed at benefiting smallholder households and incorporate the perspective of financial inclusion.<sup>4</sup> JICA will promote the good use of such guidelines for future project formulation.

# 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 measures and political methods, 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. Developing institutions that impartially address the needs of the people and empowering communities and people are essential for building a peaceful state.

### 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.

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



Panelists discussing the process of building confidence between government and communities at the side event of TICAD7

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. JICA has recently been addressing growing needs stemming from COVID-19 in conflict-affected countries as well.

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 [→ see the case study below].

At the Seventh Tokyo International Conference on African Development (TICAD7) in August 2019, JICA held a side event where it shared its achievements in capacity development of local governments in conflict-affected countries and discussed future action with partner countries and organizations.

### Palestine: Refugee Camp Improvement Project (PALCIP)

#### Participatory and inclusive camp improvement



Members of the Old Askar Refugee Camp Improvement Forum and officials from the Department of Refugee Affairs of the PLO (Photo: Yusuke Abe)

JICA worked with the Department of Refugee Affairs of the Palestine Liberation Organization (PLO) to support the development of participatory camp improvement plans and their implementation at three refugee camps in the West Bank.

Camp residents with various backgrounds participated in this project. Many women, persons with disabilities, and young people used to think that they were not paid attention to and excluded from discussions on camp management. Such camp residents discussed current problems in camps and suggestions on improving the quality of the camp environment. Through this project, they drew up camp improvement plans of their own. Based on these plans, wheelchair

ramps were set up and the roads and parks were made barrier-free as priority projects, promoting the social participation of persons with disabilities and elderly people.

A woman who participated in the project as a representative of young residents said that she felt for the first time that she participated for the improvement of the camp environment. An official from the Department of Refugee Affairs stated confidently that she is proud of her job at the camps, listening to what the camp residents really have to say and communicating it to the parties concerned.

JICA will continue working with the Department of Refugee Affairs to support better living conditions at the camps.

# 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 subconscious determination. In addition, the conventional wisdom and social systems 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." In light of the issues and needs resulting from different social roles and the power balance in society between men and women, it is essential to promote gender mainstreaming and thus incorporate the gender perspective in all stages of development programs and projects to realize gender equality and women's and girl's empowerment.

entrepreneurs, capacity building to cope with violence against women and girls [[→ see the case study below](#)], 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.

In recent years, JICA has been putting more effort into eliminating gender-based violence (GBV). JICA conducted a survey to collect data on the current GBV situation and explore possibilities of cooperation in Uganda, Rwanda, and South Sudan—with a focus on conflict-affected areas in Africa—in fiscal 2018 and in Pakistan in fiscal 2019. Based on the survey findings, JICA will support specific efforts aimed at eradicating GBV.

### 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

#### Afghanistan: The Initiative to Develop the Capacity of Female Police Officers to Address Gender-Based Violence (GBV)

### Toward the protection of the human rights of women through empowerment and the leadership of policewomen



Afghan female police officers receiving training in Japan

In Afghanistan, many women are reportedly experiencing various forms of gender-based violence (GBV), including domestic violence (DV). The prevalence of GBV hinders Afghan women's access to health and education and their social and economic participation. In a country like Afghanistan, where women and men are customarily segregated, female police officers play an irreplaceable role in responding to female GBV survivors and referring them to protection and support services.

Since 2014, JICA has been working with the United Nations Development Programme (UNDP) to develop the capacity of Afghan women police officers to appropriately address GBV cases within the training on

basic policing knowledge and skills for newly recruited female police officers. The number of those who have received such training to date amounts to more than 1,500, accounting for about 30% of all female police officers in the country.

In 2017 and 2019, JICA invited a total of 22 middle-ranked female officers from Afghanistan to Japan for further strengthening their capacity to address GBV. In cooperation with experts who have been supporting GBV survivors in Japan, the officers learned about support systems and initiatives for GBV survivors both by the public and private sectors in Japan as well as how to provide gender-responsive support to GBV survivors.

# 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 quality growth and human security. Tackling climate change is a global challenge that should be addressed by the international community as a whole.

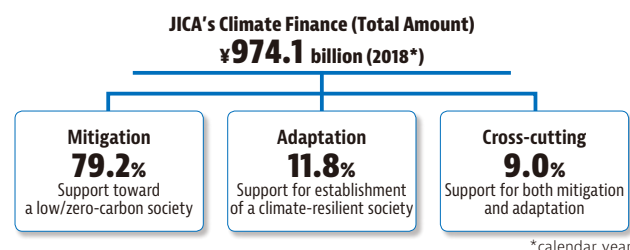
In December 2015, the 21st Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21) took place in Paris and adopted the Paris Agreement, a new international framework for reducing greenhouse gas (GHG) emissions and avoiding or minimizing the negative impact of climate change. Both developed and developing countries have taken a new step forward under the agreement.

### JICA Activities

In light of the Paris Agreement and the Sustainable Development Goals (SDGs), JICA is committed to strengthen its organizational management from the viewpoint of climate change, including disclosure of climate-related information. As a partner of developing countries, JICA is mainstreaming climate actions into its development programs and projects in various sectors, toward transition to a zero-carbon and climate-resilient society. 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 supports low/zero-carbon infrastructure development



as well as policy and institutional development and capacity development necessary for promotion of climate-resilient infrastructure.

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

The negative impact of climate change has occurred in every part of the world, and thus consideration of climate risks is essential for all developing projects. JICA supports the capacity development to predict and assess climate risks in the future, and take measures to avoid or minimize them.

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

Climate actions require long-term commitment. JICA supports policy and institutional capacity development for developing countries so that they can develop, implement, and monitor mitigation and adaptation plans and greenhouse gas inventories.

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

Deforestation and anthropogenic land use change accelerate the degradation and loss of forests and other ecosystems, and result in an increase of GHG emissions in the world. Therefore, JICA supports GHG emission reduction and absorption increase by promoting sustainable forest conservation and utilization through capacity development of forest management.

### Viet Nam: Project to Support the Planning and Implementation of NAMAs in a MRV Manner (SPI-NAMA)

#### Supporting the formulation and implementation of greenhouse gas (GHG) emission reduction plans



Ho Chi Minh City officials being briefed at a water reclamation center of the Tokyo Metropolitan Government

The United Nations Framework Convention on Climate Change (UNFCCC) calls for developing countries to take Nationally Appropriate Mitigation Actions (NAMAs) aimed at reducing the emissions of greenhouse gases (GHGs) and delivering on the Paris Agreement from 2020 onward. This project supported the formulation and implementation of such actions in Viet Nam.

The project compiled the Low Carbon Technology Catalogue, a list of GHG emission reduction technologies and equipment. The catalogue was incorporated in the Third National Communications, which was then submitted to UNFCCC by the Vietnamese government. To help Ho Chi Minh City People's Committee set goals

in its Climate Change Action Plan, the project also involved developing the capacity of the line ministries to put together GHG emissions inventories as well as studying ways to save energy for buildings and ports. The project used the Asian-Pacific Integrated Model (AIM), a simulation model developed in Japan, to identify GHG emissions projections and calculate both future increases in GHG emissions and its reduction potential by mitigation actions.

The project raised awareness that climate change is a national challenge. The Vietnamese government as a whole began to take climate actions that involve not only the Ministry of Natural Resources and Environment but also other line ministries as well.

# Infrastructure

## Realizing Resilient and Sustainable Societies



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

### Urban and Regional Development

It is predicted that by 2050, two-thirds of the world population, or more than six billion people, will be living in cities.\* Developing countries, in particular, need to make cities more resilient and sustainable in order to deal with challenges associated with such rapid urbanization and population growth, as well as to control the spread of infections such as COVID-19. Gaps between urban and other areas are also a source of concern, highlighting the importance of promoting the balanced development of a nation or a region as a whole.

JICA addresses challenges and problems that individual cities and regions face by capitalizing on Japan's experience in overcoming a myriad of natural disasters and rapid urbanization, which has no parallel in the world. Specific focus is placed on (1) realizing urban policy and management for sustainable cities, (2) achieving balanced national and regional development, and (3) an inclusive society. JICA's assistance in these areas is based on the following strategies that take into account the characteristics of specific cities and regions.

#### 1. The Strategy for Asia, a Region That Embraces Growing Cities with Various Needs

JICA provides holistic cooperation covering everything from master planning to infrastructure development. JICA's assistance for maturing cities in upper-middle income countries involves (1) improving the urban environment, (2) increasing convenience and comfort, and (3) adopting the Smart City approach and other new solutions in collaboration with the private sector.

#### 2. The Strategy for Africa, a Region Where Rapid Urbanization Outpaces the Basic Infrastructure Development

JICA takes a comprehensive approach that involves (1) formulation of urban development master plans, (2) organizational and human resources capacity building, and (3) the regional/corridor development approach, which puts the



Democratic Republic of the Congo: JICA supported formulation of the urban transportation plan in the capital city of Kinshasa, which faces the challenges of rapid population growth and vulnerable transportation infrastructure. (Photo: Oriental Consultants Global Co., Ltd.)

economy on a sustainable growth track by improving access between urban and rural areas.

#### 3. The Strategy for Latin America and the Caribbean, a Region with a High Urban Population Ratio

JICA assists in building the capacity to cope with urbanization through transit-oriented development (TOD) and the materialization of locally adaptive methods for the implementation and management of urban development.

In order to meet diverse needs for urban and regional development in developing countries, JICA supports the establishment of necessary legal systems and institutional development and capacity building of the responsible agencies  
[→ see the case study on page 31].

### Transportation

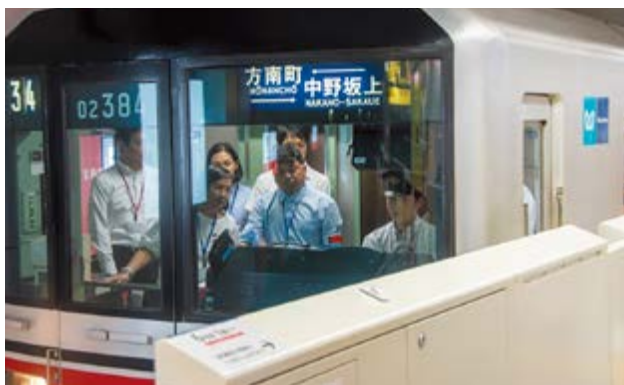
For the eradication of poverty and sustainable economic growth, it is indispensable to provide transportation services that facilitate the efficient movement of people and goods so as to secure employment, access to education and health care, and stable food supply. In fact, there is a high demand for infrastructure such as roads, railways, ports, and airports amid rapid urbanization and motorization as well as increasing flows of goods. Yet developing countries face a number of challenges, including (1) massive infrastructure development demand exceeding supply, (2) lack of public financial resources against the huge development costs, (3) incompetent operation and management capabilities, (4) undeveloped laws and regulation systems, such as safety regulations, and (5) lack of competence of government officials who are responsible for transport policy-making.

#### Toward the Development and Effective Use of Infrastructure

Given these challenges, JICA extends various kinds of cooperation projects in the transportation sector with the main aim of contributing to a better living environment for all people by vitalizing socioeconomic activities through attainment of swift, smooth, and safe transportation of people and goods  
[→ see the case studies on pages 23, 33, and 35].

In order to efficiently develop transportation, simply building ports, bridges, and railways alone is not enough—not least in developing countries. It is also necessary to support the wise use of developed infrastructure. For the development and effective use of infrastructure, JICA is focusing its efforts not only on the development of infrastructure construction but also on the development of human resources on operation

\*United Nations, 2018 Revision of World Urbanization Prospects.



The Knowledge Co-Creation Program (KCCP) in action at Tokyo Metro Co., Ltd. under the Technical Assistance Project to Establish the Philippine Railway Institute

and maintenance. Furthermore, JICA is also focusing on building organizational structures for raising the awareness of infrastructure users.

Additionally, in order to help achieve the Sustainable Development Goals (SDGs), JICA has been extending assistance related to infrastructure development according to the principle of promoting “quality infrastructure” presented at high-level meetings as well as international forums, such as the Seventh Tokyo International Conference on African Development (TICAD7).

While taking into account people’s behavioral changes in a post-COVID-19 society, JICA will provide cooperation at various levels to satisfy global infrastructure needs in transportation and establish safe and secure transportation systems over the long term. This will involve (1) international transportation, including cross-border transportation, (2) national transportation that ensures balanced development, (3) urban transportation that supports sustainable urban development, and (4) rural transportation that improves living standards in rural areas. Under the Free and Open Indo-Pacific (FOIP) vision advocated by the Japanese government, 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. It allows developing countries, among others, to introduce cutting-edge technologies by taking advantage of inadequate regulations and address emerging needs of their own. In fact, some developing countries are experiencing such “leapfrog” development.

### Supporting the Promotion of Increased Use and Application of ICT across Sectors and Issues

The international community recognizes the importance of development cooperation in the ICT sector. The SDGs, formally adopted by the United Nations General Assembly in September 2015, expect that the acquisition of ICT skills, the development of ICT infrastructure, and the use and application of ICT will contribute to achieving these goals in all sectors.

JICA, for its part, has identified four components of its development strategy in the ICT sector as (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) assisting in the development of backbone communication networks; (2) delivering assistance with the use and application of ICT in such sectors as education, industrial promotion, and disaster risk reduction; (3) supporting the training of cybersecurity engineers [→ see the case study below]; (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.

Apart from 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.

### Indonesia: Project for Human Resources Development for Cyber Security Professionals

#### Supporting the sound development of the digital economy



A cybersecurity seminar

Indonesia has recently seen substantial progress in “digital economy” or economic activities that take advantage of digital technology and data. As a result, the risk of cyberattacks is more serious than ever. Yet cybersecurity personnel in both the private and government sectors are inadequate in both quality and quantity. This inadequacy is causing concerns from many different corners.

This project is designed to enhance cybersecurity education for professionals at the University of Indonesia. This technology transfer to one of the top educational institutions in the country is

aimed at scaling up cybersecurity professionals in both the public and private sectors.

The aim is to develop courses and security tools that accommodate the needs of industry in Indonesia so that university lecturers will be able to give cybersecurity lectures on their own. Course lectures and tools developed in this project will be made available free of charge on the internet, raising expectations that the development outcomes of the project will not be confined within Indonesia but spill over to other countries as well.

# Human Resource Development

## Building a Resilient and Inclusive Society Where Lives Are Protected



\*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, 258 million school-age children and youths worldwide still remain out of school,<sup>1</sup> and it is estimated that at least 617 million children and youths have failed to acquire minimum proficiency levels in reading and mathematics.<sup>2</sup> 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. To make matters worse, school closures due to the spread of COVID-19 are taking a heavy toll on children's learning and growth.

Furthermore, the global youth unemployment rate is on the rise, at approximately 13.6% in 2019.<sup>3</sup> 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, still remains limited in some parts of the world, such as Sub-Saharan Africa. 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, and technical and vocational education and 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.

To guarantee access to education for all in a post-COVID-19 society, JICA will continue to work with various partners to devise innovative solutions to promote global mutual learning that transcends national and regional borders [[see the case studies on pages 52 and 55](#)].

### Health

COVID-19, which emerged in 2019, has given rise to a global pandemic, raising the awareness that infectious diseases pose a great threat to the economy and society. Of particular concern is their impact on developing countries whose health systems are vulnerable.



Pakistan: Children going to a non-formal school supported by the Advancing Quality Learning Project (AQUAL) (Photo: JICA-AQUAL)

Developing countries are facing all kinds of health challenges simultaneously. Both maternal mortality and under-five mortality remain high. Many children are malnourished. Non-communicable diseases such as cardiovascular disease are an emerging threat. The populations are aging. And a large portion of health expenditure is borne by out-of-pocket payment of individuals. The excessive burden of such health expenditure is likely to exacerbate people's health status and widen the poverty gap.

To protect people's health, it is important to ensure that all people have access to basic health services without entailing financial hardship, namely, to achieve Universal Health Coverage (UHC). This makes it essential to cooperate with leaders and officials not only in health but also in other sectors, including public finance. In addition to assisting partner countries in attaining UHC, JICA has widely advocated the importance of achieving UHC and attempted to strengthen collaboration with other actors in achieving this goal. As such, JICA has taken advantage of occasions such as international conferences to share the experiences gained and lessons learned through its cooperation activities concerning UHC.

In the face of the growing threat of cross-border infectious diseases, JICA has worked on building resilient health systems in normal times by supporting capacity building and networking of public health laboratories and relevant research institutions [[see page 19](#)]. For maternal and child health, JICA's assistance has also covered developing the system for sustainable delivery of maternal and child health services. In cooperation 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 Maternal and Child Health (MCH) Handbook. JICA's assistance is now supporting the implementation of these guidelines in many partner countries. In addition, JICA works for nutrition improvement—the lack of which might cause children's deaths, stunting, and lifestyle diseases later in life—in close coordination among different sectors, including agriculture, sanitation, and education [[see the case study on page 47](#)].

1. UNESCO Institute for Statistics (UIS) Fact Sheet No.56, September 2019.

2. UIS Fact Sheet No. 48, February 2018.

3. ILO, "Global Employment Trends for Youth 2020."

As for non-communicable diseases, JICA works on human resources development for prevention and early detection as well as on improving the therapeutic and diagnostic environment [→ see the case study on page 57].

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

## Social Security

As of 2020, the COVID-19 pandemic is shaking the foundations of society all over the world, hitting socially vulnerable people the hardest. This adds to the importance of the role played by social security, which provides 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 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



Mongolia: A wheelchair user checking the usability of a wheelchair-accommodating train car under the Project for Promoting Social Participation of Persons with Disabilities in Ulaanbaatar City

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 182 countries and regions,<sup>4</sup> 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. JICA also extends assistance to help overcome these issues.

4. United Nations Treaty Collection, "15. Convention on the Rights of Persons with Disabilities" (as of September 2020).

### Viet Nam: Project for Strengthening Clinical Training System for New-Graduate Nurses



## Helping to improve the quality of nurses through a sustainable training system



A new-graduate nurse receiving training at a provincial general hospital

In Viet Nam, the requirements for obtaining a nursing license include completing a nine-month clinical training at a health care institution following the completion of the required course at a nursing school. However, the required clinical training is not clearly defined by law with regard to both content and curriculum. As a result, some nurses who completed the clinical training are not up to standard in terms of competency and quality.

As such, JICA worked with the Ministry of Health (MOH) of Viet Nam, the Vietnamese Nursing Association, local nursing colleges and universities, and pilot provinces to develop training curricula, training materials, and training management guidelines. This enabled the training of 1,080 new-graduate

nurses and 1,403 clinical trainers at health care institutions in four provinces and one city in Viet Nam. JICA provided opportunities for the pilot provinces to learn from one another on how to manage the training so as to ensure its sustainability. The project also assisted MOH in institutionalizing the training system by stipulating it in a legal document.

MOH plans to authorize the developed training materials as standard clinical training materials to be used across the country and to expand this initiative nationwide. The nationwide expansion of the clinical training by the Vietnamese government is expected to improve the quality and competency of nurses across the country.

# 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. In the process, JICA promotes cooperation with other donors and the private sector. To enhance the financial sustainability of the recipient country, the scope of such cooperation includes the promotion of access to external funds.

#### 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 forests as well as livelihood improvement for local residents. 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

JICA supports biodiversity conservation in protected areas and surrounding buffer zones, through such means as management planning, survey research and monitoring, environmentally friendly farming practices, and environmental education.



Viet Nam: Helping farmers participating in forest conservation activities to increase and stabilize their income by diversifying crops (weaning from the monoculture of coffee) in the Sustainable Natural Resource Management Project

### 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 environmental problems and focuses its resources on capacity development for organizations and individuals engaging in environmental management in cooperation with local governments, private-sector entities, universities, and other development cooperation organizations. JICA also offers financial assistance to projects in this sector, such as sewerage development projects.

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

As the waste problem is closely associated with the level of 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. It also contributes to preventing the worsening global challenge of marine plastic waste by promoting appropriate solid waste management [→ see page 9].

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

JICA offers integrated assistance that includes the development of sewerage and sewage treatment facilities, building the capacity to operate and maintain the systems as well as 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. The recent spread of COVID-19 underscores the importance of hand washing as an effective preventive measure. Nevertheless, it is estimated that as of 2017, over 780 million people lack access to basic water supply services.\* Competition over water resources will likely intensify. To help achieve Goal 6 of the SDGs (ensure availability and sustainable management of water and sanitation for all), JICA's development cooperation covers the following areas:

\* UNICEF, WHO, "Progress on Household Drinking Water, Sanitation and Hygiene 2000-2017: Special Focus on Inequalities" (2019)

## 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. JICA's development cooperation for rural communities is designed to contribute to (1) developing water supply facilities while securing safe water sources; (2) strengthening sustainable operation and maintenance; (3) reinforcing their resilience to droughts and other effects of climate change; and (4) improving their health and nutritional status through hygiene such as hand washing [→ 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 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



Nepal: Collapsed buildings in the April 2015 earthquake

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 in its priorities for action many of the concepts Japan put forward based on its own experience, such as pre-disaster investment in disaster risk reduction (DRR) and Build Back Better. DRR is mentioned in some of the targets of the SDGs, reflecting the fact that the international community has recognized DRR as a key development challenge.

Based on Japan's expertise, JICA extends DRR assistance in line with the priorities for action of the Sendai Framework for Disaster Risk Reduction 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.

## 2. Achieving Disaster Prevention and Mitigation with Pre-Disaster Investment

To promote pre-disaster investment in DRR that aims to reduce current and future disaster risks, JICA assists the central and local governments of developing countries in DRR planning, thus promoting DRR investment in critical infrastructure and capital concentration centers. JICA also assists in (1) improving forecasting and early warning, and (2) developing evacuation and emergency response systems. Moreover, JICA provides seamless assistance from disaster-preparedness to post-disaster reconstruction in such aspects as the rehabilitation of infrastructure, 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.

## Bangladesh: The Project for Ground Water Investigation and Development of Deep Ground Water Source in Urban and Rural Areas



## Safe water for displaced people from Myanmar



Supplying safe water at a camp for displaced people

The deteriorating security situation in Rakhine State in Myanmar in August 2017 caused an inflow of some 750,000 displaced people to Bangladesh, forming large-scale camps there for displaced people from Myanmar.

To meet the massive demand for water for daily use, over 20,000 shallow tube wells were constructed. The water source, however, was increasingly polluted and depleted.

In one of these camps, JICA drilled a deep tube well that was nearly 400 m deep using the drilling rig that it had provided to the Department of Public Health Engineering

(DPHE) under this Grant project. The aim was to supply safe water to about 30,000 people there. Then the International Organization for Migration installed water supply facilities and started supplying water from June 2019. The supply of safe water necessary for washing hands, among other purposes, is helping to prevent the spread of COVID-19 and other infectious diseases within the camp.

DPHE is now using this drilling rig to construct deep tube wells across the country to secure the supply of safe water.

# Agricultural and Rural Development

## Contributing to Food Security through Sustainable and Inclusive Agriculture and Fisheries



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

### Overview of the Issue

Food production is prone to the natural environment, including the weather and pests, as well as to the social environment, most notably fluctuating prices of agricultural produce and agricultural production materials. In developing countries with vulnerable production, distribution, and other systems, this vulnerability can lead directly to a food crisis, thus taking a heavy toll on the urban poor and small-scale farmers and fishers in rural areas. Meanwhile, agriculture and fisheries supply food and constitute the largest sector of industry in the world, accounting for 30% of the global working population, or more than 40% of the workforce in South Asia and over 50% in Sub-Saharan Africa.<sup>1</sup> In short, they support the employment and income of the poor in the developing world.

Fulfilling the food demand of developing countries and the world at large requires boosting the productivity and income of small-scale farmers and fishers in developing countries. It is thus necessary to build inclusive farming and fishing communities, which can be achieved through a combination of approaches. These may include (1) introducing sustainable farming and fishing methods, (2) disseminating improved varieties, (3) developing farming and fishing infrastructure, (4) adding more value to agricultural and marine products, (5) reinforcing the means of food safety and assurance, and (6) providing financial and insurance services for better access to these means for farmers and fishers.

On the food security front, more than 800 million people still do not have sufficient access to food and nutrition. Regional disparities remain huge as well.<sup>2</sup> Natural disasters stemming from climate change are exacerbating these problems, underscoring the need to bolster the resilience of the agricultural sector. Among other pressing issues are (1) the deprivation of soil fertility and overfishing in response to growing food demand, (2) the prevalence of animal diseases associated with increasing demand for livestock products, and (3) the establishment of sustainable management and use of fishery resources.

### JICA Activities

To enhance food security, it is essential to ensure synergies among the development goals included in the Sustainable Development Goals (SDGs). Toward contributing to Goal 2 of the SDGs (Zero Hunger), JICA aims to maximize the outcomes of cooperation by associating this particular goal with other goals.

Specific activities by JICA to this end include the following:

#### 1. Toward Economic Growth

To achieve stable food supply and increased income for the



Indonesia: A farmers' group from West Java Province learning how to cultivate crystal guava under the Public-Private-Partnership Project for the Improvement of the Agriculture Product Marketing and Distribution System

agricultural producer, JICA is supporting (1) enhanced agricultural productivities by improving agricultural infrastructure and farm management, and (2) strengthening entire food value chains (FVC), which include agricultural production, processing, distribution, and consumption. In Southeast Asia, JICA's assistance focused on enhancing food safety and increasing value-addition to agricultural products. In Africa as well as in Latin America, JICA conducted surveys for achieving food security through strengthening FVCs.

In addition, JICA is deploying Smallholder Horticulture Empowerment and Promotion (SHEP)—an approach it has developed in cooperation with the Kenyan government—in a total of 33 countries in Africa, Latin America, South Asia, and the Middle East. In fiscal 2019, SHEP training was given to about 6,300 government officials and extension workers as well as to some 66,000 smallholders. Some countries are working with the International Fund for Agricultural Development or the World Bank or both to roll out SHEP in order to provide more farmers with access to quality extension services such as on-site training and farm management guidance, both by extension workers. The Seventh Tokyo International Conference on African Development (TICAD7), held in Yokohama, Japan in August 2019, issued the Joint Declaration for Achieving Better Lives of One Million Small-scale Farmers through the SHEP Approach. The declaration is aimed at improving the livelihoods of smallholders in the developing world.

#### 2. Human-Centered Development through Nutrition Improvement

The Initiative for Food and Nutrition Security in Africa (IFNA), in which JICA plays a leading role, involves ongoing activities aimed at supporting country-specific strategy planning as well as nutrition improvement through agriculture. These activities capitalize, where appropriate, on Japan's experiences in implementing livelihood improvement programs and other relevant initiatives.

In light of the experiences in these IFNA activities, the IFNA Yokohama Declaration 2019 was adopted on the occasion of

1. World Bank, World Development Indicators: Employment in agriculture (percent of total employment) (modeled ILO estimate), data retrieved March 1, 2020.

2. Food and Agriculture Organization of the United Nations, "2019 The State of Food Security and Nutrition in the World."

TICAD7 in 2019. The declaration called for expanding IFNA to cover all of Africa for improving the nutrition of 200 million children across the continent. Also during fiscal 2019, JICA launched nutrition improvement assistance for South Asia, which is home to the largest undernourished population in the world.

### 3. Response to Global Issues

#### (1) Support for the Coalition for African Rice Development (CARD)

CARD, launched in 2008, has already fulfilled its commitment to double rice production in Sub-Saharan Africa in 10 years. In light of the lingering wide gap between rice supply and demand, however, CARD countries asked JICA to continue its development cooperation for further boosting production.

In response, JICA is now supporting CARD2, the second round of the initiative aimed at further doubling rice production by 2030 by (1) promoting stable production in view of climate change, (2) developing the rice industry in partnership with the private sector, (3) improving domestic rice quality, and (4) improving the livelihood of farmers through building the farming system.

#### (2) Resilience to climate change

JICA aims to increase the resilience of the agricultural sector in areas prone to drought and other natural hazards. Its ongoing development cooperation to this end focuses on, among other things, (1) making water use more efficient by developing irrigation facilities and strengthening water users' associations; (2) developing and disseminating drought-tolerant varieties;



Viet Nam: A JICA counterpart measuring the length of a native pig under the Project for Establishment of Cryo-bank System for Vietnamese Native Pig Resources and Sustainable Production System to Conserve Bio-diversity

and (3) introducing weather index insurance—an agricultural insurance scheme that allows for prompt insurance payouts—in collaboration with nonlife insurers in Japan and partner countries.

#### (3) Sustainable management and use of fishery resources

JICA is extending technical cooperation projects for fishery resources management based on “co-management” in West Africa and Caribbean island nations. In the Pacific region, JICA is extending cooperation for developing the capacity to monitor and prevent illegal, unreported, and unregulated (IUU) fishing with the use of satellites and other means.

#### (4) Livestock and animal health

Mainly in East and Central Asia, South Asia, and Africa, JICA is extending cooperation in (1) strengthening a veterinary education system that complies with international standards; and (2) controlling globally prevalent animal diseases and strengthening livestock food value chains in cooperation with international organizations.

3. International Food Policy Research Institute, “2016 Global Nutrition Report.”

#### Madagascar: Food and Nutrition Improvement Project

### Joining hands with a wide range of stakeholders to improve nutrition through agriculture



On this day, a soup of cassava, a crop similar to sweet potato, is served in school lunch, which is a joy to pupils and a motivation for them to go to school.

Malnutrition is a serious problem in Madagascar, where 49% of children under the age of five suffer stunting. This marks the fifth highest stunting prevalence by country in the world.<sup>3</sup>

As part of the activities under the Initiative for Food and Nutrition Security in Africa (IFNA), JICA has been conducting a project aimed at improving nutrition through agriculture in this island nation since March 2019. Under this project, a JICA expert is actively working in the central highlands of Madagascar, where some 80% of the residents engage in farming. The expert's mission includes (1) exploring ways to increase the income of farmers and allowing them to use the additional income thus made possible in

order to purchase nutritious food; and (2) encouraging them to grow nutritious crops in kitchen gardening in order to improve the nutritional balance of their meals.

As nutrition improvement calls for an approach that cuts across different sectors such as health, agriculture, and water and sanitation, this multi-sectoral project involves cooperation with a wide range of organizations, including the National Office of Nutrition, the Ministry of Agriculture, and the Ministry of Health, all of Madagascar, among many others. The project shares some of the target areas with the World Bank, which is engaged in nutrition improvement and health promotion for expectant and nursing mothers, as well as children, in the country.

# Industrial Development and Public Policy

## Creating a Fair, Sustainable, and Growing Society through Partnerships



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

### 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. 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 [→ see the case studies on pages 23, 63, and page 64].

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

### Energy and Mining

Securing stable energy supply is one of the most essential policy issues for the developing world, especially from the perspective of economic growth and human security. Meanwhile, some 40% of total CO<sub>2</sub> 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 is committed to contributing to the achievement of SDGs 7 and 13 through its cooperation in the energy sector. In the mining sector, JICA focuses on human resources development to assist in achieving SDG 12. In many developing countries, development of the mining sector is hampered by a lack of regulatory frameworks and technology necessary for sustainable mineral resource management.

#### 1. Energy

JICA's energy policy aims to contribute to ensuring a stable supply of affordable and low-carbon energy in developing countries. To this end, JICA has been working on the following aspects.

##### (1) Promoting better access to electric power and stable power supply

JICA provides assistance such as master planning and technology transfer. It also supports development of power infrastructure, including power stations and electricity grids in Asia and Africa.

##### (2) Promoting low-carbon power sources

JICA extends financial assistance and technical cooperation aimed at stable electric power supply with the view of increasing the deployment of renewables such as geothermal, solar, and wind power. It also works to promote efficient energy use by, for example, encouraging energy saving [→ see the case studies on pages 49 and 50].

#### 2. Mining

JICA extends assistance to developing countries to develop human resources and improve the investment environment. In particular, JICA has been working with Japanese universities



Viet Nam: A ceremony commemorating the 10th anniversary of the business management course called "Keiejuku" that has been offered since 2009 by the Vietnam-Japan Institute for Human Resources Development (VJCC), which was set up by the governments of Japan and Viet Nam

\*International Energy Agency CO<sub>2</sub> Emissions Statistics (2018)

to enhance the scholarship program, known as the *Kizuna* Program (*kizuna* means “bonds of friendship” in Japanese). The program is also aimed at building a network with the scholars and Japanese stakeholders.

## Governance

Governance, a concept that encompasses not only government institutions but also the mechanisms and systems that determine the relationship among government, civil society, and the private sector, constitutes a basis for the socioeconomic development of developing countries. With a view to building a society in which all can live in dignity and with peace of mind, JICA’s governance assistance covers a number of aspects, including (1) fostering the rule of law, (2) enhancing administrative functions and improving their quality, and (3) developing the institutional foundations of fiscal and financial mechanisms that support the state’s activities.

### 1. Ensuring Fundamental Rights for Human Security

JICA’s assistance in this regard is aimed at building institutions and capacities for embracing universal values such as the rule of law and democracy to protect and promote citizens’ fundamental rights and freedoms for their survival, livelihoods, and dignity. JICA tries to achieve these aims by focusing on (1) supporting legal and judicial development and strengthening the implementation capacity, (2) enhancing trust between the police and the public and strengthening the capacity of the police [→ see the case study on page 38], and (3) strengthening the media and journalism.

### 2. Promoting a Fair and Transparent Business Environment

JICA supports the development of a fair and transparent business environment by assisting in such aspects as developing and applying economic laws effectively and improving dispute resolution systems.

### 3. Ensuring Stability in International Relations

JICA aims to enhance the rule of law in international relations to contribute to the stability of the international community—



Indonesia: A Japanese expert teaching how to collect fingerprints at the scene under the Project on Nationwide Capacity Development of Police Officers for POLMAS - Indonesian Civilian Police Activities Phase 2

including Japan—based on the principle of settling international conflicts in accordance with law, not by the use of force. To this end, JICA will promote the wide sharing of expertise in public international law, including the law of the sea.

### 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, improvement of statistical skills, and strengthening of the planning capacity of local governments for better delivery of public services.

### 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 improving public investment management and enhancing tax revenue collection, aiming at more sustainable expenditure management, revenue base expansion, fair and appropriate customs duties collection, and trade facilitation.

### 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 including insurance markets, and developing national payment systems.

## The Research Study for Methodology of Development Cooperation in the Era of Large Volume Integration of Renewable Energy, as well as Related Projects in Partner Countries

### Supporting the quest for low or zero carbon with both renewables deployment and energy efficiency



A Japanese researcher making a presentation to government officials in the electric power sector who were invited to Japan from partner countries  
(Photo: © Waseda University, 2020)

Amid the global trend toward low or zero carbon following the Paris Agreement, JICA is extending cooperation to developing countries in support of the deployment of renewables and the promotion of energy efficiency.

An increasing volume of wind and solar energy integrated into grids causes instability in the power supply, due to output fluctuations from weather conditions. Consequently, JICA studied effective cooperation projects that take lessons from the electricity supply-demand system in Japan in an effort to ensure the stability of and reliability of the power supply. Building on the findings of this study, JICA assisted the Solomon Islands in formulating a road map aimed at both attracting investment in 100% renewable energy and stabilizing grids. It also helped Jordan and

Sri Lanka in developing transmission plans and capacity building in grid operation, utilizing next-generation technology for demand-side management in order to cope with fluctuations from variable renewables.

JICA is now supporting Egypt in its effort to achieve its national energy efficiency and conservation targets. Specific focus is placed on strengthening the management system for energy-related data, evaluating and developing the energy efficiency and conservation policy, and supporting the introduction of new technologies.

Additionally, JICA capitalizes on advanced technologies such as decentralized energy management systems for the strategic delivery of its cooperation that combines several schemes, including ODA Loans.

# Partnerships with the Private Sector

## Supporting Economic and Social Development through Private-Sector Business Activities

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

Of the Finance and Investment Cooperation provided by JICA, Private-Sector Investment Finance (PSIF) is a scheme to support—through the provision of loans and equity—private enterprises around the world, including Japanese companies that conduct business with high development outcomes in such sectors as infrastructure development, poverty reduction, and measures against climate change [→ 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 is particularly strengthening cooperation with international organizations in order to promote co-financing. In fiscal 2019, JICA signed memoranda of cooperation (MOC) with the Agence Française de Développement, the African Development Bank, and the European Investment Bank. These came after JICA concluded an MOC with the Overseas Private Investment

Corporation (now the U.S. International Development Finance Corporation) in fiscal 2018.

In fiscal 2019, JICA approved 11 projects under PSIF. These included the Cocoa Value Chain Enhancement Project in Ghana, photovoltaic power generation projects in Mexico[ → see the case study below], and projects of improving access to finance and helping women's empowerment in developing countries through microfinance. JICA also approved four projects through the Leading Asia's Private Infrastructure Fund, a JICA-funded facility in the Asian Development Bank.

### Preparatory Survey for Private-Sector Investment Finance

#### Supporting Private Sector-led Economic and Social Development in Developing Countries through the Formation of Promising PSIF Projects

This scheme is designed to identify and formulate projects that capitalize on the expertise of Japan's private sector. Under the scheme, 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.

Until April 2020, this scheme was known as Preparatory Survey for PPP Infrastructure Projects. By renaming the scheme, JICA made it clear that the scheme covers a wide range of projects, including non-infrastructure projects as well as pure private-sector business activities with no involvement by a developing country government. It also improved the scheme so that it is more readily usable for applicant companies.

Photovoltaic Power Generation Project in Mexico, Distributed Solar Power Generation System Project in Brazil, and Sustainable Forest Industry Support Project in Brazil



### Working with diverse actors for climate action



Mexico: Solar power generation facilities  
(Photo: IEnova)

In March 2020, JICA signed loan agreements for three projects that will contribute to global climate action.

One of the agreements was with Infraestructura Energética Nova, S.A.B. de C.V. (IEnova), a Mexican energy company, for expanding its large-scale solar generation business. It was JICA's first loan under the Green Loan Principles.\*

The second loan agreement was with Sistema de Crédito Cooperativo (Sicredi), the largest credit union alliance in Brazil. The aim was to support its program designed for rural farmers and SMEs to introduce a distributed, private solar power generation system.

The third agreement was with Klabin S.A., a Brazilian pulp and paper manufacturing company, for expanding its mill. The agreement will assist Brazil in reducing greenhouse gas emissions and reinforcing eco-responsible supply chains, thereby supporting the development of sustainable forestry in the country.

JICA will continue to actively cooperate with diverse actors to support climate action through various approaches.

\*A set of international lending principles that limit the use of loans to environmentally conscious projects.

Applications are open throughout the year. In fiscal 2019, JICA adopted seven proposals under the former scheme.

There are many challenges related to this kind of project in developing countries. These challenges include an inadequate investment environment in both physical and non-physical aspects, difficulties in securing financial viability, and insufficient recognition of proper public-private role-sharing and risk allocation (insufficient support from developing country governments). Therefore, in addition to supporting individual projects by the private sector, JICA is promoting comprehensive efforts for the establishment of projects by assisting establishment of associated 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

SDGs Business Supporting Surveys is a program based on proposals from private companies. It is aimed at building win-win relationships between developing countries that want to use Japanese technologies, products, and know-how for addressing their challenges and Japanese companies that seek to venture into developing-country markets. This program is made up of two types: (1) the "SME support type," for which small and medium enterprises and leading medium companies are eligible, in principle; and (2) the "SDGs Business support type," for which large corporations are eligible, in principle. By the end of fiscal 2019, JICA adopted an aggregated total of 1,217 proposals under this program, including those under its two precursory schemes: (1) Support for Japanese SMEs Overseas Business Development and (2) Feasibility Survey for SDGs Business.

In February 2019, JICA's Private Sector Partnership and Finance Department, which is responsible for this program, was transferred to the JICA Takebashi Building, which serves

as a hub for collaboration with various domestic partners with easy access from the neighboring business districts. In April that year, the department reorganized itself to manage the program in a more integrated manner regardless of the scale of applicant companies.

In its public announcements it made to call for proposals under this program during fiscal 2019, JICA made a "call for issue-based proposals in Africa" for the first time. Looking ahead to the Seventh Tokyo International Conference on African Development (TICAD7), held in Yokohama, Japan, in August 2019, JICA put forward this issue with an eye to promoting business in Africa. Under this new category, JICA adopted a total of 35 business proposals that will help solve some of the listed issues.

### Three Support Schemes for Different Purposes

The SDGs Business Supporting Survey 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 2019, there were 27 proposals adopted under this scheme.

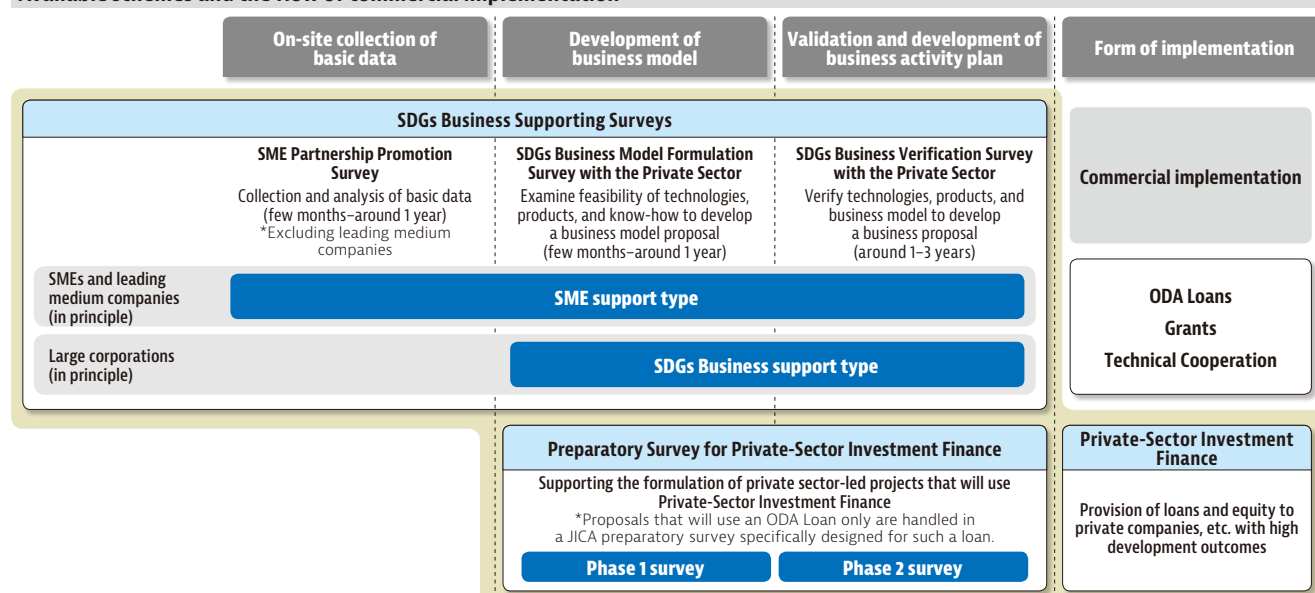
#### 2. SDGs Business Model Formulation Survey with the Private Sector

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 2019, a total of 95 proposals were adopted under this scheme, of which 79 were of the SME support type, and the remaining 16 were of the SDGs Business support type.

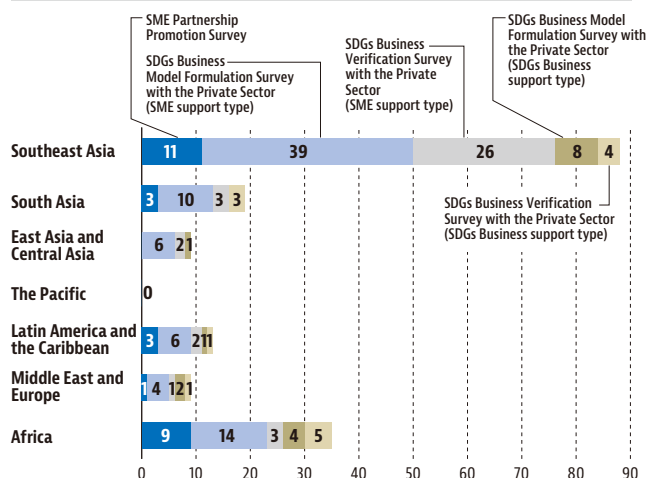
#### 3. SDGs Business Verification Survey with the Private Sector

This scheme is aimed at assisting in developing business plans to address challenges facing partner countries through

### Available schemes and the flow of commercial implementation



Number of adopted surveys by world region in fiscal 2019

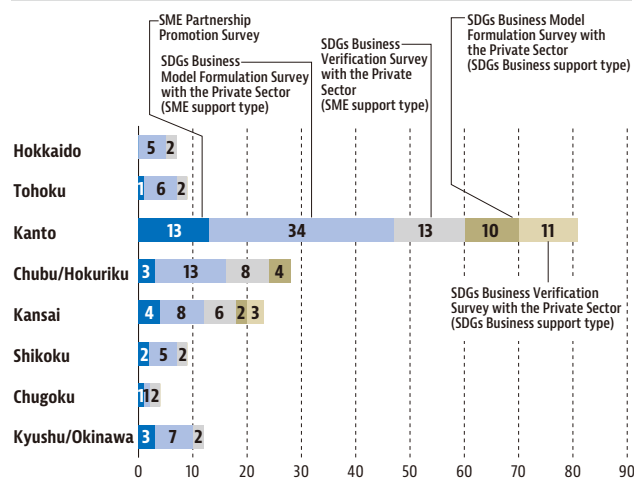


such activities as (1) examining business models, which involves validating their technologies, products, and processes; (2) promoting understanding of the proposed business models; and (3) assessing their adoptability for ODA projects [→ see the case study below]. In fiscal 2019, a total of 51 proposals were adopted under this scheme, of which 37 were of the SME support type and the remaining 14 were 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

Number of adopted surveys by region in Japan in fiscal 2019



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 2019, JICA organized more than 190 seminars on SDGs business across Japan for SMEs, among other enterprises, attended by over 10,000 people in total. In September 2019, it held a seminar for sharing some of the issues facing developing countries in an attempt to better match the issues and needs of developing areas with private companies' products, technologies, or business activities. The seminar was evaluated as useful by many participants. JICA also gave business realization support seminars to provide companies whose proposals it had adopted with professional expertise on topics essential for their operations overseas. More than 500 people attended in total.

### Uzbekistan: SDGs Business Verification Survey with the Private Sector for Learning Management System (LMS) Application to Improve Regional School Teachers' Qualification and Eliminate Educational Disparity (SME support type)

#### A new shape of education based on e-learning



Children learning how to do mental arithmetic in an after-school supplementary lesson  
(Photo: Digital Knowledge Co., Ltd.)

Some 70,000 teachers are estimated to be in short supply across Uzbekistan, where regional disparities in education level and a lack of teaching material pose two of the major educational challenges for the country.

These circumstances prompted Digital Knowledge Co., Ltd., a Japanese firm based in Taito City, Tokyo, to take advantage of JICA's support program to launch business verification activities in August 2019 using a learning management system. Now Digital Knowledge is giving online training for teachers, as well as online tests for students to assess their scholastic ability, in all 14 provinces of Uzbekistan. It is also providing private education services using online digital teaching material in the

capital city, Tashkent.

These activities are highly appreciated by the Ministry of Public Education of Uzbekistan as well as its people. There was a flood of applications for such online courses from students and their parents.

In March 2020, all schools across the country were closed due to the spread of COVID-19. In response to a formal request from the Ministry of Public Education, the Japanese company began to offer e-learning courses that were originally used for supplementary lessons for tele-classes so that children can learn from home. In this way, the firm is supporting the country's school education under this emergency situation.



# Science and Technology Cooperation in Addressing Global Issues

## 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 fiscal 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

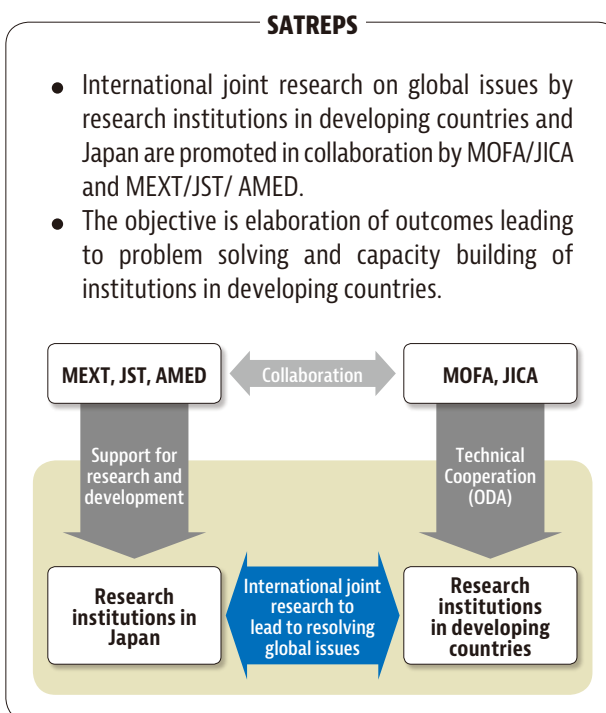
This program is designed to promote international joint research in which both Japanese research institutions and those of developing countries collaborate based on the social needs in developing countries. Its aims are to contribute to human resources development to create new knowledge and to utilize 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).



Ethiopia: A Japanese researcher teaming up with his Ethiopian counterpart to give hands-on training in soil testing to Ethiopian students under the SATREPS Project for Development and Operation Model of Plant-derived Soil Additives for Road Disaster Reduction on Problematic Soil

### Implementation System of SATREPS



In SATREPS, research proposals that are submitted from Japanese research institutions to JST or 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 and AMED supports research activities necessary in Japan or third countries.

### Selection of Research Projects and Implementation Status

In fiscal 2019, there were 124 matches—between 182 research requests from developing countries and 144 proposals from research institutions in Japan—that were subject to the selection process. Of these, 12 research proposals were finally approved, bringing the accumulated total number of approved proposals to 145 since this program was launched in fiscal 2008. The total number of participating countries, including those in the preparation process, amounted to 51 after Malawi became a new partner country 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 and other organizations through (1) dialogue, (2) cooperation, and (3) activity support.

#### 1. Dialogue

In fiscal 2019, regional meetings were held at seven places in addition to the usual nationwide NGO-JICA Dialogue Meeting. These opportunities helped to deepen discussions focused on regional issues, and confirm the directions and specifics of future partnership activities.

#### 2. Cooperation

JICA implements JICA Partnership Program (JPP) projects jointly with NGOs and other organizations by taking advantage of their expertise and experience in order to support the socioeconomic development of developing countries. In fiscal 2019, a total of 60 JPP projects were adopted [[→ see the case study on page 55](#)].

During fiscal 2019, JICA adopted 10 projects financed by the JICA Donation Fund for the People of the World, which receives donations from citizens and groups. To expand the base of international cooperation activities, the Fund created the Challenge Type\* for individuals and groups with little experience in such activities. Under this Challenge Type, two projects were launched in fiscal 2019.

#### 3. Activity Support

JICA offers capacity building training in organizational management and project execution to NGOs and other organizations to support their effective international cooperation activities. It also operates the NGOs-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 serve 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



Afghan students studying at the Tokyo University of Agriculture under the Project for the Promotion and Enhancement of the Afghan Capacity for Effective Development

activities of local governments and industries, and encourage other related ventures, chiefly under the Local Government-Type JICA Partnership Program.

Nowadays, an increasing number of local governments and other regional actors make use of JICA's know-how and networks in accepting more foreigners, promoting the Sustainable Development Goals (SDGs), and taking part in the Host Town Initiative for the Tokyo 2020 Olympic and Paralympic Games. This also shows that JICA contributes not only to developing countries but also to regional development in Japan.

### 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 international cooperation to the organizational involvement of universities in JICA's technical cooperation projects in developing countries.

JICA provides learning 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. In fiscal 2019, JICA invited such people to study in master's or doctoral courses at 65 Japanese universities as "JICA scholars." JICA has a comprehensive cooperation agreement or memorandum of understanding (MOU) with 40 universities in Japan to systematically promote and strengthen broad-based partnerships as described above.

\* Under the Challenge Type, members of network-type NGOs or other entities experienced in development projects are assigned as "accompanying supporters" to assist in everything from project planning and implementation to terminal review, thus supporting capacity building for novice project trustees.

JICA expands the JICA scholars program for future leaders back home to foster a long-lasting bilateral relationship between each respective country and Japan over the medium and long term [→ see page 65].

## 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 a number of events and seminars, 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 2019, the Global Plazas continued their efforts to further promote public understanding of the SDGs and international cooperation. Specifically, they held exhibitions and seminars on the SDGs as well as waste issues, which are attracting renewed attention amid growing marine plastic pollution. These events invited broad participation from private companies and local governments as well as the public at large.



Teachers participating in the Training Program for Development Education Leaders

### 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 ample 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 came into effect in fiscal 2020. Second, various actions are now being taken in Japanese society to help achieve the SDGs and support multicultural coexistence.

In light of these circumstances, JICA worked with local governments, teachers and school administrators, and NGOs to (1) develop video teaching materials and make on-demand-delivery of lectures for students and pupils, and (2) organize training sessions and seminars for teachers.

**Tanzania: JICA Partnership Program “Project for Prevention of School Dropouts and Social Isolation due to Unwanted Pregnancy by Increasing Study Motivation and Health Literacy with Mobile Library Education”**

### Give students the capacity to think about their future!

**This is the aim of the puberty education program now underway at Tanzanian schools**



Puberty education in action at a school in the program area

In Tanzania, some 5,500 schoolgirls are expelled from school every year on account of their pregnancy.\* They are banned from returning to school as well. Teenage girls who have become mothers are cornered into a vulnerable situation where they are likely to slip into poverty and social isolation.

To address these challenges, Class for Everyone, a nonprofit organization (NPO) based in Japan, launched a puberty education program for primary and secondary schools in Tanzania. It teamed up with the New Rural Children Foundation, a local NGO, to offer puberty education at 43 primary schools and 15 secondary schools in the program area. At these

schools, teams of mothers who experienced adolescent pregnancy used picture books and a role-playing approach for such education.

As a result, the number of dropouts due to pregnancy plunged to one-third of the level before the program started. At many of these schools, students expressed joy at spending time at school, saw their attendance rates and school grades improved, and started related activities of their own accord. Going forward, the Japanese NPO plans to extend assistance aimed at transferring the ownership of the program to each school.

\* World Bank, Press Release No.: 2020/021/AFR.

# 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 (JOCVs), 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 vitalization 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 2020, some 54,000 JICA volunteers (including more than 45,000 JOCVs) have engaged in different activities in the developing world as Japanese conspicuous contributors to the international community.

In fiscal 2019, JICA reformed the existing system of dispatching volunteers, replacing the two age-based categories with two new categories for soliciting applications: (1) the *general category*, which covers a wide range of fields of work for many different projects; and (2) the *senior category*, for experts with a certain level of experience and skills for selected projects. JICA sends various types of JICA volunteers to partner countries. These include (1) JOCVs, (2) Senior Volunteers, (3) JOCVs and Senior Volunteers for *Nikkei* Communities, and (4) short-term volunteers whose assignment duration ranges from one month to less than one year. The first two types constitute a majority of JICA volunteers.

### 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 vitalization 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.”

The number of job offers from private companies etc. to former JOCVs totaled 1,341 in fiscal 2019. A number of local governments and boards of education offer former JOCVs a special



Papua New Guinea: A JOCV in community development working to increase income through vegetable cultivation  
(Photo: Hiroshi Wada)

employment quota and other kinds of preferential treatment in the screening process. In fiscal 2019, 81 local governments, 37 boards of education, 19 graduate schools, and one 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 global business development intended by such entities. During fiscal 2019, there were 10 volunteers sent in partnership with local governments, 13 with the private sector, and 153 with universities.

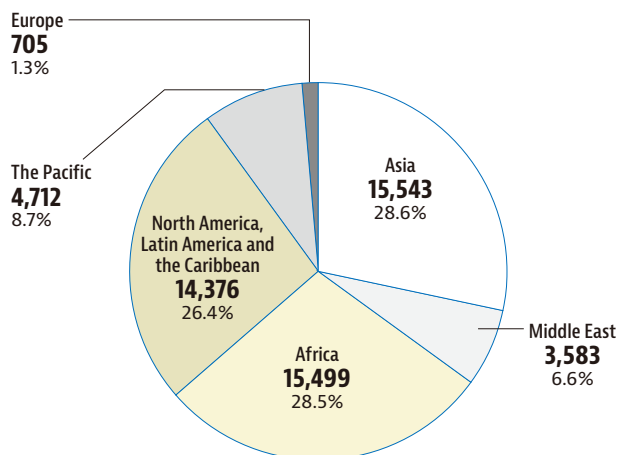
The participation of in-service school teachers in JICA's volunteer programs has a favorable impact on school education in Japan; the experience proves to be useful in promoting development education and international understanding education, and accommodating foreign students. A total of 125 teachers from public schools were sent overseas in fiscal 2019.

### Contribution to a 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

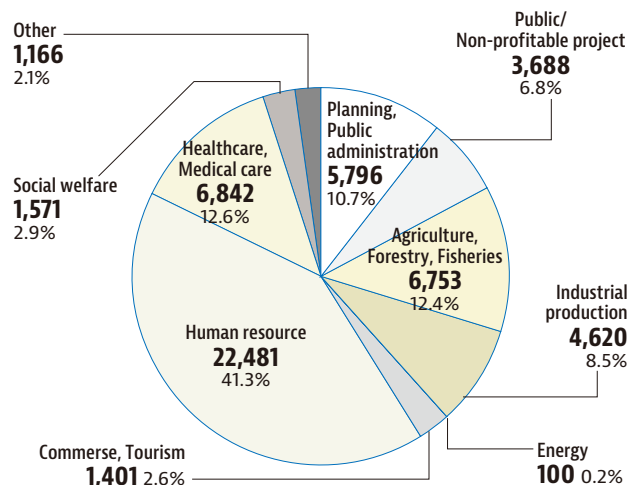
**Cumulative number of JICA volunteers dispatched by region (as of March 2020)**



working to improve mathematics classes by making good use of the national textbook *Guatemala*, a major output of JICA's earlier technical cooperation project in the country. In fiscal 2019, these JOCVs offered 227 training and lesson study sessions to 1,779 local teachers and practice teachers. From February to March 2020, a national newspaper carried some of the exercises meant for fourth to sixth graders contained in *Guatemala* a total of 15 times, indicating that Japan's assistance in mathematics education was attracting attention.

From fiscal 2008 through fiscal 2019, JICA dispatched more than 270 JOCVs to 21 countries as part of the Water Security Action Team (W-SAT). The Japanese government announced the establishment of W-SAT at the Fourth Tokyo International Conference on African Development (TICAD IV) in 2008 to improve access to safe water and sanitation in Africa. During fiscal 2019, 28 W-SAT members conducted a wide range of activities in eight countries. These activities included

**Cumulative number of JICA volunteers dispatched by field of work (as of March 2020)**



(1) supporting water-management associations for securing safe water as well as operating and maintaining water supply facilities; (2) encouraging the securing of safe water through assistance in increasing the income of residents; and (3) improving public health by offering guidance on hand-washing in schools and communities.

Toward the Sport for Tomorrow (SFT) international contribution program that the Japanese government has been promoting for the 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.

As of September 2020, JICA has had JOCVs return to Japan due to the impact of the spread of COVID-19; however, JICA is considering the possibility of sending them back in light of the situations in the countries and regions of their assignment.

#### Bolivia: A JOCV in Public Health Nursing at Work

### Developing a health guidance pamphlet for encouraging indigenous people to prevent lifestyle diseases



The JOCV (center) using the pamphlet for explanation purposes

Many indigenous people in Bolivia fail to notice their own lifestyle diseases, most notably diabetes and obesity.

This problem was of special concern to a JOCV in public health nursing who was working in an area home to many indigenous people. In cooperation with her colleagues in her assigned region, this JOCV developed an effective health guidance pamphlet with a strong impact to encourage these people to take a second look at their lifestyles with a view to preventing diabetes, high blood pressure, and obesity among them. Using this pamphlet, she held several seminars, which proved to be effective. Some of the indigenous people who attended changed

their lifestyles accordingly.

Under the auspices of the Mother and Child Health Network Improvement Project in Oruro, a JICA technical cooperation project underway in her assigned region of Bolivia, the JOCV made a presentation of the pamphlet in front of health ministry officials, who expressed strong interest and praised her effort. Her activities have had a favorable ripple effect. Intentions were expressed to use the pamphlet for health guidance from a lifestyle perspective in all departments of Bolivia. The Bolivian government also made a fresh request for additional JOCVs in the health sector.

# 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: the 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 JICA personnel as team members for logistics and coordination 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.

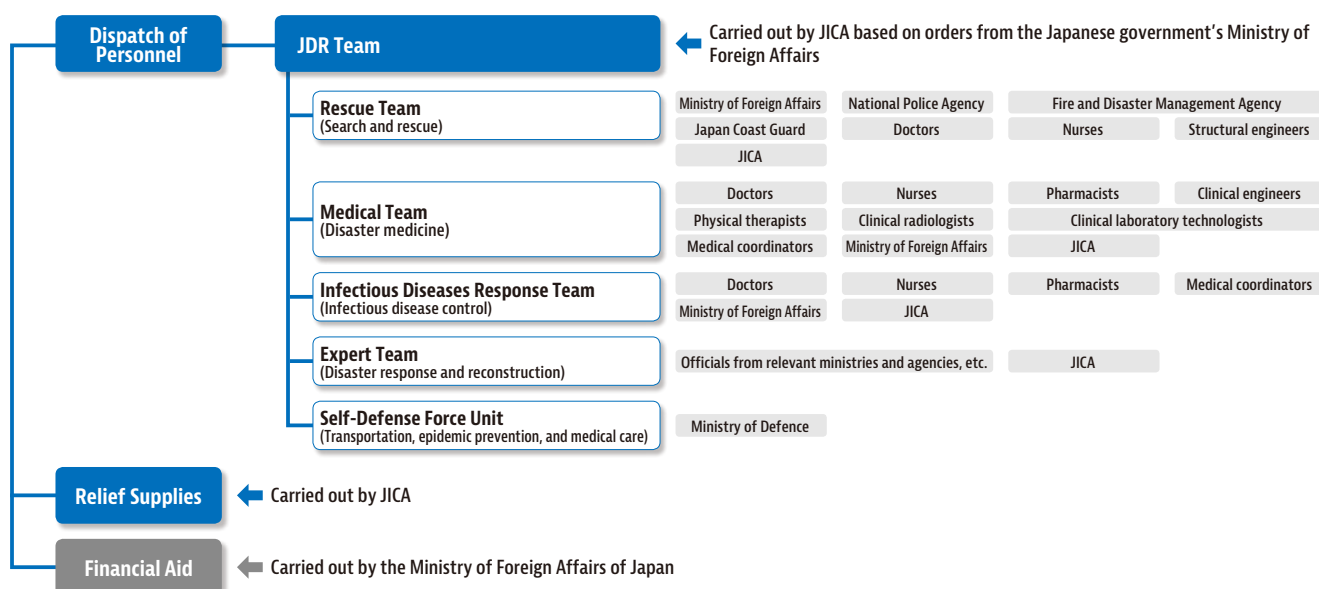
A JDR medical team provides medical assistance to disaster-affected people. In October 2016, the team was certified by the World Health Organization (WHO) as an Emergency Medical Team (EMT). In February 2017, the disaster medical information standardization method called Minimum Data Set (MDS), which 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 [→ see the case study on page 59].

In response to global epidemics of infectious diseases, JICA established an Infectious Diseases Response Team in October 2015, recruiting team members and providing training sessions. JICA sent such a team to the Democratic Republic of the Congo to tackle the outbreak of yellow fever in July 2016 and Ebola Virus Disease (EVD) outbreaks in June 2018 and August 2019. In December 2019, it dispatched an Infectious Diseases Response Team to Samoa in response to the measles epidemic there, supporting the care of seriously ill patients, infants in particular.

#### 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 2019, JICA provided such supplies on 10 occasions of various natural disasters, including a volcanic eruption in the Philippines; an earthquake in Albania; flooding in Iran

### Japan's Emergency Disaster Relief System



### Emergency Disaster Relief in Fiscal 2019: 15 cases

| No | Date of relief | Country/region                   | Type of disaster    | Type of relief                    | Number of those dispatched/ supplies provided                      |
|----|----------------|----------------------------------|---------------------|-----------------------------------|--------------------------------------------------------------------|
| 1  | April 2019     | Mozambique                       | Cyclone             | Medical team                      | 24 people (second batch)                                           |
| 2  | April 2019     | Iran                             | Flooding            | Provision of supplies             | Tents, plastic sheets, sleeping pads                               |
| 3  | July 2019      | Democratic Republic of the Congo | Ebola virus disease | Provision of supplies             | Personal protective equipment (PPE)                                |
| 4  | August 2019    | Democratic Republic of the Congo | Ebola virus disease | Infectious diseases response team | 20 people (first batch: 7 people, second batch: 13 people)         |
| 5  | September 2019 | Bolivia                          | Forest fire         | Provision of supplies             | Personal protective equipment for firefighting                     |
| 6  | September 2019 | Bahamas                          | Hurricane           | Provision of supplies             | Tents, blankets, plastic sheets, portable jerry cans, water tanks  |
| 7  | September 2019 | Brazil                           | Forest fire         | Provision of supplies             | Tents, sleeping pads                                               |
| 8  | November 2019  | Djibouti                         | Flooding            | Self-Defense Force unit           | 116 people                                                         |
| 9  | November 2019  | Djibouti                         | Flooding            | Provision of supplies             | Tents, blankets, sleeping pads, portable jerry cans                |
| 10 | November 2019  | Albania                          | Earthquake          | Provision of supplies             | Tents, sleeping pads                                               |
| 11 | December 2019  | Samoa                            | Measles             | Infectious diseases response team | 15 people (first batch: 4 people, second batch: 11 people)         |
| 12 | January 2020   | Australia                        | Bushfire            | Self-Defense Force unit           | 91 people (one C-130H transport aircraft)                          |
| 13 | January 2020   | Australia                        | Bushfire            | Provision of supplies             | Masks                                                              |
| 14 | January 2020   | Philippines                      | Volcanic eruption   | Provision of supplies             | Masks, drinking water, generators, cord reels, portable jerry cans |
| 15 | January 2020   | China                            | COVID-19            | Provision of supplies             | Personal protective equipment (PPE)                                |

and Djibouti; infectious disease outbreaks in the Democratic Republic of the Congo and China; a hurricane in Bahamas; and forest fires in Bolivia, Brazil, and Australia.

### 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 Management 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.

### Mozambique: Deploying Comprehensive Emergency Assistance in the Wake of a Massive Cyclone

### A great contribution to the health crisis response



Medical care by the JDR medical team

Between March and April of 2019, JICA dispatched a JDR medical team and JDR expert team to Mozambique, which was devastated by the southern hemisphere's worst-ever cyclone. In addition to providing emergency relief supplies to the country, JICA also assigned its staff members to the United Nations Disaster Assessment and Coordination (UNDAC), which was responsible for the overall coordination of relief operations.

The medical team set up a field clinic in a remote area where medical assistance was unavailable because the land route to the area was disrupted, looking after 794 patients in total. Many of the patients developed diarrhea or acute respiratory diseases. There were also signs of a cholera outbreak. These developments pointed to the special need for a timely infectious disease response.

The JDR expert team supported the management of the Emergency Medical Team Coordination Cell (EMTCC). For the first time, the teams put into operation the Minimum Data Set (MDS), a disaster medical information standardization method developed at the initiative of Japan. The analysis of the overall developments in medical care using MDS greatly contributed to the health crisis management and response.

JICA as a whole provided multilayered assistance, supporting (1) UNDAC and EMTCC, which were responsible for overall operational coordination in the affected areas; and (2) medical care activities on the ground. JICA will take advantage of this experience and the lessons learned in the process in its response to major disasters in the future.

# Research

## Co-Creating Practical Knowledge for Peace and Development

JICA Research Institute has changed its name to JICA Ogata Sadako Research Institute for Peace and Development (abbreviated as JICA Ogata Research Institute) as of April 1, 2020. Inheriting the philosophy of the late Dr. Sadako Ogata, who led the establishment of JICA Research Institute in October 2008, the new institute conducts policy-oriented and field-based research on the challenges faced by developing countries and aspires to gain intellectual presence in the international community.

The institute synthesizes and shares Japanese development experience as well as knowledge and expertise accumulated in Japan as a development partner. It also conducts research and dissemination, giving due consideration to today's challenges and threats, such as the post-COVID-19 world, the changing international order, the transition to an information-based society, and climate change. By doing so, the institute aims to become a leading research hub for development and international cooperation.

### Basic Principles of Research Activities

- (1) Conduct research of international academic standard and actively disseminate its results;
- (2) Bridge research and practice by analyzing and synthesizing information and data from the field; and
- (3) Contribute to the realization of human security.

Building on the above principles, the institute will undertake research such as strategic promotion of the Sustainable Development Goals (SDGs) and emerging development challenges, to respond to the changing priorities of the international community. The institute will also promote the JICA Development Studies Program and actively share Japan's own development experiences, while strengthening its functions for human resources development and research exchange.

### Priority Research Areas

In April 2019, the institute reorganized its research clusters to include a new cluster titled "Human Development." The five new clusters correspond to the 5 Ps—Peace, People, Prosperity, Planet, and Partnership—of the SDGs. In April 2020, the "Peace and Development" cluster was renamed the "Peacebuilding and Humanitarian Support" cluster.

#### 1. Peacebuilding and Humanitarian Support

This cluster analyzes the enabling as well as inhibiting factors to sustaining peace in conflict-affected societies. It also delves into the relationship between protection and empowerment in human security. These research activities are aimed at exploring effective approaches through comparative studies of initiatives

taken by diverse actors engaged in humanitarian support, sustainable development, and sustaining peace.

#### 2. Human Development

Quality education for all, ensured access to health services, and empowerment of people are the three main pillars of the human development challenges. The cluster's research in the education sector focuses on examining the impact of studying abroad for low- to middle-income countries as well as on analyzing and sharing the history of Japan's international cooperation in education. Research in the health sector includes conducting comparative and practical studies on responses to COVID-19 and studying approaches to promote Universal Health Coverage (UHC).\*

#### 3. Economic Growth and Poverty Reduction

This research cluster systemizes the concept of quality growth and analyzes the socioeconomic effects of infrastructure projects, one of Japan's major categories of assistance for developing countries. It also conducts empirical analyses on the financial sector in Asia as well as agricultural sector assistance that contributes to growth and poverty reduction in African countries. To demonstrate the effectiveness of development policies and initiatives, the cluster conducts evidence-based analysis, for example comparing intervention and non-intervention.

#### 4. Global Environment

This research cluster considers how to address the environment and climate change in developing countries. The areas of research include economic evaluation methods for adaptation to climate change and methods for environmental impact assessment in project development, as well as policy issues on the environment and climate change for ASEAN countries to help achieve the SDGs.

#### 5. Development Cooperation Strategies

This research cluster conducts research that guides future directions for JICA's programs and strategies. Specifically, it recaps the history of Japan's development and development cooperation and explores their characteristics. Other specific areas include (1) networking with researchers in developing countries, (2) research that will help to lead future trends in international development cooperation, and (3) cross-sectoral issues. The cluster also plans to venture into new subjects such as building peace through sports.

### Achievements in Fiscal 2019

Based on these principles and activities in these clusters, JICA Ogata Research Institute conducted 29 research projects in fiscal 2019 and published part of the outcomes.

\*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."

## 1. Outcomes of Research Activities

The institute released 20 working papers in fiscal 2019. It also published a policy note on the improvement of urban air pollution in Asia. In addition, the institute produced five background papers for the research project "Japan's Development Cooperation: A Historical Perspective."

Research outcomes are also compiled as books by the institute. It released six books written in English and three in Japanese in fiscal 2019.

Among these six English books is *From Divided Pasts to Cohesive Futures: Reflections on Africa*, a product of the research project "Ethnic Diversity and Economic Instability in Africa." Through an examination of the continent's histories, this book attempts to understand the present situation with regard to social divisions and to reflect on how societies in Africa could work toward a society with enhanced trust.

The three Japanese books include *Japan's International Cooperation in Education: History and Prospects*, a collection of studies on this subject at the institute. The other two titles focus on (1) ethnic harmony and post-conflict reconstruction through assistance in agriculture in Bosnia and Herzegovina; and (2) peacebuilding in Mindanao, the Philippines. They were published as the 24th and 25th books in the Project History series, which documents Japan's contribution to developing countries from a long-term perspective.

In addition, most of the outcomes of research are widely shared among scholars, as articles in academic journals, books, and conference presentations.

## 2. Collaboration with International Organizations and Research Institutions

JICA Ogata Research Institute promotes joint research with



The Fourth Knowledge Forum

other research and aid organizations in Japan and the world building partnerships and networks [→ see the case study below].

One such collaborative research project is with the Brookings Institute in the United States. Both institutes jointly conducted research on "leave no one behind," a central theme of the SDGs. The findings of this joint research were published in the book *Leave No One Behind: Time for Specifics on the Sustainable Development Goals*. To celebrate the publication, the institute held a seminar in New York and Washington, D.C., in October 2019, where participants discussed how the world should transform itself to achieve the SDGs.

The institute also organized a seminar to commemorate the publication of *The Quality of Growth in Africa* in August 2019, the outcome book of the joint research of the same title between the institute and the Initiative for Policy Dialogue of Columbia University in the U.S. The seminar was held on the occasion of the Seventh Tokyo International Conference on African Development (TICAD7).

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

### Think20 (T20) Japan 2019



## Working together to formulate policy recommendations for G20



JICA president Shinichi Kitaoka giving a keynote speech at the T20 Summit

Think20 (T20) is one of the G20 engagement groups formed according to their agendas and functions. Every year, T20 sets up about 10 task forces, which bring together think tanks from various countries to discuss policy issues and come up with policy recommendations for the G20 countries.

The T20 Summit (T20 Japan), held in Tokyo in May 2019, was aimed at offering intellectual input for the G20 Osaka Summit in June.

The then JICA Research Institute (JICA-RI) served as joint chair of two task forces: "2030 Agenda for Sustainable Development (SDGs)"

and "Cooperation with Africa." It presented a set of policy recommendations designed to advance the T20 Japan vision "Seeking a Sustainable, Inclusive and Resilient Society." JICA-RI also contributed to the T20 official side event by, for example, jointly organizing a panel discussion that involved researchers from various countries with an ambition to achieving the SDGs.

# 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. Development issues, most notably infectious diseases such as COVID-19, increasingly go beyond national borders and are becoming more complex and serious. Global cooperation is therefore essential for achieving the Sustainable Development Goals (SDGs) and human security.

### 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 complementing one another. Additionally, JICA has been sharing Japan's experience and expertise at international forums for development cooperation, thus contributing to international rulemaking efforts.

As part of these efforts, JICA regularly discusses various development issues with international organizations [→ see the case study below].

The G20 Osaka Summit in June 2019 agreed on the G20 Principles for Quality Infrastructure Investment. Accordingly, JICA aims to promote and share with developing country governments the G20 Principles that include environmental



The Governor of the Royal Monetary Authority of Bhutan and other participants at the IMF-JICA Joint International Conference. The conference, held in February 2020 at JICA Ichigaya Building, discussed debt sustainability, among other topics, for Asian countries under the overriding theme of the SDGs.

and social considerations, gender equality, and considerations for debt sustainability. To this end, JICA stepped up its cooperation with international organizations such as the World Bank Group, the International Monetary Fund (IMF), the Asian Development Bank (ADB), as well as agencies of the G20 countries. It also worked with bilateral aid agencies in countries that share the Japanese government's vision for a "Free and Open Indo-Pacific."

### 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,

#### Sixth High-Level Dialogue between the World Bank Group and JICA

#### Discussing ways to strengthen partnerships in such areas as quality infrastructure investment



World Bank Group President David R. Malpass (right) and JICA President Shinichi Kitaoka (left) (Photo: The World Bank)

Starting in 2014, JICA and the World Bank Group have held high-level dialogue every year as an opportunity for exchange of opinions between the heads of the two organizations.

The sixth high-level dialogue was held at the headquarters of the World Bank Group in the United States in September 2019 as the first dialogue after World Bank Group President David R. Malpass assumed office. More than 100 people attended the dialogue from both organizations, including high-level officers of the International Finance Corporation (IFC) and the Multilateral Investment Guarantee Agency (MIGA), both of the World Bank Group. Participants exchanged views on crucial topics in international development such as human capital, quality infrastructure investment, and

private finance mobilization. They also discussed ways to enhance cooperation between the two organizations.

In light of the adoption of the G20 Principles for Quality Infrastructure Investment at the G20 Osaka Summit in June 2019, the 2019 dialogue added a session on quality infrastructure investment. Participants agreed on the need to work together to promote quality infrastructure investment in the international community while taking debt sustainability into consideration.

The high-level dialogue has already established itself as a forum where the two organizations discuss trends in international development cooperation.



China, Thailand, Indonesia, Brazil, and Turkey have become development cooperation providers, thus increasing their influence in the international development community. To promote more transparent and more effective development cooperation, JICA is engaged in dialogues 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, as part of its efforts to deepen common understanding for more effective implementation of South-South and triangular cooperation, JICA worked with the United Nations Office for South-South Cooperation, the Islamic Development Bank, and the Turkish Cooperation and Coordination Agency (TIKA) to organize the High-level Forum of Directors General for Development Cooperation in Turkey in December 2019.

To promote common understanding with development finance institutions in emerging countries that face similar challenges, JICA hosted a four-party meeting in Japan that involved the Export-Import Bank of China, the Economic Development Cooperation Fund (EDCF) of the Export-Import Bank of Korea, and the Neighboring Countries Economic Development Cooperation Agency (NEDA) of Thailand as an opportunity to share the challenges and experiences of these financial cooperation agencies. In addition, JICA takes part in the International Development Finance Club (IDFC) as a steering group member, contributing to the discussions on the roles of

## The Sustainable Development Goals (SDGs)



development banks in addressing climate change and achieving the SDGs. IDFC's membership includes development finance institutions of many emerging countries.

## Actions of JICA toward Achieving the SDGs

Under its policy of contribution to the SDGs,<sup>1</sup> JICA reinforced its partnerships with various agencies concerned to promote innovative programs and projects. On the international front, JICA assisted Indonesia in developing its national SDGs indicators. In three African countries, namely Ghana, Malawi, and South Africa, JICA worked with the University of Tokyo among other institutions to conduct policy recommendation studies based on SDGs interlinkage analysis, with focus on Goal 9 (Industry, Innovation and Infrastructure) and Goal 11 (Sustainable Cities and Communities).

On the domestic front, the Kansai SDGs Platform<sup>2</sup> has established itself as an SDGs promotion hub in the Kansai region with its membership exceeding 950 organizations as of the end of March 2020. In addition, JICA bonds, which are social bonds—and also spelled out in the SDGs Implementation Guiding Principles Revised Edition, the SDGs strategy of the Japanese government—now serve as a magnet for local governments, regional banks, and other institutional investors that wish to contribute to the SDGs.

1. <https://www.jica.go.jp/english/ir/bonds/index.html>

2. Established in December 2016. JICA Kansai Center, the Kansai Bureau of Economy, Trade and Industry, and the Union of Kansai Governments serve as the secretariat of the platform. <https://kansai-sdgs-platform.jp/en/>.

## Open Innovation Project "JICA Innovation Quest (JIQ)"

### Co-creating ideas to achieve the SDGs beyond organizational borders



JIQ's idea presentation event was broadcast live on YouTube.

JICA Innovation Quest (JIQ) is an open innovation project launched at the initiative of young JICA staff members. It brings together people with various backgrounds from numerous organizations to come up with innovative ideas of achieving the SDGs in developing countries through the co-creation process.

In a competitive setting, a total of 30 participants from JICA as well as various organizations such as major manufacturers and IT ventures, among others, were divided into five groups to design project ideas that will help achieve Goal 2 of the SDGs in Bhutan,

Madagascar, Peru, Sri Lanka, and Tajikistan.

The first-place award in fiscal 2019 was given to the Tajikistan team for its "human-centered" idea. The team came up with *Baezara*, a dish design that makes the food look sumptuous even in a small quantity. The idea was to avoid excessive fat intake to prevent obesity without changing the local diet that revolves around fatty and meat meals as well as the local custom of entertaining guests by serving food on large dishes.

JIQ will continue its quest to offer opportunities for new co-creation and innovation.

## Support for Japanese Emigrants and Their Descendants and Enhancement of Collaboration 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. The presence of such *Nikkei* communities in countries in the region represents strong bonds between Japan and these countries.

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 year 2019 marked the 120th anniversary of Japanese emigration to Bolivia and Peru as well as the 90th anniversary of such emigration to the Brazilian Amazon and Colombia. Various events to commemorate these occasions were held in these countries.

### Main Programs and Activities

#### 1. 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 library reference room, which contains emigration-related books and films, the museum also provides information on its website and conducts studies and research activities. Student-friendly programs are also offered at the museum for field trips and off-campus learning. In fiscal 2019, the museum had 43,043 visitors, and the total number of visitors since its opening has exceeded 610,000.

In fiscal 2019, the museum held two special exhibitions: (1) "*Nikkei* People and Japan Bonded by Coffee"; and (2) a special exhibition commemorating the 120th anniversary of Japanese emigration to Bolivia, "Living in Bolivia—Lives of *Nikkei* People and Their Hearts and Minds."



Bolivia: The ceremony commemorating the 65th anniversary of Japanese immigration to Colonia Okinawa

Additionally, the museum worked on strengthening networks with immigration-related museums in Japan and abroad. It also collected and stored old Japanese newspapers issued in Latin America and the Caribbean that were on the verge of being dispersed and lost. In this context, the museum launched a "JICA academic essay contest on Japanese emigration." For the first round of this contest, the museum called for academic essays on the topic "Studies on Japanese emigration using Japanese-language newspapers in Latin America and the Caribbean."

#### 2. 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 supporting Heritage Japanese Language Education in Brazil, Argentina, the Dominican Republic, Peru, and Colombia.

#### 3. 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 2019, 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 2019, 11 new students participated in this program.

#### 4. Partnership with *Nikkei* Communities (1) *Nikkei* Communities Volunteers

JICA dispatches volunteers to *Nikkei* communities. They are called *Nikkei* Communities Volunteers, and they mainly assist with



Peru: The signing ceremony for the Project for Support to Micro, Small and Medium Enterprises through *Nikkei* Credit Union

Japanese-language education and welfare services while living with Japanese emigrants and *Nikkei*. In fiscal 2019, 71 people were newly dispatched.

Under the Special Participation Program for School Teachers for *Nikkei* communities, JICA dispatched eight schoolteachers to Brazil in fiscal 2019. 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.

#### (2) Training program for *Nikkei* communities

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 fiscal 2019, JICA accepted 184 participants for such training.

#### (3) Partnerships with private-sector and other entities

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 2019, JICA sent such a team to Brazil. 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.

Other partnership activities included efforts to offer Japanese medical technologies and services abroad through Japanese-related hospitals in Brazil, as well as a joint project with the University of São Paulo to develop human resources who are knowledgeable about Japan. Under the Private-Sector Investment Finance program, JICA also extended subordinated loans worth up to \$10 million to Abaco, a credit union founded by Peruvians of Japanese descent in Peru. In Bolivia, road improvement work was commenced in August 2019 in the city of Okinawa, Santa Cruz Department, under JICA's Grant project titled "The Project for Okinawa Road Improvement." The project is expected to contribute to the development of Japanese-Bolivian communities (Colonia Okinawa) in the city and the department as a whole.

## Seven Chapters on Japanese Modernization, a TV Program Jointly Produced with the Open University of Japan

JICA Development Studies Program (JICA-DSP) invites future leaders from partner countries to Japan, and offers them the opportunity to learn about Japan's modernization and development experiences, which differs from those of Europe and the U.S., and its wisdom as a country that provided cooperation toward the progress of developing countries after World War II. Japan is the very first country and still is one of the very few countries that has modernized from a non-Western background to establish a free, democratic, prosperous, and peace-loving nation based on the rule of law, without losing much of its tradition and identity.

### Now on Air on a Channel of the Open University of Japan

To promote JICA-DSP, JICA signed minutes of understanding with the Open University of Japan in 2019. Since then, the two organizations have been working to produce the content that serves as learning material on the modern history and experience of Japan. As part of such efforts, they produced a lecture series program titled *Seven Chapters on Japanese Modernization* and began to broadcast it in April 2019 on a channel of the Open University of Japan (BS 231, also known as "BS Campus ex").

This program covers Japan's modernization experiences from the closing years of the Edo period (1603–1867) to the Meiji period (1868–1912) and thereafter as well as the nation's political history and experience after World War II. JICA president Dr. Shinichi Kitaoka and other prominent experts serve as lecturers, introducing all these Japanese

experiences with ample historical material.

### A Program Organized to Review Japan's Modernization History and Provide a Future Vision for Japan's ODA

Chapter 1 examines the relevance of the Meiji Revolution as well as Japan's experiences in building a modern state. Chapter 2 reviews the emergence, rise, and fall of party politics in prewar Japan.

Chapters 3 and 4 shed light on Japan's defeat in World War II and politics subsequently renewed as well as on Japanese-style business management and economic development amid a changing economic environment.

Chapter 5 focuses on education, providing an overview of the mechanism and characteristics of the development of human resources that supported postwar Japan.

Chapter 6 examines the hitherto position

of Japan chiefly in relation to China and other East Asian countries as well as Southeast Asian countries and explores future directions for the nation. Finally, Chapter 7 sheds a new light on the philosophy, policy, and characteristics of Japan's ODA with case studies.

### Available On-demand from Fiscal 2020

Starting in fiscal 2020, the Open University of Japan will make these lectures available as an internet-based online course, providing a learning opportunity for JICA scholars. Going forward, JICA and the Open University of Japan will jointly produce subsequent series not only for foreigners to learn about Japan but also for Japanese citizens aspiring to play a part in the international community to better express Japan's experiences and expertise in English.

### Outline of Seven Chapters on Japanese Modernization on a BS Channel of the Open University of Japan

#### Main Features of the Program

- Covering Japan's experiences both in modernization from the late 18th century and in politics after World War II
- Some of the greatest minds of the times giving easy-to-understand lectures
- Lectures are given in English

#### Lecture Titles and Lecturers

|           |                                                                                                                                |
|-----------|--------------------------------------------------------------------------------------------------------------------------------|
| Chapter 1 | "Meiji Revolution: Start of Full-Scale Modernization"<br>Dr. Kitaoka Shinichi, President, JICA                                 |
| Chapter 2 | "Rise and Fall of Party Politics in Japan"<br>Prof. Iokibe Kaoru, The University of Tokyo                                      |
| Chapter 3 | "Japan after World War II"<br>Prof. Tanaka Akihiko, President, National Graduate Institute for Policy Studies (GRIPS)          |
| Chapter 4 | "Economic Growth and Japanese Management"<br>Prof. Itami Hiroyuki, President, International University of Japan                |
| Chapter 5 | "Educational Development in the Modernization of Japan"<br>Dr. Kayashima Nobuko, Senior Vice President, JICA                   |
| Chapter 6 | "From 'Asia and Japan' to 'Japan in Asia'"<br>Dr. Shiraishi Takashi, President, Chancellor, Prefectural University of Kumamoto |
| Chapter 7 | "A Japanese Approach to International Cooperation"<br>Prof. Kato Hiroshi, International University of Japan                    |







# 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 projects, and efforts to secure and train human resources for international cooperation.

# 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 institutional 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 key 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].

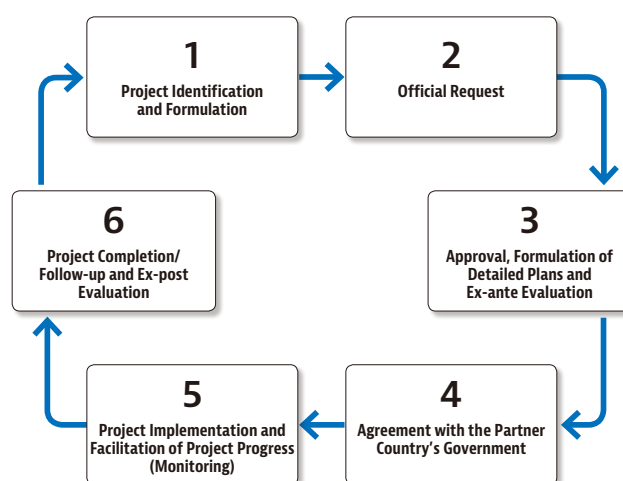
### 4. Technical Cooperation for Development Planning

JICA assists developing countries in formulating development policies and public infrastructure programs. In the process, JICA



Malawi: A Malawian irrigation engineer making a land survey under the supervision of a Japanese expert in the Project for Enhancing Capacity for Medium Scale Irrigation Scheme Development, Operation, and Maintenance (Photo: Shinichi Kuno)

## Project Cycle



transfers various skills in surveying, analyzing, and planning to counterparts in the partner countries.

## 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 implementing 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

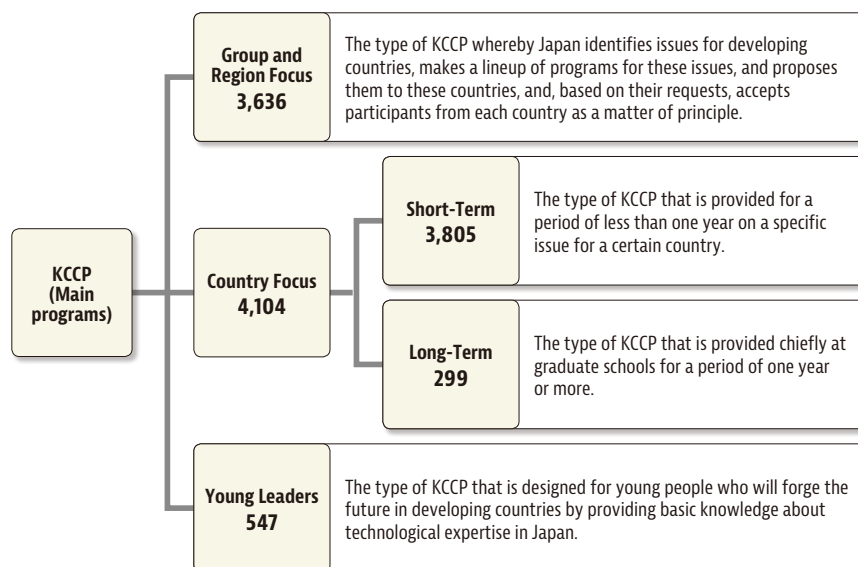
The Knowledge Co-Creation Program (KCCP) invites participants from developing countries, mainly government officials, to Japan, to acquire knowledge and skills in various fields. JICA hosts approximately 10,000 participants every year, mainly at its 12 domestic offices across Japan, with the support 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 370,000.

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 resources 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 promotes better understanding of the country for the participants. For another, on-site activities as part of

#### Number of participants in KCCP in fiscal 2019



the program also benefit Japanese society. 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. 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 value 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. In this modality, JICA takes advantage of a videoconferencing system and digital learning materials (multimedia-based learning materials) of various kinds to deliver technical cooperation that builds on distance learning.

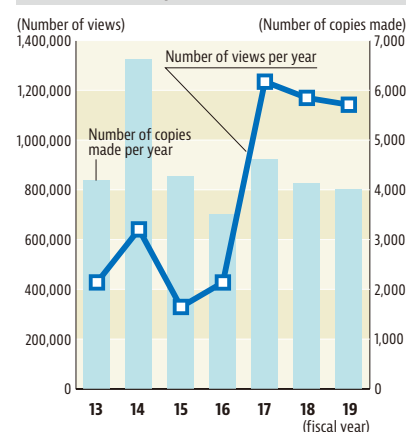
By 2019, JICA connected the videoconferencing system with 78 stations in 61 countries and produced 292 video learning materials, thus working to solidify the foundations of this distance technical cooperation modality. Video materials are produced according to different areas of Japanese development experience. The following are just two examples of these materials (with figures in parentheses denoting the years of production):

- A Message from the Reconstruction of Hiroshima: The Role and Actions of Local

Government in Reconstruction (2019)

- Maternal and Child Health Handbook to the World: The Process of Introduction and Dissemination in Developing Countries (2018)
- Many of these multimedia-based learning materials are available on the JICA-Net Library, which also stores materials on past training sessions and seminars. The number of visits to the web-accessible library jumped in fiscal 2017 and remained high thereafter. The JICA-Net Library is beginning to be used on many occasions such as international conferences and research at academic institutions. These learning materials are available in English or Japanese or both. Please take a moment to watch these JICA-Net video materials. You will know why what is "business as usual" in Japan is acclaimed by many developing countries.

#### Changes in the number of visits to the JICA-Net Library (fiscal 2013–2019)



For details about Distance Technical Cooperation—JICA-Net, see the JICA website [ [https://www.jica.go.jp/english/our\\_work/types\\_of\\_assistance/tech/projects/distance.html](https://www.jica.go.jp/english/our_work/types_of_assistance/tech/projects/distance.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 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.

### 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, and services, and for conducting civil and other related work.

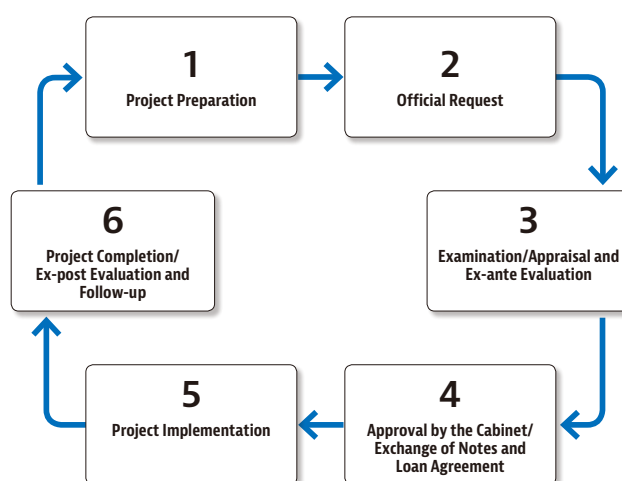
##### (2) Engineering Service (E/S) Loans

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

### Project Cycle



of 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



Kenya: A rendering of Africa's longest cable-stayed bridge at the port of Mombasa—a gateway to East Africa—to be constructed with Japanese technology and ODA Loans, both of which also supported the improvement of secondary roads. The bridge is expected to facilitate efficient transportation and logistics in Mombasa, which in turn will support the development of the regional economy.

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 [→ see page 50].

### Scope of Support

PSIF is adopted for projects with high development effectiveness categorized as follows: (1) infrastructure and growth acceleration; (2) Sustainable Development Goals (SDGs) and poverty reduction; and (3) measures against climate change.

### 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 [→ see page 84].

\* In the Private-Sector Investment Finance (PSIF) independent account, loans totaled ¥30,745 million, affiliate companies' stock was ¥46,732 million, and investment securities were ¥3,875 million as of March 31, 2020. Ordinary revenues were ¥19,345 million (including dividends on investments of ¥15,852 million) and net income was ¥12,657 million in the year ended March 31, 2020. 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 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.

## Private-Sector Assistance with a Combination of Financing and Expertise

### Toward sustainable industrial development

JICA assists developing countries in addressing the challenges facing their private sector from various angles by mobilizing all the technological, professional, and financial resources available.

Take Ghana, for example. Although the export of cocoa beans provides a valuable source of foreign currency for Ghana, the country's cocoa industry has such problems as low productivity and child labor. In February 2020, JICA signed the Cocoa Value Chain Enhancement Project, a project aimed at improving the productivity of Ghana's cocoa industry under the Private-Sector Investment Finance scheme. In the project, JICA started assistance that involves replanting cacao trees and improving logistics facilities. In a related development, JICA launched the Platform for Sustainable Cocoa in Developing Countries in January 2020 as a forum where many actors, including Japanese businesses and NGOs, work together to address child labor and other issues surrounding the cacao industry. The aim is to achieve a cocoa industry that is socially, economically, and environmentally sustainable.

Another example is JICA's participation in the G7 2X Challenge: Financing for Women,<sup>1</sup> which is led by development finance institutions, as well as the Operating Principles for Impact Management,<sup>2</sup> which was introduced by the International Finance Corporation (IFC). JICA is thus committed to helping achieving the Sustainable Development Goals (SDGs) through its private-sector assistance in cooperation with other diverse actors.



Ghana: Officials from the state-run Ghana Cocoa Board and the chief representative of JICA Ghana Office at the launch ceremony of the Platform for Sustainable Cocoa in Developing Countries

1. The G7 initiative aimed at increasing investment in projects that will contribute to gender equality and women's economic empowerment.

2. A set of conditions for companies and organizations with the intent to contribute to a measurable positive social or environmental impact, alongside financial returns. The principles, if applied widely, will likely further encourage impact investment. In August 2019, JICA became the first Japanese signatory to the principles.

# 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 the development of basic infrastructure that contributes to socioeconomic development, such as hospitals, schools, water supply systems, irrigation systems, roads, bridges, ports, and power supply. Assistance is also extended in various fields, including 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 extended through 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

JICA examines the relevance of the project through preparatory surveys, etc. 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.

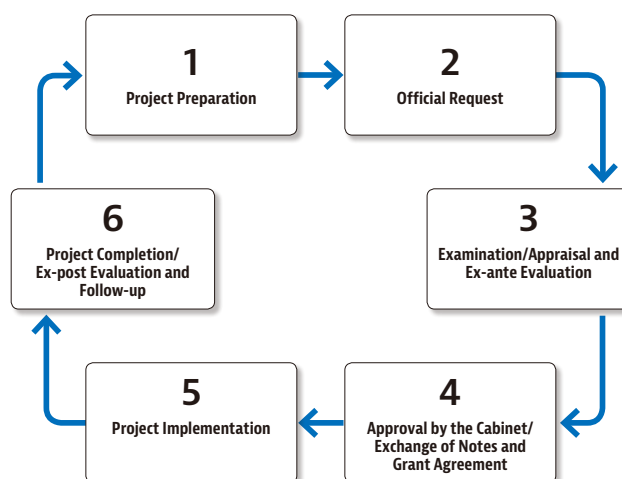
#### 5 Project Implementation

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 Project Completion/Ex-post Evaluation and Follow-up

After project completion, JICA conducts an ex-post evaluation, and where necessary provides follow-up cooperation to

### Project Cycle



maximize 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.

## 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 conflicts or disasters, prompt and flexible responses to a variety of rapidly changing needs are required. This type of Grant has been applied to assist restoration and reconstruction efforts after disasters including Typhoon Yolanda, which 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 plan for the country's socioeconomic development. In this type of Grant, there are categories such as "general budget support,"



Timor-Leste: At Dili Port, which serves as the only international port in the country, the existing ferry terminal was relocated and expanded to separate passenger and cargo sections under a Grant project. Completed in October 2019, the renovated terminal is now contributing to the expansion of safe and efficient marine transport in Timor-Leste.

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 Resources 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 rich understanding of Japan.

### 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 they may likely become financially feasible if the developing country government bears part of the project costs. This Grant targets public work projects that comprehensively implement the continuum of activities from facility construction to operation, maintenance, and management [➔ see the column at right].

#### 2. Grants in Cooperation with Local Governments

This Grant is designed to support the implementation of quality projects that take 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.

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

This type of Project Grant is designed to provide higher-quality

### Grants with Operation and Management

#### A new type of Grant that assists Japanese firms in expanding their business operations overseas

In fiscal 2019, JICA launched Grants with Operation and Management, under which JICA takes advantage of Japanese private companies’ excellent array of comprehensive technologies—ranging from facility construction to operation and maintenance (O&M)—in order to help developing countries solve development challenges they face.

The Project for Expansion of Water Supply System in Ta Khmau in Cambodia is the JICA’s first project under this new Grant scheme. A preparatory survey was recently completed for the project, and the Cabinet approved the Grant in February 2020. In the Ta Khmau District, a suburb of the capital city of Phnom Penh, the capacity of the existing water treatment plants to supply safe water was reaching its limit in the face of growing water demand due to increases in the population and commercial facilities, as well as deteriorating raw water quality. This project constructs a water treatment station in the Ta Khmau District to improve local water services, thereby contributing to a better living environment.

Under the project, a Japanese private company will acquire the concession of the water treatment plant to be built under this Grant and operate the plant over the medium to long term. The utilization of Japanese expertise in efficient O&M of facilities will make it possible to deliver quality water services while reining in increases in water charges.

By implementing Grants with Operation and Management, JICA will support the overseas application of Japanese technology in the O&M and other aspects of public infrastructure and the like, thereby contributing to quality public service delivery in developing countries.



Untreated raw water (left) and treated water (right)  
JICA has long been supporting the supply of safe water in Cambodia, a most notable example being the development of the Phum Prek Water Treatment Plant in Phnom Penh. Tap water in the capital now meets the drinking-water quality standards of the World Health Organization (WHO).

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 the 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](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 following:

### 1. Reinforcement of ESC

JICA provides various assistance to project proponents etc. to ensure that appropriate ESC are put into practice. For example, in the planning stage of a project, JICA may provide assistance for the survey and other procedures related to ESC within its Preparatory Survey or Detail Design. JICA also enhances the capacity of project proponents etc. in ESC through Knowledge Co-Creation Programs and Technical Cooperation Projects.

Aiming at reinforcing Japan's support system, JICA provides capacity-building programs for consultants etc., as well as collects information on ESC in developing countries, and also shares information with other development partners.

### 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 measures 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 Environmental and Social Consideration Documents prior to the process.

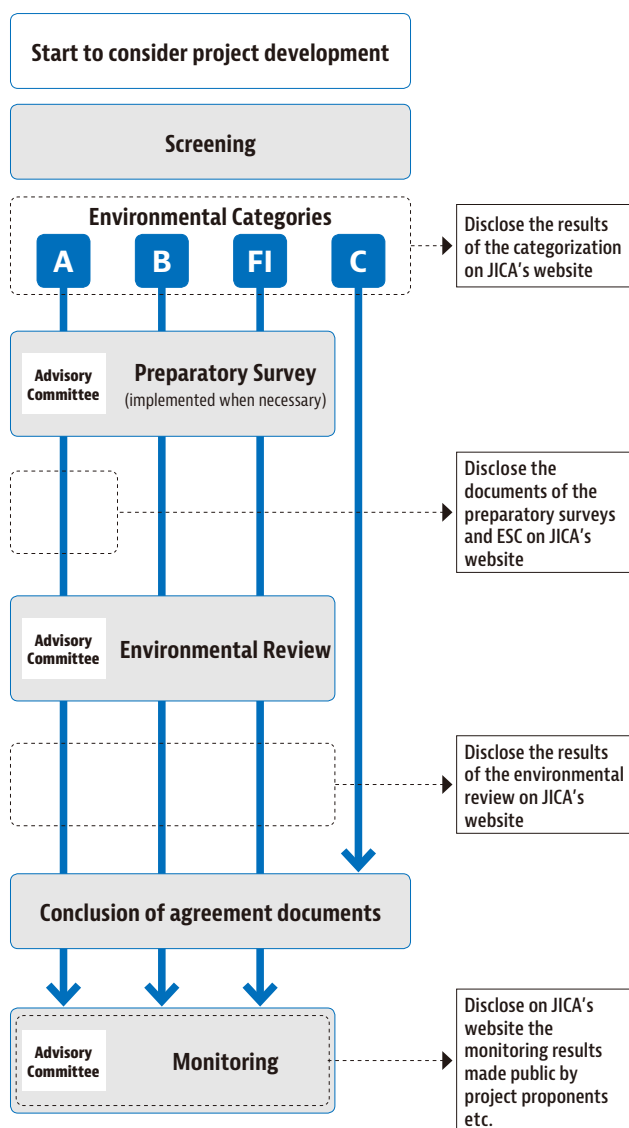
Monitoring of ESC is carried out by the project proponents etc. Regarding projects in categories A, B, and FI, JICA confirms the results of monitoring of significant environmental impact items for a certain period of time. If any necessity of improvement is identified during monitoring, JICA urges the project proponents etc. to devise appropriate countermeasures and provides necessary support.

### 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

\*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



who were impartially selected following a public advertisement. During fiscal 2019, the committee held 11 plenary meetings and 23 working group meetings. Working groups—made up of committee members assigned by a plenary meeting and tasked with investigating individual projects subject to scrutiny by the Advisory Committee—provided advice for 17 projects during the year. The working group meeting for a comprehensive review of the guidelines was held six times. 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 of the partner country or their agents who are affected or 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 departments 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 2019, 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 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 closely coordinates with development partners including the World Bank and the Asian Development Bank to keep up to date with global trends and share its experiences. In addition, JICA actively seeks harmonization of its ESC procedures with those of such development partners by engaging in a joint mission on ESC in projects it co-finances with them.

#### 7. Review of the ESC Guidelines for Possible Revisions

The current ESC Guidelines stipulate that: "JICA will create a comprehensive review of the guidelines within ten years of their enforcement on the basis of its findings. Revisions are made as needed, based upon the results mentioned above." Given this stipulation, JICA commenced its work on possible revisions to the current guidelines. It is now making a comprehensive review of the guidelines by going over the projects subject to them.

# Project Evaluation

## Purpose and Policy of Project 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.

## 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.

### Evaluation perspectives using the DAC Criteria for Evaluating Development Assistance

|                       |                                                                                                                                                                                                                                                                                                                                             |
|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Relevance</b>      | 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? |
| <b>Effectiveness</b>  | Mainly measures the extent to which a program or a project attains its objectives.                                                                                                                                                                                                                                                          |
| <b>Impact</b>         | Examines positive and negative changes as a result of the project. This includes direct and indirect effects and expected and unexpected effects.                                                                                                                                                                                           |
| <b>Efficiency</b>     | Measures the outputs in relation to the inputs to determine whether the project uses resources effectively to achieve the desired results.                                                                                                                                                                                                  |
| <b>Sustainability</b> | Measures whether the benefits of the project are likely to continue after the closure of the project.                                                                                                                                                                                                                                       |

\*In December 2019, DAC added "coherence" as a new evaluation criterion, bringing the total number of criteria to six. In light of this change, JICA is now working on possible revisions to its evaluation method.

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/2019/index.html](https://www.jica.go.jp/english/our_work/evaluation/reports/2019/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>]

### PDCA Cycle

| Plan                                                                                                                              | Do                                                                                                                                                                                      | Check                                                                                                                                                                                                                                                                     | Action                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Ex-ante evaluation</b>                                                                                                         | <b>Monitoring (project progress promotion)</b>                                                                                                                                          | <b>Ex-post evaluation</b>                                                                                                                                                                                                                                                 | <b>Feedback</b>                                                                                                                                             |
| Prior to project implementation, the relevance, details, expected outcome of the project, and evaluation indicators are examined. | Project progress is promoted through periodical monitoring in accordance with the plan made in the "plan" phase and cooperation results are confirmed at the completion of the project. | After the completion of the project, the relevance, effectiveness, impact, efficiency, and sustainability of the project are examined. Ex-post monitoring examines measures and actions taken based on lessons learned and recommendations offered at ex-post evaluation. | Evaluation results are reflected in the present project for improvement and also utilized as reference for planning and implementation of similar projects. |

In fiscal 2019, JICA conducted a wide array of evaluation activities. For example, JICA, on the occasion of the 40th anniversary of the commencement of Japan's ODA to China, conducted a comprehensive review of its cooperation in two fields—the environment and infectious disease control—to analyze the contributions made by such cooperation. The findings of the review were shared in China. Also, in order to derive lessons and insights regarding its support for conflict-affected countries, JICA made an expert analysis of the ex-post evaluations of its projects aimed at assisting internally displaced persons in Uganda.

## 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 project 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.

# 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. Since fiscal 2018, JICA has 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 advisors and special advisors, 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 2019, JICA accepted a total of 143 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 2019, JICA offered 19 courses under this program. These courses, designed to train

## Overview of Programs in Fiscal 2019

|                                                                                              |                  |
|----------------------------------------------------------------------------------------------|------------------|
| <b>Recruitment</b>                                                                           |                  |
| JICA Senior Advisors                                                                         | 102              |
| Special Advisors                                                                             | 27               |
| Openly-recruited or recommended and screened experts, including project formulation advisors | 986*             |
| <b>Training Human Resources</b>                                                              |                  |
| Internship Program                                                                           | 143 participants |
| Associate Expert Program                                                                     | 26 participants  |
| Capacity Enhancement Training                                                                | 464 participants |
| Pre-Dispatch Training for JICA Experts                                                       | 329 participants |
| <b>The Comprehensive International Cooperation Career Information Website "PARTNER"</b>      |                  |
| Number of individuals registered on PARTNER (accumulated total)                              | 45,514           |
| Number of companies and organizations registered on PARTNER (accumulated total)              | 1,939            |
| Number of information offerings on job openings (outside JICA), training, and seminars       | 3,710            |
| Number of career consultations                                                               | 215              |

work-ready practitioners in international development cooperation, corresponded to the Sustainable Development Goals (SDGs), covering such topics as nutrition improvement, infrastructure management, and climate change and development.

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.

## 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 45,000 individuals and over 1,900 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 2019, seminars for international cooperation human resources were held in Tokyo, Kyoto, 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 career change and career opportunities concerning international organizations, sports for development, and Africa.

\*Total number of expert dispatches during fiscal 2019 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 and public relations activities as well as the organization's human resources development and work-style reform.

# 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.

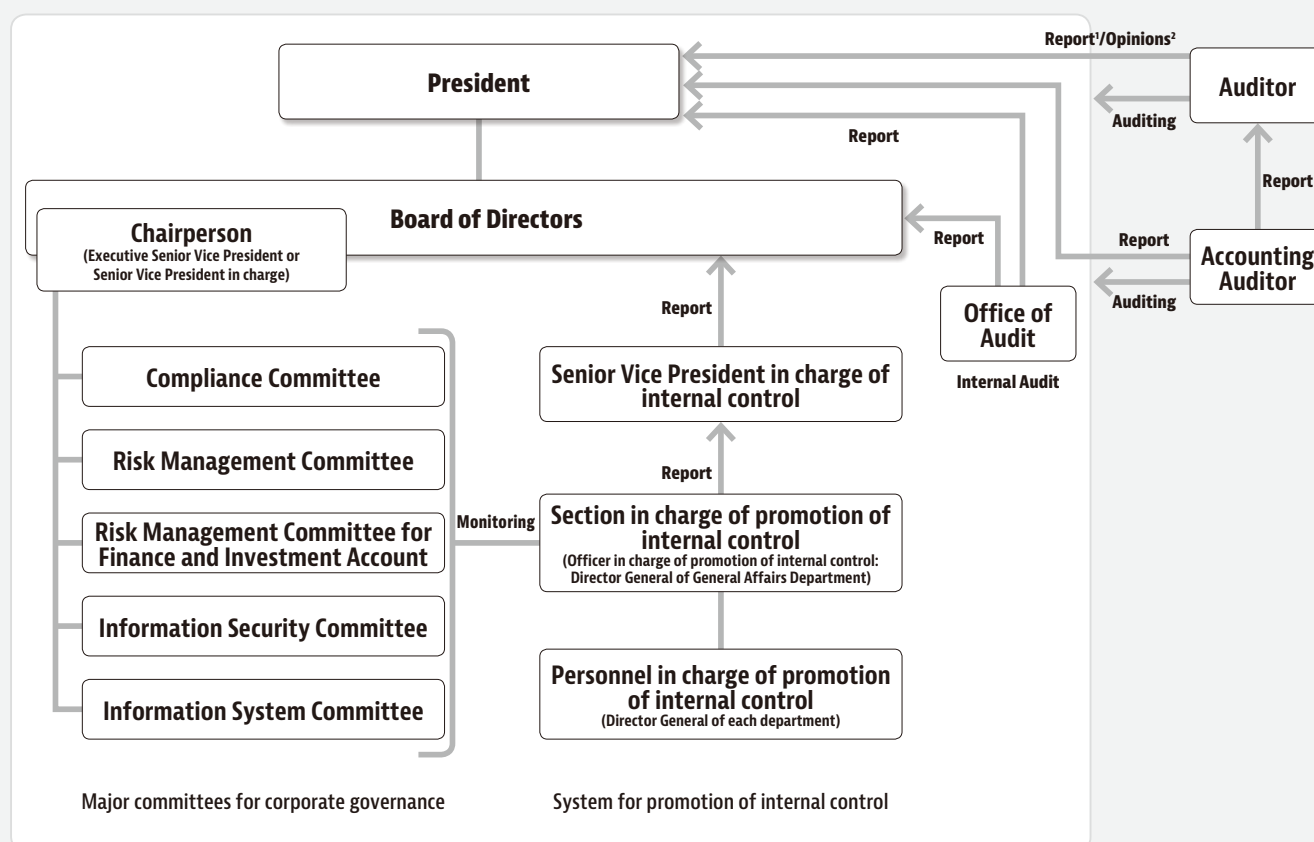
JICA has also established the Office of Audit as an independent

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 improving its operations based on 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



1. The audit report is submitted to the competent minister via the president.  
2. Opinions can be submitted to the competent minister.

## 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.

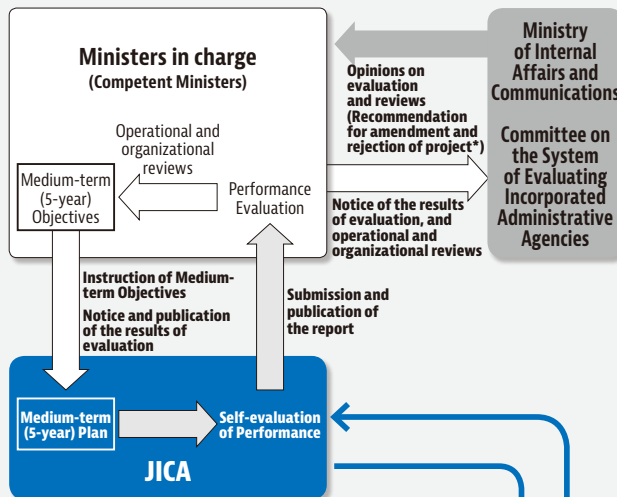
### Results of Performance Evaluation for Fiscal 2018

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.

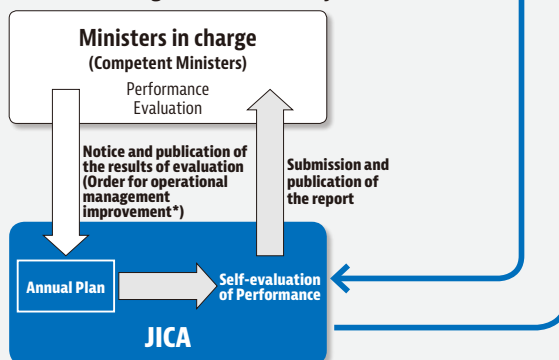
JICA's operations toward achieving these plans in relation to the Annual Plan for fiscal 2018, the second year of the 4th Medium-term Plan, were evaluated as having exceeded the intended Objectives—the objectives defined in the Medium-term

### Framework for Performance Evaluation and Operational Management Review

#### Medium-term (Five-Year) Planning and Evaluation Cycle



#### Annual Planning and Evaluation Cycle



\* 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.

Plan. Items for which JICA has exceeded the desired objectives for fiscal 2018 are listed in a table on page 82, together with major results.

JICA was also evaluated as having achieved the desired objectives with regard to three aspects for which improvement had been required in connection with the problems with budget management in fiscal 2017: Item No. 9 (develop organizational foundations for strategic operational management), Item No. 11 (financial improvement), and Item No. 16 (strengthen internal controls). The competent ministers acknowledged that JICA had made institutional arrangements—including setting up a new unit and improving regulations—in response to the final report of the Advisory Committee on Enhancement of Budget Disbursement Management. The competent ministers then expressed expectations that JICA will, while ensuring that these arrangements will not become mere formalities, work on

continuous review and improvement and nurture risk-checking departments for an organization where mutual checks and balances work. JICA remains committed to taking various

measures designed to strengthen its budget management and working on ceaseless review so that these measures will not become mere formalities.

### Overview of Performance Evaluation Results for Fiscal 2018 (Items graded S and A)\*

| Item (No.)                                                                                                                                 | Major results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Grade S</b> (Items having produced remarkable results that exceeded the desired objectives)                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Build a sustainable and resilient international community by addressing global challenges (No. 4)                                          | <ul style="list-style-type: none"> <li>Human resources development based on the Sendai Cooperation Initiative for Disaster Risk Reduction</li> <li>Prompt delivery of emergency relief and the launch of technical cooperation in the wake of the 2018 Sulawesi Earthquake and Tsunami in Indonesia</li> <li>Doubling of rice production through the Coalition for African Rice Development (CARD); the formulation of the National Rice Development Strategy in 23 countries</li> </ul>                                                                                                            |
| Strengthen ties between various development partners and developing areas, while also expanding the number of development partners (No. 7) | <ul style="list-style-type: none"> <li>Full-fledged launch of the JICA Development Studies Program (JICA-DSP)</li> <li>Returning benefits of local government experiences in the JICA Partnership Program to local communities in Japan and the encouragement of participation in development cooperation (Obihiro City, Hokkaido; Osaka Town, Kagoshima Prefecture)</li> <li>Adoption of some works awarded in the annual Essay Contest on International Cooperation for Junior and Senior High School Students in teaching material for moral education classes at junior high schools</li> </ul> |
| <b>Grade A</b> (Items having produced results that exceeded the desired objectives)                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Secure a foundation and driving force for economic growth in developing areas (No. 1)                                                      | <ul style="list-style-type: none"> <li>Support for the completion of a nationwide digital topographic map in Bangladesh, the first of its kind in the country</li> <li>Japanese firms' participation in the management of a terminal at Vientiane International Airport in Laos</li> <li>Promotion of Japanese firms' business operations in Africa in cooperation with African youth who have completed a course under the African Business Education Initiative for Youth (ABE Initiative)</li> </ul>                                                                                             |
| Promote people-centered development that supports basic human life in the developing areas (No. 2)                                         | <ul style="list-style-type: none"> <li>Response to mass Ebola outbreaks in the Democratic Republic of the Congo</li> <li>Substantial reduction of infant mortality in Bolivia</li> <li>Promotion of the use of the Maternal and Child Health (MCH) Handbook in cooperation with the World Health Organization (WHO)</li> <li>Introduction and spread of Japanese-style education in Egypt</li> </ul>                                                                                                                                                                                                |
| Share universal values and realize a peaceful and secure society (No. 3)                                                                   | <ul style="list-style-type: none"> <li>Enactment of the Civil Code by the National Assembly in Laos</li> <li>Support for timely infrastructure development in the city of Marawi, on Mindanao in the Philippines</li> </ul>                                                                                                                                                                                                                                                                                                                                                                         |
| Regional priority issues (No. 5)                                                                                                           | <ul style="list-style-type: none"> <li>Contribution to a "Free and Open Indo-Pacific"</li> <li>Support for search and rescue activities for people trapped in a cave in Thailand; a national order for this support</li> <li>Achievement of the numerical targets of the ABE Initiative; fulfillment of the government pledge regarding support for Syrian refugees</li> </ul>                                                                                                                                                                                                                      |
| Contribute toward addressing development issues through partnerships with the private sector and other partners (No. 6)                    | <ul style="list-style-type: none"> <li>The grand prize of the Second Nikkei Social Business Contest awarded to the undertaking of assessing the business feasibility of telehealth support in Bangladesh</li> <li>The undertaking of adding high value to ornate octopus through SME support for Indonesia; the winning of an order for crack measurement work for the Rama VIII Bridge in Thailand</li> </ul>                                                                                                                                                                                      |
| Strengthen foundations for operational implementation (No. 8)                                                                              | <ul style="list-style-type: none"> <li>Commercial publication of research work on human security</li> <li>Emergency relief for the disasters wrought by a volcanic eruption in Guatemala and a cyclone in Mozambique</li> </ul>                                                                                                                                                                                                                                                                                                                                                                     |
| Promote effective, efficient development cooperation (No.13)                                                                               | <ul style="list-style-type: none"> <li>Redoubling of efforts to raise the recognition of the SDGs among businesses, etc.; contribution to better understanding of SDGs in classroom settings</li> <li>A national order awarded to the founding leader of the JICA Alumni Association of Turkey; the signing of a memorandum of cooperation with the Overseas Private Investment Corporation (OPIC)</li> </ul>                                                                                                                                                                                       |
| Secure appropriateness of development cooperation (No.15)                                                                                  | <ul style="list-style-type: none"> <li>Contribution to a better learning environment for female students as Japan pledged at the G7 Ise-Shima Summit</li> <li>An increased ratio of gender-mainstreaming projects</li> </ul>                                                                                                                                                                                                                                                                                                                                                                        |
| Personnel planning (No. 17)                                                                                                                | <ul style="list-style-type: none"> <li>Selection of JICA by the Ministry of Internal Affairs and Communications as one of the top 100 pioneers in teleworking in Japan in fiscal 2018 because of the increased use of the telecommuting system</li> <li>An increase in the number of male employees taking child-care leave and a decrease in the number of overtime hours worked under JICA's work-style reform plan "SMART JICA 2.0"</li> </ul>                                                                                                                                                   |

\* Details of JICA performance evaluations by the competent ministers, including those for fiscal 2018, are available (in Japanese) for reference on the website of the Ministry of Foreign Affairs.

## 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 fulfill 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, Internal Whistleblowing system, and External Reporting system to prevent violations of laws and internal regulations, to ensure proper and prompt response to violations, and to prevent recurrences. JICA also endeavors to prevent fraud and corruption, such as bribery and other fraudulent practices, from occurring in JICA-funded projects by taking advantage of the Consultation Desk on Anti-Corruption and other means. Moreover, JICA distributes a compliance manual to all of its officers and staff. This manual plainly explains various compliance issues and serves as behavioral guidelines for each of the officers and staff.

In order to deliberate on 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 identify risks that are relevant to their operations. They assess how these risks affect their operations and review how they have addressed them. On that basis, JICA classifies potential major risks to the entire organization. Of these risks, "material risks" are identified by the Board of Directors as well as the Risk Management Committee, which regularly meets with the Senior Vice President in Charge of Internal Control serving as chair. These two groups discuss and examine measures against each risk to strengthen organizational responses.

### Activities in Fiscal 2019

JICA maintained the Consultation Desk on Anti-Corruption as well as the Internal Whistleblowing and External Reporting system. It also deployed experts overseas and invited partner governments' personnel to Japan for trainings on good governance and corruption prevention. In an effort to prevent corruption such as money laundering in Private-Sector Investment Finance, JICA conducted background checks on an experimental basis when providing a loan or equity and gathered lessons with a view to launching such checks on a full scale. Additionally, JICA worked to prevent sexual exploitation, abuse, and harassment (SEAH), against which the international community is making concerted efforts to take more actions. JICA made its SEAH policy widely known, and placed a senior official to clarify roles and responsibilities within the organization with regard to SEAH.

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. At the department level, JICA identified risks through self-review.

In fiscal 2019, the findings of the self-review process by each department became subject to scrutiny by the departments that play a central role in risk management (e.g., the General Affairs Department; the Treasury, Finance and Accounting Department; the Personnel Department; and the Security Management Department), the six regional departments, and the Domestic Strategy and Partnership Department. This new arrangement helped to enhance risk perception and management at the department level. Among these departments, those playing a central role in risk management successfully kept abreast of risk trends in a cross-sectoral manner and shared risk perception across all departments. This helped strengthen the risk management framework of the entire organization.

## 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 financier, evaluates sovereign risk by making full use of information gathered through communication with the governments and relevant authorities in the recipient countries, multilateral institutions such as the International Monetary Fund (IMF) and the World Bank, other regional and bilateral donor organizations, and private financial institutions in developed countries. As for Private-Sector Investment Finance (PSIF), JICA assesses the risk associated with lending to private entities as well as country risk and currency risk.

#### 1. Credit rating system

JICA has established a credit rating system as part of the organization's operating procedures that is to cover all the borrowers. Credit ratings are the cornerstone of credit risk management, being used for conducting individual credit appraisals, 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 accurately assess the quality of the loan portfolio, and implement write-offs and allowance for loan losses in a proper and timely manner. JICA's internal rules for self-assessment align with the laws applicable to general financial institutions, and to ensure an appropriate checking function, the first-stage assessment is conducted by the financing departments while the second-stage assessment is conducted by the credit risk analysis department.

#### 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 three policy pillars shown below. The following paragraphs describe JICA's efforts based on these pillars to ensure the safety of its international cooperation partners including JICA personnel.

- ① Raise crisis management awareness to forestall any threat.
- ② Strengthen protective capabilities in both physical and nonphysical aspects.
- ③ React quickly and with good judgement during an emergency.

### ① Raise Crisis Management Awareness to Forestall Any Threat

**Strengthening the framework for collecting, analyzing, and sharing threat information**

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 thus makes arrangements to collect information from various resources in Japan and abroad and builds networks

involving international organizations as well as aid agencies and research institutions in other countries. JICA is now working to build an organizational structure for taking more appropriate security measures that better reflect the situations in other countries and regions. 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.

To call on JICA partners to be better prepared, JICA developed and distributed a handbook that describes safety preparedness measures to be taken abroad and case studies of general crimes, terror attacks, riots, and traffic accidents there.

### Reinforcing traffic safety measures

JICA partners face various risks abroad. The risk of being involved in a traffic accident is particularly high. Traffic accidents can cause serious consequences in developing countries, where the health care system is inadequate. And yet, they can be avoided to a significant extent if JICA partners have a heightened awareness of safety and act accordingly. With this in mind, JICA ran the Overseas Traffic Safety Campaign aimed at building and raising awareness of traffic safety among JICA partners at all of its overseas offices from October 2019 to March 2020.

### ② Strengthen Protective Capabilities in Both Physical and Nonphysical Aspects

**Strengthening protective measures at overseas offices and project sites**

In light of the need to strengthen physical and nonphysical security measures for each project in technical cooperation and financial assistance, JICA in fiscal 2018 identified the type of required security information that corresponds to the threat level and the project type and built a review system for designing appropriate security measures from the project formulation phase. Under these arrangements, JICA designed

concrete measures and strengthened protective measures in particular for 45 project sites in 18 countries in fiscal 2019. Additionally, JICA enhanced physical protective measures at its overseas offices, including equipping office buildings with safe rooms. It also checked and strengthened the security system at its overseas offices including field offices in high-risk countries.

### Implementing and scaling up security training in Japan and abroad

In fiscal 2019, JICA continued to offer various forms of security training to partner companies and organizations engaged in international cooperation. Specific training included lectures on recent trends in general crime, traffic safety, and trends in overseas terrorist activities as well as practical anti-terrorism training designed to teach hands-on self-defense skills for coping with security risks. In addition, JICA offered manager-level training to security managers of partner companies and organizations. It also provided general security and manager-level training in three major cities in Japan, in addition to Tokyo. Outside Japan, JICA provided security training for JICA partners.

In October 2019, JICA started to offer web-based training materials on its website, including video-based material and achievement tests, thus allowing JICA partners in remote areas to learn the same content as that for those assigned abroad.

JICA works with the Office of the United Nations High Commissioner for Refugees (UNHCR) eCentre, based in Bangkok, Thailand, to offer security risk management training chiefly

#### Security Training in Fiscal 2019

| Type of seminar and training  | No. of seminars/trainings or no. of host countries | No. of participants and viewers |
|-------------------------------|----------------------------------------------------|---------------------------------|
| Lecture (in Japan)            | 20                                                 | 776 participants                |
| Practical training (in Japan) | 13                                                 | 417 participants                |
| Practical training (abroad)   | 18 countries                                       | 860 participants                |
| Total                         | —                                                  | 2,053 participants              |
| Web-based training            | —                                                  | 3,210 views                     |



Participants in practical counter-terrorism training throw themselves down and look around on the assumption that they heard a bomb blast.

for international NGO workers and partners. In fiscal 2019, it provided training in self-defense and security risk management.

### 3 React Quickly and with Good Judgement During an Emergency

#### Preparations and training for emergencies

In order to cope with a crisis as it occurs in a timely and appropriate manner, it is crucial to make a level-headed judgment and response depending on the situation and ensure close coordination among JICA partners. JICA thus conducts emergency contact drills at all of its overseas offices to ensure the systematic provision of information to JICA partners and to make appropriate initial responses, including safety confirmation, in emergencies such as disasters. In fiscal 2019, JICA continued to conduct tabletop exercises and simulated training in order to prepare its overseas offices as well as relevant departments at its headquarters for international emergencies. Through these processes, JICA reconfirmed the basics, including the initial response procedure for a serious incident, the structure of coordination among the departments concerned, and the chains of command and reporting.

#### Raising crisis management awareness and ensuring compliance with the code of conduct

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/365-day 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.

### Contingency Responses

#### Responding to major cases of public security deterioration

JICA responded appropriately to major public security incidents, including the Sri Lanka Easter bombings in April 2019, the change of government and the subsequent disturbance in Sudan from April 2019 onward, large-scale demonstrations in South American countries in late 2019, and the heightened tension in the Middle East in January 2020 due to the hostility between the U.S. and Iran.

#### Responses to COVID-19

In response to COVID-19, which has been spreading worldwide

since the beginning of 2020, JICA ordered the temporary return home of JICA Volunteers, accompanying family members—as well as other concerned personnel from around the world who

are vulnerable because of their age, underlying conditions, and other factors—as the first step to protect JICA partners.

## 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 further strengthened its internal structure for information security. In January 2020, it 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 (fiscal 2018), which had been established under the Basic Act on Cyber Security. JICA also took other relevant measures during fiscal 2019.

JICA also worked to reinforce personal information protection. In December 2018, it revised the Bylaws for the Implementation of Personal Information Protection in light of the Guidance Concerning the Measures to Properly Manage the Personal Information Held by Independent Administrative

Agencies, etc. (October 2018 notice of the Administrative Management Bureau, Ministry of Internal Affairs and Communications) as well as the EU's General Data Protection Regulation (GDPR), which was put in force in May 2018. JICA also revised its contract templates and relevant handbook. JICA is now gathering information to cope with the developments in its partner countries toward amending their legislation related to personal information protection in line with the EU's GDPR.

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 courses 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; outline of JICA's internal control; etc.

### Information Related to Operation

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; accounting audit reports; etc.

### Information Related to Procurement and Contracts

Information related to noncompetitive negotiated contracts; bidding lists; etc.

### Information on Related Entities

Information on contracts with related entities with which JICA maintains a certain level of relationship, etc.

## 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

As part of efforts on the in-house framework for promoting innovation, JICA set up the Office for Innovation and SDGs within the Operations Strategy Department. It also changed the name of the Office for Science and Technology Cooperation in the Infrastructure and Peacebuilding Department to the Office for Science, Technology and Innovation (STI Office) and placed the operations related to information communication and outer space under the control of the STI Office. Moreover, JICA transferred SDGs Business Supporting Surveys from the Domestic Strategy and Partnership Department to the Private Sector Partnership and Finance Department to strengthen

cooperation with private companies. Furthermore, JICA studied an organizational framework that allows for closer cooperation with various actors in Japan and abroad as well as strategic fostering of human resources for development.

### 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 2019 centered on procurement improvement, which included (1) partially introducing Quality- and Cost-based Selection (QCBS) in the process of screening consultants, (2) increasing the number of items subject to price competition, and (3) streamlining and simplifying the settlement procedures with the introduction of agreed unit prices.

## Efforts to Better Global Environment

JICA is committed to addressing environmental issues in concert with sustainable development toward the conservation of the global environment. During 2004, JICA announced its Environmental Policy (updated in 2015) 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.

# Human Resources (Human Capital)

JICA is striving to achieve a structure in which a broad range of “human capital” can function effectively as development cooperation professionals. Work at JICA entails overseas assignments and business trips, so various innovative measures are required to foster a balance between career and personal life. Against this backdrop and to enable every employee to continue contributing to JICA’s mission, JICA is introducing systems that support a range of work styles, creating an organizational culture that values diversity and encourages mutual assistance, and actively working on staff training to bring out the potential and resourcefulness of all employees.

## Promoting “Smart JICA” Work-style Reform

In 2015 JICA launched the Smart JICA project aimed at work-style reform within the organization, and since then has been endeavoring to increase work flexibility, provide support for balancing work and family life, and reduce the amount of overtime work [→ see graph]. In 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.

In fiscal 2019, JICA introduced “Smart JICA 3.0: Teamwork in Diversity” [→ see chart below], and under this policy version, in addition to the existing initiatives promoting new work

approaches and streamlined and efficient business operations, JICA has been focusing on building teamwork to create new values within diversity, and promoting a work environment in which employees can achieve their full potential. Moreover, to deal with the challenges presented by COVID-19 from early 2020, JICA has further increased the flexibility of the telework system, and introduced flexible work hours so that workers can avoid the commuting peak hours [→ see graph].

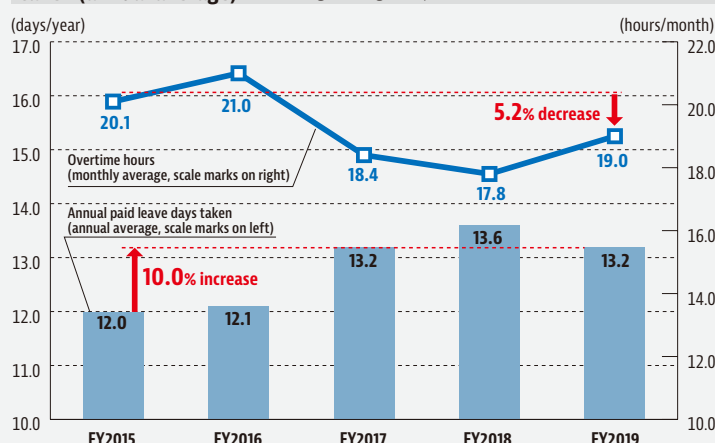
In fiscal 2020 JICA will continue pushing ahead with far-reaching work-style reform to enable the organization to fulfill its duties to developing countries and Japanese society, while taking all necessary measures to prevent the spread of COVID-19.

## Realizing Diversity and Inclusion

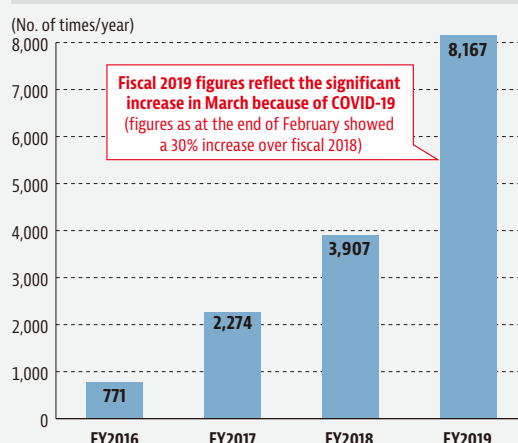
JICA is making every effort to create a workplace environment in which women can play a more active leadership role, and plans to increase the ratio of women in managerial positions to at least 20% during the 4th Medium-term Plan (April 2017 – March 2022). As at the end of March 2020, this ratio was 18.6% 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 [→ see graph on page 90].

JICA is also encouraging all employees to take advantage

**Trends in overtime hours (monthly average) and annual paid leave days taken (annual average) \*excluding managerial positions**



**Telework frequency**



## 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

Build teamwork to create new values within diversity

#### Pillar 2

Promote new work approaches for diverse human resources

#### Pillar 3

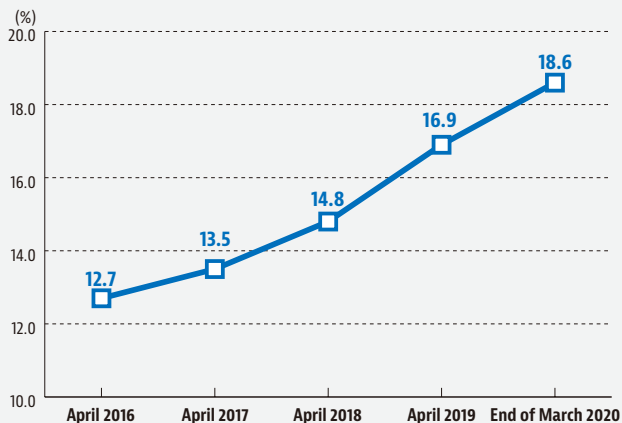
Promote a work environment in which employees can achieve their potential

#### Pillar 4

Promote streamlined and efficient business operations

## Human Resources (Human Capital)

Trends in the ratio of female managers



of the various support systems available to help them achieve a balance between their respective life events and careers. Female employees who have experienced childbirth are being given overseas assignments, and in recent years, this number has consistently been around 30, and more male employees have been taking childcare leave (nine in fiscal 2019). Also with regards to creating an environment where employees can continue working while receiving medical treatment, JICA was awarded Silver in the 2019 Gan-Ally-Bu Awards\* in recognition of the initiatives by employees themselves who are battling cancer and also JICA's various support systems.

While actively employing persons with disabilities, JICA is also striving to create accessible workplaces for disabled persons (for example, holding regular internal discussion meetings, and conducting inhouse training for all staff through e-learning).

Over the past several years, JICA has also been putting considerable effort into training for local staff ("national staff") recruited at JICA overseas offices, and in addition to local training and distance learning using videoconferencing systems, JICA is providing them with opportunities to work in Japan.

### OJT and Training that Focuses on Resourcefulness and Independence

JICA conducts a broad range of personnel training by way of OJT (on-the-job training), Off-JT (off-the-job training), and support for self-development with the aim of enabling all employees to become international cooperation professionals who embrace the five code of conduct aspects of "Commitment," "Gemba," "Strategy," "Co-creation," and "Innovation," and can contribute to the realization of JICA's vision of "Leading the world with trust."

In particular, JICA is emphasizing OJT, which promotes growth and development through everyday duties. For example, JICA is deploying four staff members to provide guidance and training for new employees for one year on-site. A characteristic system that JICA has introduced to take advantage of its numerous overseas project sites is overseas OJT for new employees. New



Fiscal 2020 training for new JICA employees

employees in their first year are dispatched overseas for a few months to instill in them a sense of "Gemba."

Focusing on the spontaneity of the employee, JICA is also establishing and expanding systems that support independent career formation by all employees. For example, these include a system in which employees can do up to a certain amount of work at a place other than their assigned workplace ("10% sharing rule"); the "in-house intern training system" in which employees can experience work on a short-term trial basis in a different section where they have an interest; and the "career consultation" system in which mentors are assigned to core employees who have served a set number of years, and under a three-month period of intense mentoring, the employees take stock of their careers to date and examine their career development options.

In addition, employees in all job grades from new employees to department heads are receiving training aimed at fostering leadership and management skills corresponding to their respective number of years' service and positions. JICA also holds courses throughout the year at the JICA Academy where all employees can gain the required core skills, and encourages employees to take the courses within a set period after joining JICA. JICA has also introduced a long-term studies system in which employees can take leave of absence and study at a postgraduate college abroad or in Japan to gain an academic degree, and a secondment training system in which employees can broaden their knowledge and skills through work at a different organization.

Moreover, with the establishment of the Office for Human Resources for Development Cooperation in the Human Resources Department in April 2020, JICA is taking a strategic stance in moving forward with medium- to long-term personnel training and career development support for development cooperation personnel, including those outside JICA.

\* Awards established by Gan-Ally-Bu, a non-government project that tackles the "cancer and work" issue of people with cancer being able to continue working while undergoing medical treatment.

# Public Relations Activities

JICA engages in public relations activities, disseminating information concerning its programs and projects—together with information on challenges developing countries face and the value of international development cooperation—through various media. In fiscal 2019, JICA disseminated various contents with a special focus on “Africa”—as Japan hosted the Seventh Tokyo International Conference on African Development (TICAD7)—as well as on “sport and development,” toward the 2020 Tokyo Olympic and Paralympic Games.

## Website and Social Media

On its website, JICA introduces issues developing countries are facing, as well as JICA’s initiatives and their outcomes, to Japanese and international audiences. JICA also has a separate website called “ODA *mieruka* site,” which aims at visualizing JICA’s projects. This site offers a snapshot of each project with pictures and brief information. As of the end of fiscal 2019, it contains information on 4,594 projects. JICA also takes advantage of social media such as Facebook, Twitter, and YouTube to provide useful information in a timely manner.

## JICA Magazines

The JICA monthly Japanese magazine *mundi* and its quarterly English magazine *JICA’s World* carry special features on current global issues and introduce JICA’s initiatives in specific sectors and regions in the world. Special features during fiscal 2019 included climate action, nutrition improvement, development cooperation based on Japanese knowledge and experience, the Western Balkans, and the Middle East.

## For the Media

JICA discloses information largely through press releases from its headquarters and domestic offices. It also holds press briefings on specific topics. The headquarters focuses on development initiatives that are based on Japanese knowledge and experience as well as innovative approaches. Domestic offices, on the other hand, focus on activities mainly collaborating with local governments, universities, small and



Cambodia: Mr. Kitazawa visiting a Japan Overseas Cooperation Volunteer (JOCV) at work. This JOCV used to play in FC Ryukyu, the professional soccer club for which Mr. Kitazawa serves as ambassador.

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 2019, JICA invited newspaper and TV reporters from 10 African countries to Japan and provided them with the opportunity to report on Japan’s experiences that can contribute to addressing development issues in Africa.

## 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 annually in Tokyo.

## 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 2019, Mr. Kitazawa and Ms. Takahashi visited Cambodia and Madagascar, respectively. Ms. Date spoke at the Fifth World Assembly for Women (WAW!), held in Tokyo. They extensively shared their own experiences and learning in developing countries, along with JICA’s various activities, through the media and at many events.

## Reaching Younger Generations with Videos and Manga

JICA is committed to raising the awareness of younger generations so that they will be more familiar with developing countries and international cooperation. In fiscal 2019, JICA made use of TV programs, commercials, and *manga* to better reach these generations. For example, JICA created a concept video that depicts JICA’s activities in developing countries with the narrator reading Shuntaro Tanikawa’s poem *Watashitachi no hoshi* (“Our planet”). It also produced *manga* portraying the realities of human trafficking in Thailand.



▲ JICA concept video “Our Planet” now available on the YouTube JICA channel. ▶ *Watashi wo Torimaku Sekai no Hanashi* (“A story of the world surrounding me”), a *manga* written by girls’ comic artist Ira Ozaki based on her interviews with JICA experts (available in Japanese and Thai only)



# History of JICA

## The former Japan International Cooperation Agency

|                       |                                                                                                                                                                                                                              |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>January 1954</b>   | The Federation of Japan Overseas Associations is established.                                                                                                                                                                |
| <b>April 1954</b>     | The Society for Economic Cooperation in Asia is established.                                                                                                                                                                 |
| <b>September 1955</b> | The Japan Emigration Promotion, Co., Ltd. is established.                                                                                                                                                                    |
| <b>June 1962</b>      | The Overseas Technical Cooperation Agency (OTCA) is established.                                                                                                                                                             |
| <b>July 1963</b>      | The Japan Emigration Service (JEMIS) is established.                                                                                                                                                                         |
| <b>April 1965</b>     | Japan Overseas Cooperation Volunteers (JOCV) Office is established by OTCA.                                                                                                                                                  |
| <b>May 1974</b>       | Act of Japan International Cooperation Agency is promulgated.                                                                                                                                                                |
| <b>August 1974</b>    | <a href="#">The Japan International Cooperation Agency (JICA) is established.</a>                                                                                                                                            |
| <b>April 1986</b>     | Japan Disaster Relief (JDR) Team is formed.                                                                                                                                                                                  |
| <b>December 2001</b>  | 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. |
| <b>December 2002</b>  | The Law concerning the Incorporated Administrative Agency Japan International Cooperation Agency is promulgated.                                                                                                             |
| <b>September 2003</b> | The Special Public Institution – JICA is dissolved.                                                                                                                                                                          |
| <b>October 2003</b>   | <a href="#">The Incorporated Administrative Agency – JICA is established.</a>                                                                                                                                                |

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

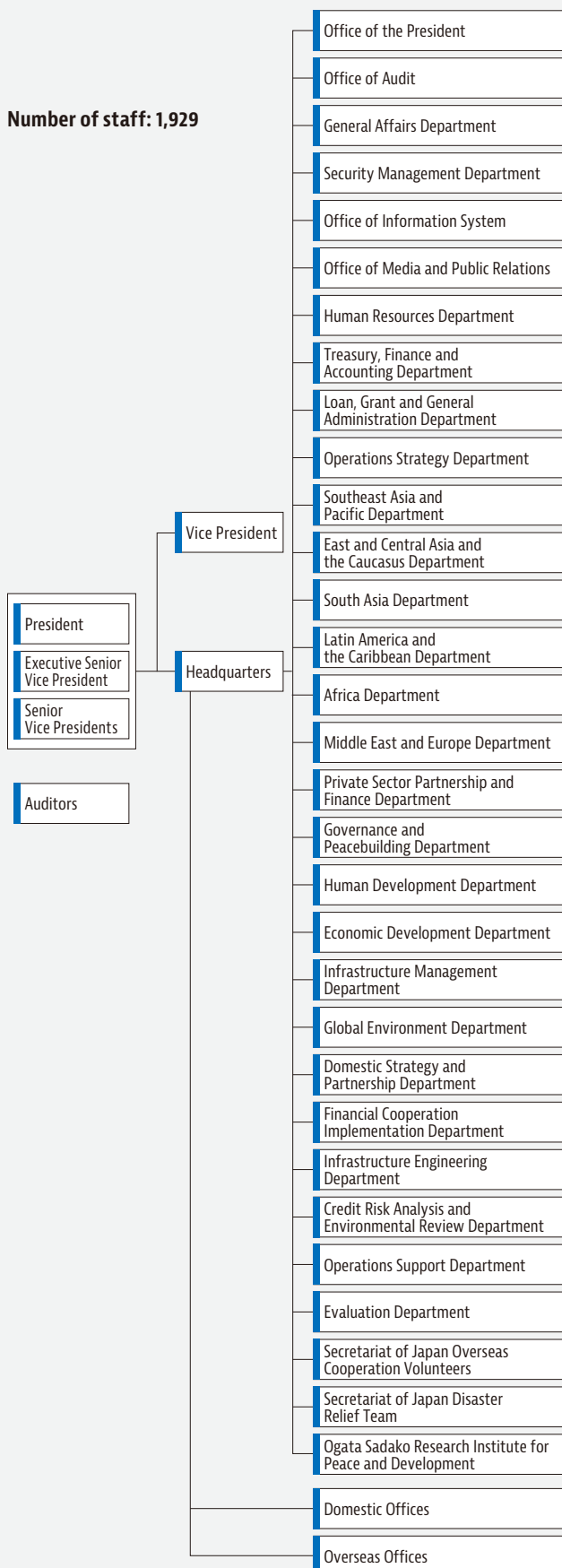
|                      |                                                                                                                                                                                                       |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>December 1960</b> | The Overseas Economic Cooperation Fund Law is promulgated.                                                                                                                                            |
| <b>March 1961</b>    | <a href="#">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).</a> |
| <b>March 1966</b>    | First OECF ODA Loan (to the Republic of Korea) is provided.                                                                                                                                           |
| <b>March 1995</b>    | The Cabinet decides to merge JEXIM and OECF.                                                                                                                                                          |
| <b>April 1999</b>    | The Japan Bank for International Cooperation Law is promulgated.                                                                                                                                      |
| <b>October 1999</b>  | <a href="#">The Japan Bank for International Cooperation (JBIC) is established.</a>                                                                                                                   |

## New JICA

|                      |                                                                                                                                                                                                                                                     |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>November 2006</b> | Act for partial amendments to the Act on the Incorporated Administrative Agency Japan International Cooperation Agency is promulgated.                                                                                                              |
| <b>October 2008</b>  | <a href="#">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.</a> |
| <b>December 2008</b> | JICA issues Fiscal Investment and Loan Program (FILP) Agency bonds (non-government guaranteed bonds) for the first time.                                                                                                                            |
| <b>March 2012</b>    | The Framework for Supporting Japanese SMEs in Overseas Business is revised, setting the stage for JICA to launch assistance for this purpose.                                                                                                       |
| <b>October 2012</b>  | Private-Sector Investment Finance is fully resumed.                                                                                                                                                                                                 |
| <b>November 2014</b> | First Euro-Dollar bonds guaranteed by the Government of Japan launched.                                                                                                                                                                             |
| <b>November 2015</b> | Establishment of Dollar-denominated Japanese ODA Loans.                                                                                                                                                                                             |
| <b>July 2016</b>     | Japan Overseas Cooperation Volunteers receive the Ramon Magsaysay Award, which is referred to as Asia's equivalent to the Nobel Peace Prize.                                                                                                        |
| <b>April 2017</b>    | The 4th Medium-term Plan is made public.                                                                                                                                                                                                            |

## Organization Chart / Executive Officers and Auditors (As of July 1, 2020)

**Number of staff: 1.929**



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 are as follows.

| Title                           | Name                                                                                                                                                          | Date of Appointment             |
|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| President                       | Shinichi Kitaoka                                                                                                                                              | October 1, 2015 (Reappointment) |
| <b>Previous Position:</b>       | President, International University of Japan                                                                                                                  |                                 |
| Executive Senior Vice President | Junichi Yamada                                                                                                                                                | May 23, 2020                    |
| <b>Previous Position:</b>       | Senior Vice President, JICA                                                                                                                                   |                                 |
| Senior Vice President           | Noriko Suzuki                                                                                                                                                 | October 1, 2016 (Reappointment) |
| <b>Previous Position:</b>       | Director General, Secretariat of Japan Disaster Relief Team, JICA                                                                                             |                                 |
| Senior Vice President           | Yasushi Tanaka                                                                                                                                                | August 1, 2018 (Reappointment)  |
| <b>Previous Position:</b>       | Director General, Southeast Asia and Pacific Department, JICA                                                                                                 |                                 |
| Senior Vice President           | Takumi Ueshima                                                                                                                                                | December 1, 2018                |
| <b>Previous Position:</b>       | Chief Secretary, Office of the President, JICA                                                                                                                |                                 |
| Senior Vice President           | Yusuke Amano                                                                                                                                                  | April 1, 2019                   |
| <b>Previous Position:</b>       | Director, Watershed Management, Sewerage Management Department, Water and Disaster Management Bureau, Ministry of Land, Infrastructure, Transport and Tourism |                                 |
| Senior Vice President           | Nobuko Kayashima                                                                                                                                              | October 1, 2019                 |
| <b>Previous Position:</b>       | Vice President, JICA/ Principal Research Fellow, JICA Research Institute                                                                                      |                                 |
| Senior Vice President           | Tadashi Yokoyama                                                                                                                                              | October 1, 2019                 |
| <b>Previous Position:</b>       | Deputy Vice Minister for international affairs, Ministry of Finance                                                                                           |                                 |
| Senior Vice President           | Keiichiro Nakazawa                                                                                                                                            | May 23, 2020                    |
| <b>Previous Position:</b>       | Director General, Operations Strategy Department, JICA                                                                                                        |                                 |
| Senior Vice President           | Hironori Shibata                                                                                                                                              | July 1, 2020                    |
| <b>Previous Position:</b>       | Deputy Director-General for International Trade Policy of the Trade Policy Bureau, Ministry of Economy, Trade and Industry of Japan                           |                                 |
| Auditor                         | Hiromi Machii                                                                                                                                                 | January 1, 2014 (Reappointment) |
| <b>Previous Position:</b>       | Compliance Officer, SG ASSETMAX CO., LTD.                                                                                                                     |                                 |
| Auditor                         | Nobuhiro Hayamichi                                                                                                                                            | July 1, 2017                    |
| <b>Previous Position:</b>       | Senior Audit Manager, Internal Audit Office, Panasonic Healthcare Holdings Co., Ltd.                                                                          |                                 |
| Auditor                         | Masato Togawa                                                                                                                                                 | February 1, 2019                |
| <b>Previous Position:</b>       | 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.]

## Offices (As of July 1, 2020)

### Headquarters

#### (Kojimachi)

TEL: +81-3-5226-6660

Nibancho Center Building, 5-25 Niban-cho, Chiyoda-ku,  
Tokyo 102-8012, Japan

#### (Takebashi)

TEL: +81-3-5226-6660

Takebashi Building, 4-1 Ohtemachi 1-chome, Chiyoda-ku,  
Tokyo 100-0004, Japan

#### (Ichigaya/JICA Global Plaza)

TEL: +81-3-3269-2911

Ichigaya Building, 10-5 Ichigayahonmuracho, Shinjuku-ku,  
Tokyo 162-8433 Japan

### Domestic Offices

#### Hokkaido Center

##### (Sapporo/Hokkaido Global Plaza)

TEL: +81-11-866-8333

4-25, Minami, Hondori 16-chome, Shiroishi-ku, Sapporo City,  
Hokkaido 003-0026

#### (Obihiro)

TEL: +81-155-35-1210

1-2, Nishi 20-jo Minami 6-chome, Obihiro City,  
Hokkaido 080-2470

#### Tohoku Center

TEL: +81-22-223-5151

20th Floor, Sendai Daiichi Seimei Tower Bldg.,  
6-1, Ichiban-cho 4-chome, Aoba-ku, Sendai City,  
Miyagi 980-0811

#### Nihonmatsu Training Center

TEL: +81-243-24-3200

4-2, Aza Nagasaka, Nagata, Nihonmatsu City,  
Fukushima 964-8558

#### Tsukuba Center

TEL: +81-29-838-1111

3-6, Koyadai, Tsukuba City, Ibaraki 305-0074

#### Tokyo Center

TEL: +81-3-3485-7051

49-5, Nishihara 2-chome, Shibuya-ku, Tokyo 151-0066

#### Yokohama Center

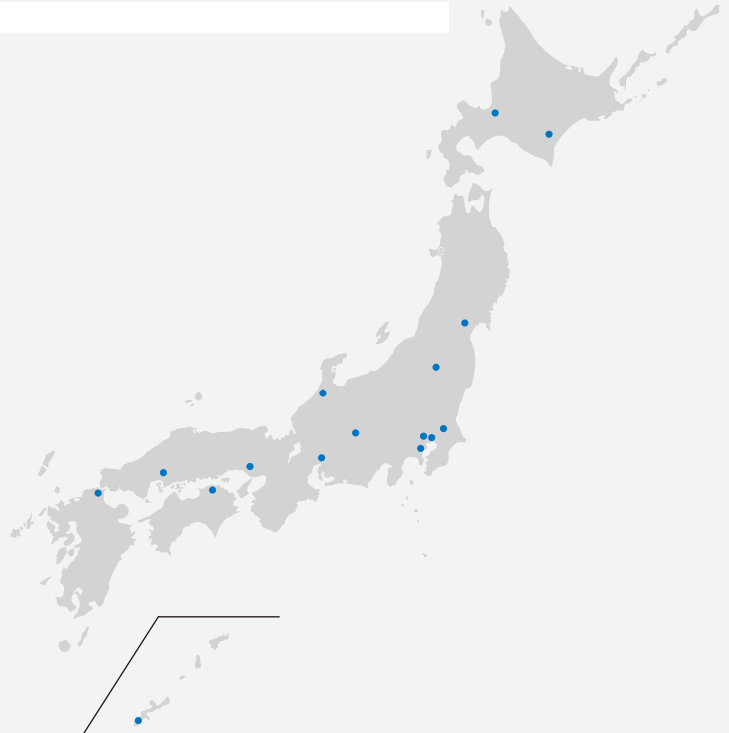
TEL: +81-45-663-3251

3-1, Shinko 2-chome, Naka-ku, Yokohama City,  
Kanagawa 231-0001

#### Komagane Training Center

TEL: +81-265-82-6151

15, Akaho, Komagane City, Nagano 399-4117



#### Hokuriku Center

TEL: +81-76-233-5931

4th Floor, Rifare (Office Tower), 5-2, Honmachi 1-chome,  
Kanazawa City, Ishikawa 920-0853

#### Chubu Center/Nagoya Global Plaza

TEL: +81-52-533-0220

60-7, Hiraike-cho 4-chome, Nakamura-ku, Nagoya City,  
Aichi 453-0872

#### Kansai Center

TEL: +81-78-261-0341

1-5-2, Wakinohama Kaigandori, Chuo-ku, Kobe City,  
Hyogo 651-0073

#### Chugoku Center

TEL: +81-82-421-6300

3-1, Kagamiyama 3-chome, Higashi Hiroshima City,  
Hiroshima 739-0046

#### Shikoku Center

TEL: +81-87-821-8824

First Floor, Kagawa Sanyu Bldg., 3 Kajiya-machi, Takamatsu City,  
Kagawa 760-0028

#### Kyushu Center

TEL: +81-93-671-6311

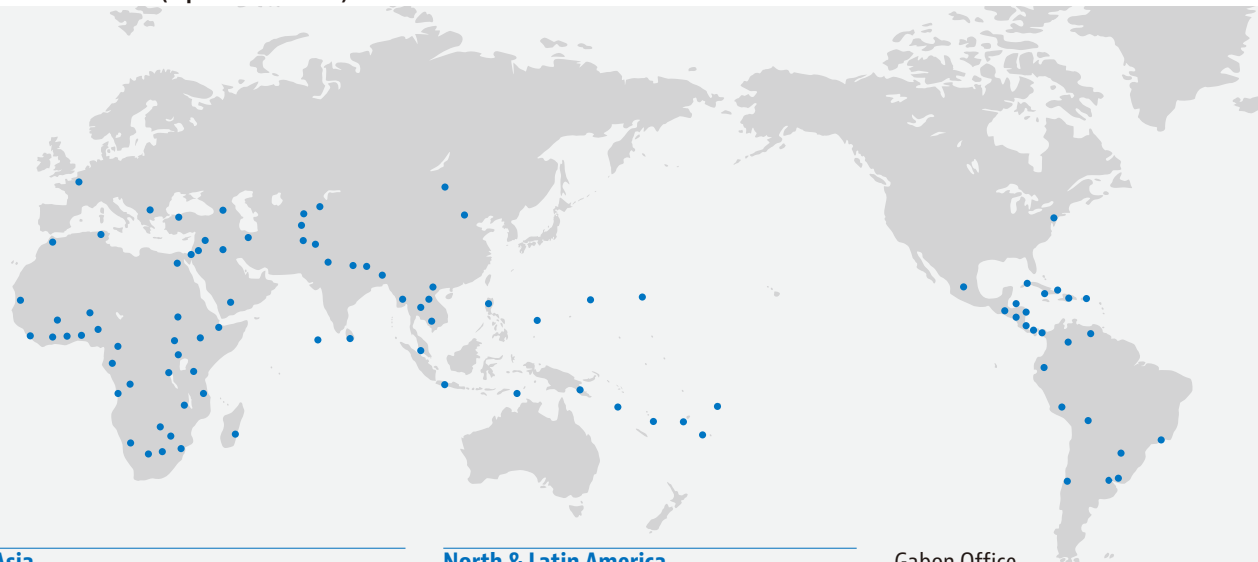
2-1, Hirano 2-chome, Yahata Higashi-ku, Kitakyushu City,  
Fukuoka 805-8505

#### Okinawa Center

TEL: +81-98-876-6000

1143-1, Aza Maeda, Urasoe City, Okinawa 901-2552

## Overseas Offices (Alphabetical order)



### Asia

Afghanistan Office  
Bangladesh Office  
Bhutan Office  
Cambodia Office  
China Office  
Georgia Office  
India Office  
Indonesia Office  
Kyrgyz Republic Office  
Laos Office  
Malaysia Office  
Maldives Office  
Mongolia Office  
Myanmar Office  
Nepal Office  
Pakistan Office  
Philippines Office  
Sri Lanka Office  
Tajikistan Office  
Thailand Office  
Timor-Leste Office  
Uzbekistan Office  
Viet Nam Office

### Pacific

Fiji Office  
Marshall Islands Office  
Micronesia Office  
Palau Office  
Papua New Guinea Office  
Samoa Office  
Solomon Islands Office  
Tonga Office  
Vanuatu Office

### North & Latin America

Argentine Office  
Belize Office  
Bolivia Office  
Brazil Office  
Chile Office  
Colombia Office  
Costa Rica Office  
Cuba Office  
Dominican Republic Office  
Ecuador Office  
El Salvador Office  
Guatemala Office  
Haiti Office  
Honduras Office  
Jamaica Office  
Mexico Office  
Nicaragua Office  
Panama Office  
Paraguay Office  
Peru Office  
Saint Lucia Office  
Uruguay Office  
USA Office  
Venezuela Office

### Africa

Angola Office  
Benin Office  
Botswana Office  
Burkina Faso Office  
Cameroon Office  
Côte d'Ivoire Office  
Democratic Republic of Congo Office  
Djibouti Office  
Ethiopia Office

Gabon Office  
Ghana Office  
Kenya Office  
Madagascar Office  
Malawi Office  
Mozambique Office  
Namibia Office  
Niger Office  
Nigeria Office  
Rwanda Office  
Senegal Office  
Sierra Leone Office  
South Africa Office  
South Sudan Office  
Sudan Office  
Tanzania Office  
Uganda Office  
Zambia Office  
Zimbabwe Office

### Middle East

Egypt Office  
Iran Office  
Iraq Office  
Jordan Office  
Morocco Office  
Palestine Office  
Syria Office  
Tunisia Office  
Yemen Office

### Europe

Balkan Office  
France Office  
Turkey Office

# Budget

## 1 General Account Revenue and Expenditure Budget (FY2020)

(¥ million)

| Items                                                                             | FY2020  |
|-----------------------------------------------------------------------------------|---------|
| Revenues                                                                          | 155,840 |
| Operational grants                                                                | 153,625 |
| Subsidies for facilities, etc.                                                    | 1,708   |
| Interest income and miscellaneous income                                          | 273     |
| Contracted programs                                                               | 190     |
| Donations                                                                         | 38      |
| Other revenue                                                                     | 6       |
| Reversal of reserve fund carried over from the previous Mid-term Objective period | 0       |
| Expenditures                                                                      | 155,840 |
| Operating expenses                                                                | 144,838 |
| Priority development cooperation issues                                           | 109,096 |
| Partnerships with the private sector                                              | 5,683   |
| Partnerships with various development partners                                    | 24,845  |
| Strengthen foundations for operational implementation                             | 5,215   |
| Facilities                                                                        | 1,708   |
| Contracted programs                                                               | 190     |
| Donation projects                                                                 | 38      |
| General administrative expenses                                                   | 9,065   |

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.  
 3. This table is not based on the initial budget; it reflects the supplementary budget No.1 (approved on April 30, 2020) and No.2 (approved on June 12, 2020).

## 2 Financial Plan for the Finance and Investment Account (FY2020)

(¥100 million)

|                                                                         | FY2020 |
|-------------------------------------------------------------------------|--------|
| Investment and loan                                                     |        |
| ODA loans                                                               | 15,940 |
| Private-sector investment finance                                       | 560    |
| Total                                                                   | 16,500 |
| Source of funds                                                         |        |
| Capital investment from the Government of Japan (GOJ)'s General Account | 475    |
| Borrowings from the Fiscal Investment and Loan Program (FILP)           | 8,202  |
| Own funds, etc.                                                         | 7,823  |
| - FILP Agency Bonds                                                     | 800    |
| Total                                                                   | 16,500 |

Note 1. This table is not based on the initial budget; it reflects the supplementary budget No.1 (approved on April 30, 2020).

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