



JICA 2023

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.





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Mission

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

Vision

Leading the world with trust

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

Actions

1

Commitment:

Commit ourselves with pride and passion to achieving our mission and vision.

2

Gemba:

Dive into the field (“gemba”) and work together with the people.

3

Strategy:

Think and act strategically with broad and long-term perspectives.

4

Co-creation:

Bring together diverse wisdom and resources.

5

Innovation:

Innovate to bring about unprecedented impacts.

* A concept that focuses on each and every individual through protection of individuals from serious and wide-ranging threats to their survival, daily lives, and dignity and empowerment of people for sustainable self-reliance and community building, so that all people can reach their full potential.

Message

Collaborating with the International Community to Overcome Crises and Achieve *Human Security*

We are at a turning point in history. The international order based on the rule of law, which has fostered stability and prosperity around the world since the end of the Cold War, is buffeted by severe stresses due to increasingly unbridled global geopolitical competition. Moreover, the severity of climate change continues to escalate, and compounded crises—including the global spread of infectious diseases, sharp rises in food and energy prices, and debt crises—also impose a heavy toll. In addition to threatening all humankind, these complex challenges disproportionately impact vulnerable people in developing countries and therefore jeopardize achievement of the United Nations Sustainable Development Goals (SDGs) by the target date of 2030.

The fact that the world is in the midst of compounded crises means that the welfare of people in Japan is also threatened. However, they cannot be resolved by Japan or any other country acting alone; rather, the whole world needs to cooperate in overcoming them. As chair of the G7 in 2023, Japan is well positioned to vigorously drive forward required collective action in this regard. To be sure, the role of JICA, which is in charge of administering Japan's development cooperation, is more important than ever in an era when the international community must cooperate to safeguard our shared well-being.

Recognizing this, we sought in fiscal 2022 to swiftly restore JICA activities to pre-pandemic

levels. I myself visited 13 countries and met leaders of governments and international organizations to affirm that we will collaborate as reliable partners in pursuit of the SDGs.

For fiscal 2023, we will augment our efforts to bring the world a step closer to achieving the SDGs by 2030. Pursuant to Japan's new Development Cooperation Charter, we will collaborate based on the mission of *human security* that underpins JICA projects so all people can live with dignity, free from fear and want. At the same time, we will support *quality growth* aimed at realizing sustainable economic growth that reduces disparities without harming the natural environment.

Specifically, JICA will strive to maintain international order based on universal values like the rule of law, freedom, democracy, and respect for fundamental human rights. As part of these efforts, we will proactively provide support to Ukraine as well as nearby countries and focus on extending development cooperation that advances the Japanese government's foreign policy of a Free and Open Indo-Pacific (FOIP).

Furthermore, we will support vulnerable countries and those susceptible to the impacts of compounded crises while redoubling our efforts to address global issues; namely, climate change, health and medicine, and disaster risk reduction. We firmly believe that Japan, as a disaster-prone country, can offer useful knowledge in support of

reconstruction and recovery in Turkey and other places affected by natural disasters.

To resolve such weighty issues, we will strategically promote projects according to the JICA Global Agenda (cooperation strategy for global issues), launched in 2021, and uphold peace, stability, and prosperity in the international community.

On the domestic front, as Japan's birth rate falls and its society ages, acceptance of foreign nationals is necessary to maintain the country's vitality. Utilizing the developing-country networks and talent that JICA has cultivated through our cooperation, we will help to create an inclusive society and make Japan a country in which people from abroad choose to work and live.

JICA also needs to reform itself to be able to most effectively support developing countries in achieving the SDGs. In line with this aim, we will reexamine our organizational management practices and implement sustainability management by swiftly making improvements where needed and undertaking various initiatives. To this end, in April 2023, we established an Office for Sustainability Management and are enhancing related internal systems.

JICA's guiding vision is "leading the world with trust." Through collaboration and the co-creation of knowledge and value alongside an expanding array of partners, we will not only restore and

strengthen the connections between people and countries that weakened during the pandemic, but also endeavor to create new bonds in the name of building trust with developing countries and contributing to a better world.



August 2023

TANAKA Akihiko
President
Japan International Cooperation Agency
(JICA)

JICA at a Glance

Overview of Operations (Fiscal 2022)

Scale of Operations by Region

Southeast Asia and Pacific

Cooperation with

22 countries

Total value of JICA programs

¥ **896.4** billion

East Asia, Central Asia, and the Caucasus

Cooperation with

9 countries

Total value of JICA programs

¥ **44.6** billion

South Asia

Cooperation with

8 countries

Total value of JICA programs

¥ **987.3** billion

Latin America and the Caribbean

Cooperation with

30 countries

Total value of JICA programs

¥ **178.5** billion

Africa

Cooperation with

48 countries

Total value of JICA programs

¥ **182.5** billion

Middle East and Europe

Cooperation with

22 countries and regions

Total value of JICA programs

¥ **386.7** billion

Notes)

- The figures show the total value of JICA programs in each region, including Technical Cooperation (Training Participants, Experts, Study Teams, Provision of Equipment, Japan Overseas Cooperation Volunteers [JOCVs], Other volunteers, and Other costs), Finance and Investment Cooperation (commitment amount), and Grants (newly concluded G/As) in fiscal 2022.
- Figures exclude JICA's cooperation for multiple countries or multiple regions and international organizations.

Organization



96

overseas offices

as of July 1, 2023



15

domestic offices

as of July 1, 2023



1,968

full-time staff

as of July 1, 2023



139

The number of developing countries and regions JICA cooperated with

during fiscal 2022

Scale of Operations by Type

Technical Cooperation*¹
¥175.2 billion

Finance and Investment Cooperation*²
¥2,450.6 billion

Grants*³
¥119.2 billion

Building people-to-people relationships

Accepted
13,090

training participants and students from developing countries were accepted in fiscal 2022*⁴
 (Cumulative total approximately 700,000 people)

Dispatched
9,438

JICA experts and JICA volunteers were dispatched in fiscal 2022*⁴
 (Cumulative total approximately 260,000 people)

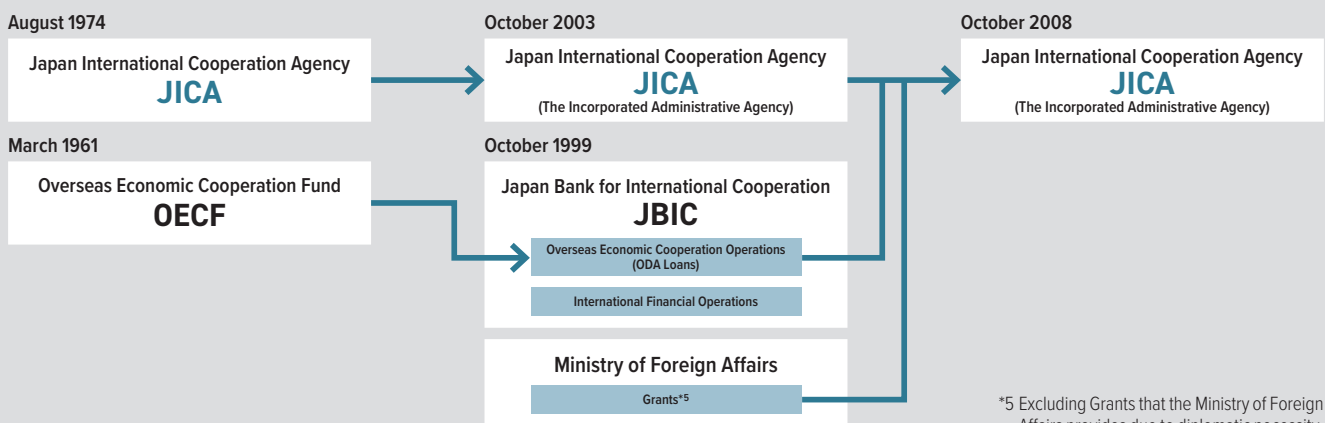
*1 Technical Cooperation expenses include Technical Assistance expenses managed under the Finance and Investment Account budget, but exclude administration costs.

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

*3 Aggregated amount of Grants committed through concluding of respective Grant Agreements.

*4 Figures are total of ongoing and newly accepted/dispatched.

History



*⁵ Excluding Grants that the Ministry of Foreign Affairs provides due to diplomatic necessity.

ODA and JICA

The Significance of Japan's International Cooperation

Compounded crises facing the world

Many countries in the world that are called developing countries face challenges such as poverty and conflict. In these countries, environmental pollution, a lack of education and employment opportunities, and inequality as well as epidemic outbreaks due to fragile health systems can cause social unrest, which in turn may lead to conflict.

These problems are not confined to developing countries, and they can develop into pandemics, global environmental destruction, or serious cross-border conflicts. Today, each country needs to address these common global challenges instead of pursuing only its own interests.

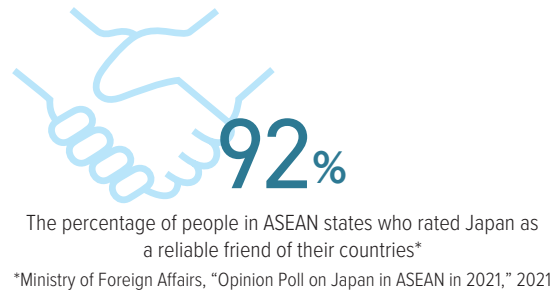
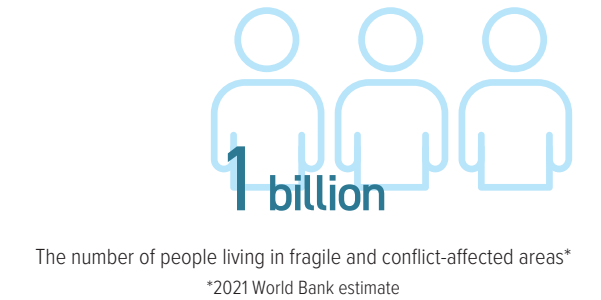
An interdependent world

Japan relies on other countries for much of its supply of natural resources and food. It depends on imports for 80–90% of its demand for energy. With a food self-sufficiency rate of less than 40%, Japan also depends on imports for many food items, including grains, marine products, and fruits.

As shown by Japan's heavy dependence on other countries for much of its natural resources and food, it is no longer possible for any nation to secure its peace and prosperity alone in this increasingly globalized world.

Japan's roles in the world

Japan was also a recipient of assistance from the international community as it rose from the ruins of World War II and achieved economic growth. Economic infrastructure that was essential for Japan's postwar economic development, including the Kurobe Dam and the Tokaido Shinkansen



high-speed rail line, were built with this kind of support from the World Bank. Once again, in the wake of the Great East Japan Earthquake in 2011, Japan received relief supplies, financial aid, and donations from some 260 countries and regions as well as from international organizations and others.

A Universal Call to Action: The Sustainable Development Goals (SDGs)

The SDGs, adopted at the United Nations in September 2015, are a set of international goals that aim to eradicate poverty and realize a sustainable society by 2030 based on the core principle of "leaving no one behind." The SDGs consist of 17 goals that address the social, economic, and environmental dimensions, and 169 targets to achieve them. Both developed and developing countries are required to take them on, with various stakeholders joining together.

JICA has a twofold mission: realizing *human security*, which protects the vital core of all human lives in ways that enhance human freedoms and human fulfillment; and achieving *quality growth* that is inclusive, sustainable, and resilient. In 2021, JICA established



the JICA Global Agenda, a set of 20 development cooperation strategies that cover the SDGs' four categories: Prosperity, People, Peace, and the Planet. Taking advantage of Japan's experience in its own development and international cooperation, JICA supports developing countries to attain the SDGs in collaboration not only with governments and people in these countries but also with a diverse range of international partners.

As a means to contribute to the international community, Japan initiated official development assistance (ODA) in 1954. Since then, Japan's international cooperation through ODA has earned Japan great trust and high expectations from the international community. In order to respond to

these expectations and trust shown toward Japan, JICA, as a bridge linking Japan with developing countries, is committed to extending cooperation for their self-reliance and development while capitalizing on the insights and experiences Japan gained from its postwar reconstruction.

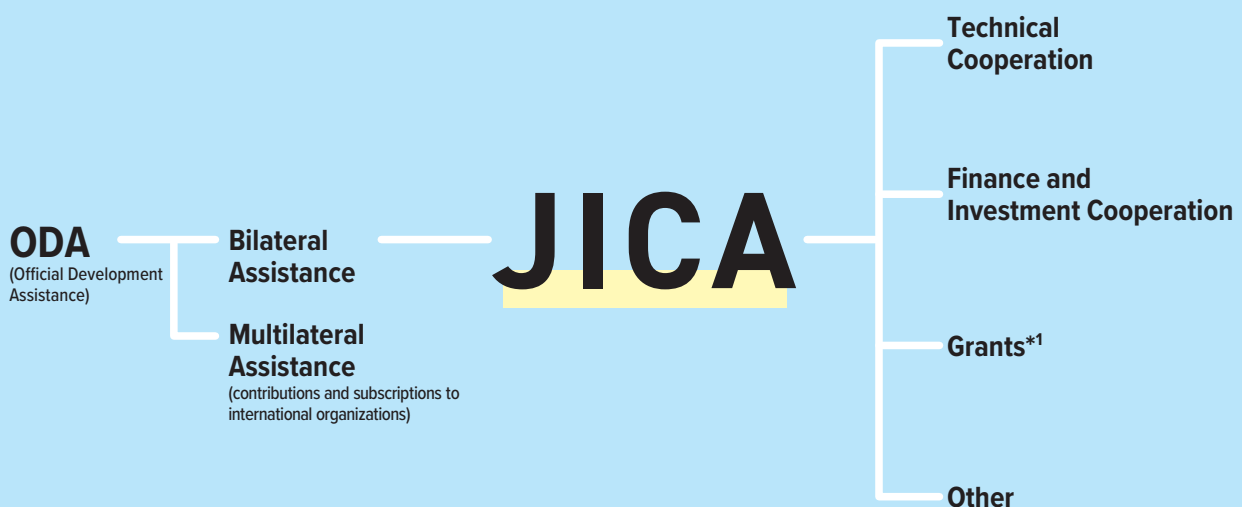
JICA, Playing a Core Role in Japan's ODA

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 is 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.

JICA, in charge of administering Japan's ODA, is one of the world's largest bilateral aid agencies. It supports developing countries in addressing their development challenges through flexible combination of various cooperation modalities, such as Technical Cooperation, Finance and Investment Cooperation, and Grants.*1 JICA has 96 overseas offices*2 and operates in approximately 140 countries and regions of the world.

JICA also has 15 domestic offices*3 across Japan that serve as a nexus linking developing countries with regions in the country. These domestic offices promote international cooperation that takes advantage of the characteristics of these regions and contribute to their development through such cooperation.

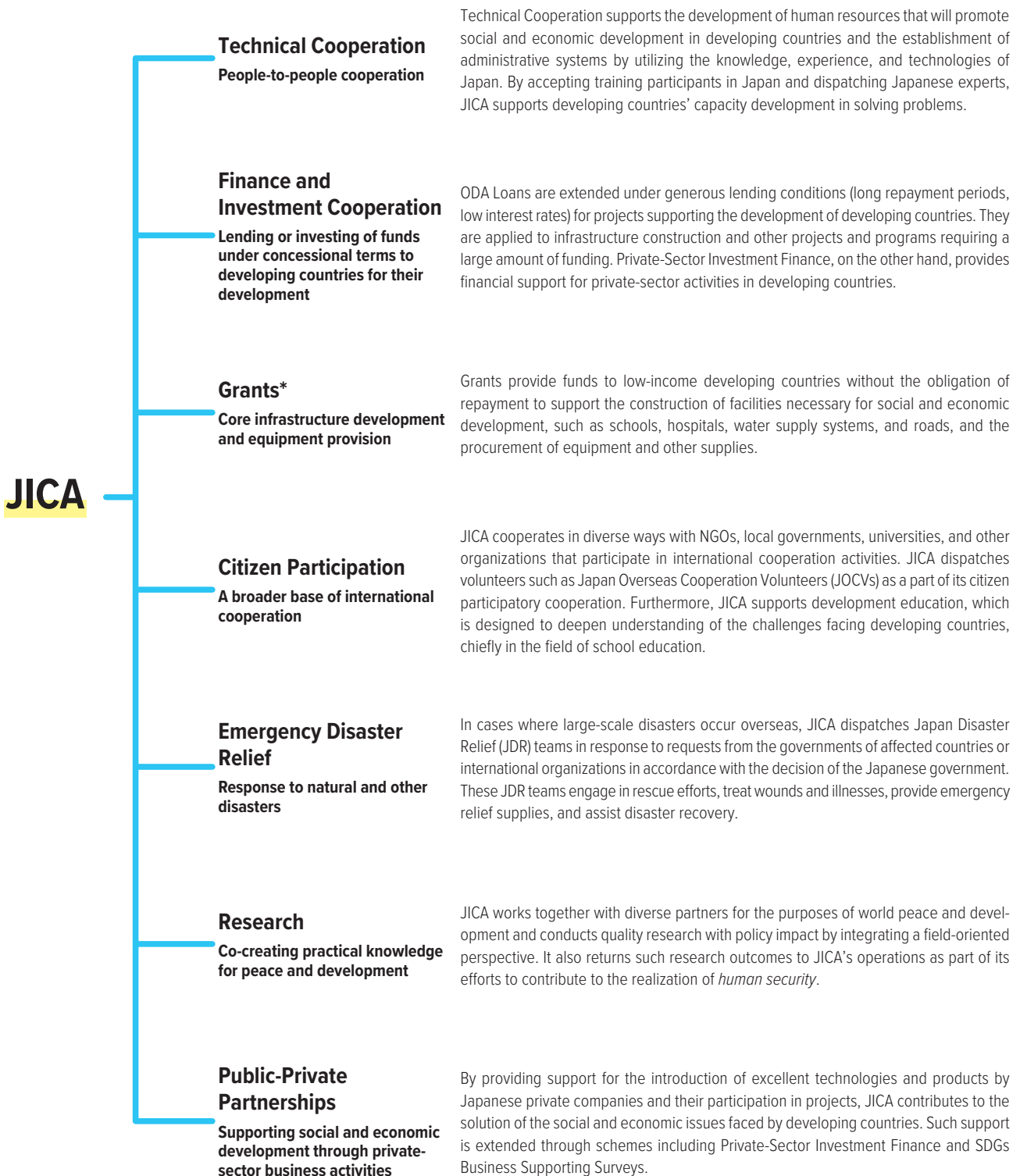


*1 Excluding Grants that the Ministry of Foreign Affairs provides due to diplomatic necessity.

*2-3 As of July 2023.

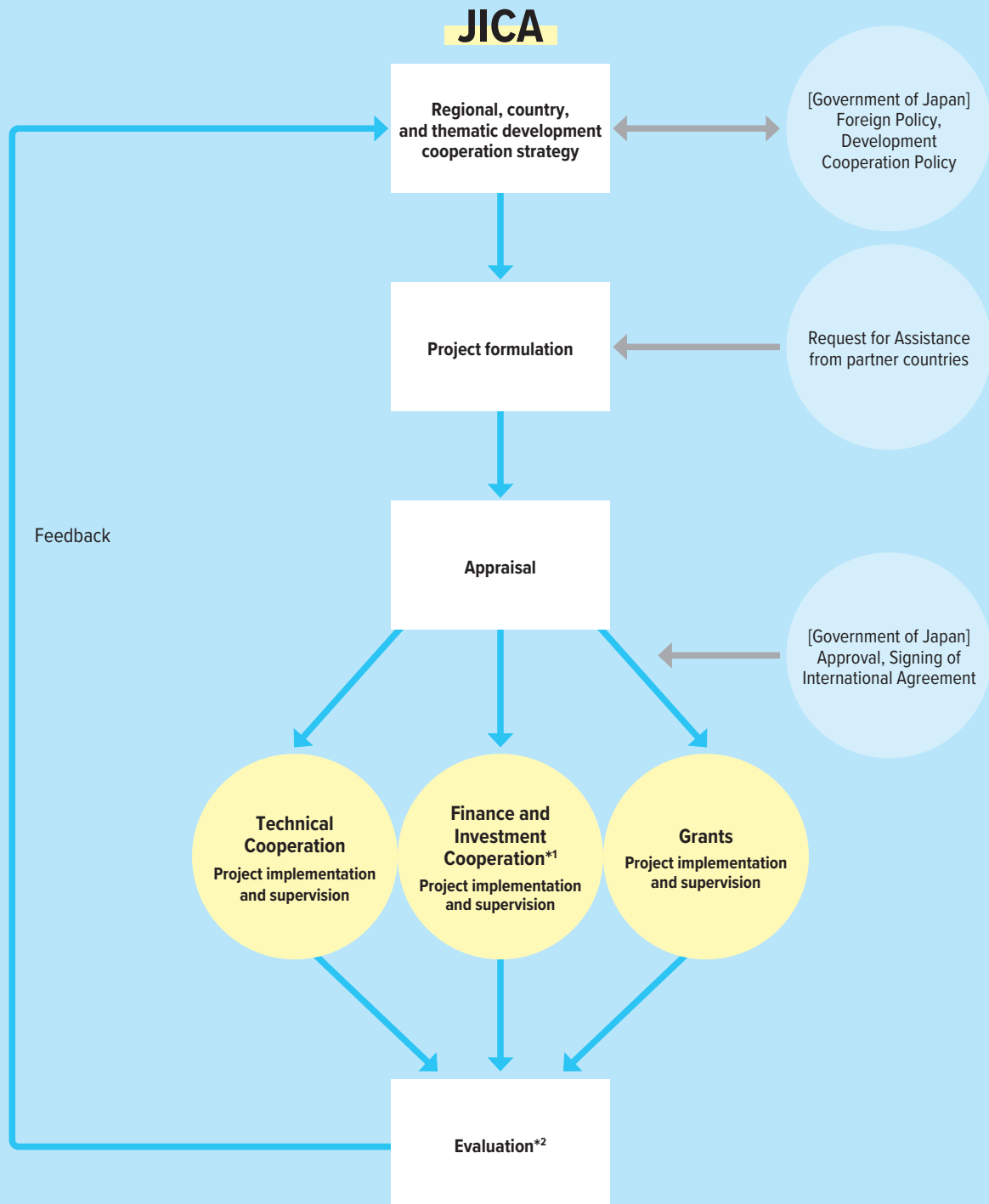
Types and Operational Flows of JICA's Cooperation

JICA offers various types of cooperation, including Technical Cooperation, Finance and Investment Cooperation, and Grants.* The organization organically utilizes these types of cooperation based on dialogue with and requests from partner country governments under development cooperation policies formulated by the Japanese government. The aim is to deliver effective, efficient, and accommodative cooperation for partner countries.



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

Operational flow of JICA's cooperation



*1 Request for Assistance from partner countries, and Approval, Signing of International Agreement by Government of Japan are not a prerequisite for Private-Sector Investment Finance and Technical Assistance under Finance and Investment Account.

*2 JICA conducts evaluations of projects using the Plan-Do-Check-Act (PDCA) cycle for each scheme of Technical Cooperation, Finance and Investment Cooperation, and Grants, and employs the system to further improve operations and sufficiently achieve public accountability.

JICA’s Sustainability Management

Promoting organizational and operational sustainability

The SDGs and sustainability issues related to climate change, nature, human rights, and other global issues are becoming a growing concern internationally, and efforts to address these issues are being intensified.

As an agency that implements ODA programs and projects to help address these global issues, and to support developing countries in achieving the SDGs, JICA has also been strengthening efforts to make itself and the world sustainable over the long term from economic, social, and environmental perspectives. These efforts include, among others, reducing electricity and energy consumption, promoting the wider use of renewable energy, procuring eco-friendly products, and securing healthy working environments.

JICA’s operations come with a conundrum of trade-offs between development and environment and between the 17 goals of the SDGs. For example, infrastructure development may result in the loss of nature. Promotion of rice cultivation may increase greenhouse gas emissions deriving from paddy fields. As the world is facing compounded crises, it is particularly necessary to consider such trade-offs in proposing and providing balanced and optimal cooperation.

With this recognition, JICA places more emphasis on efforts to strike a balance among economic, social, and environmental dimensions and aims to maximize its operational impact in cooperation with developing countries and other diverse partners.

Sustainability management structure

In November 2022, JICA established the Sustainability Committee, chaired by the president, to build a structure for reporting and examining issues related to sustainability management. As part of its efforts to expedite the sustainability management process, JICA set up its Sustainability Management Taskforce in the same month

and the Office for Sustainability Management within the General Affairs Department in April 2023 to centrally follow up on sustainability-related discussions and further promote organization-wide actions. JICA will further enhance its sustainability management structure.

Major actions during fiscal 2022

- Published the JICA Sustainability Report in November 2022
- Held Sustainability Committee meetings twice, in January and March 2023
- Issued sustainability relay messages from the Sustainability Committee members to raise awareness within the organization, from March 2023
- Organized sustainability workshops for JICA domestic offices to raise awareness within the organization, in March 2023

In fiscal 2023, JICA will further improve the content of the JICA Sustainability Report. Efforts to this end will include providing information in accordance with international standards, as well as setting targets through back-casting method—an approach that first identifies the desired state in the future and then charts the path to achieve the intended targets, rather than charting the path based on the status quo.

Three pillars of sustainability management (fiscal 2023–2024)



The 5th Medium-term Plan (Fiscal 2022–2026)

In accordance with the law, JICA prepares a Medium-term Plan—which is subject to authorization of the competent ministers*—based on the Medium-term Objectives as directed by these ministers every five years. Based on this plan, JICA also draws up an Annual Plan under which it conducts its operations for the year.

As in the previous 4th Medium-term Plan (Fiscal 2017–2021), the 5th Medium-term Plan identifies Operational Focus Areas and Prioritized Approaches.

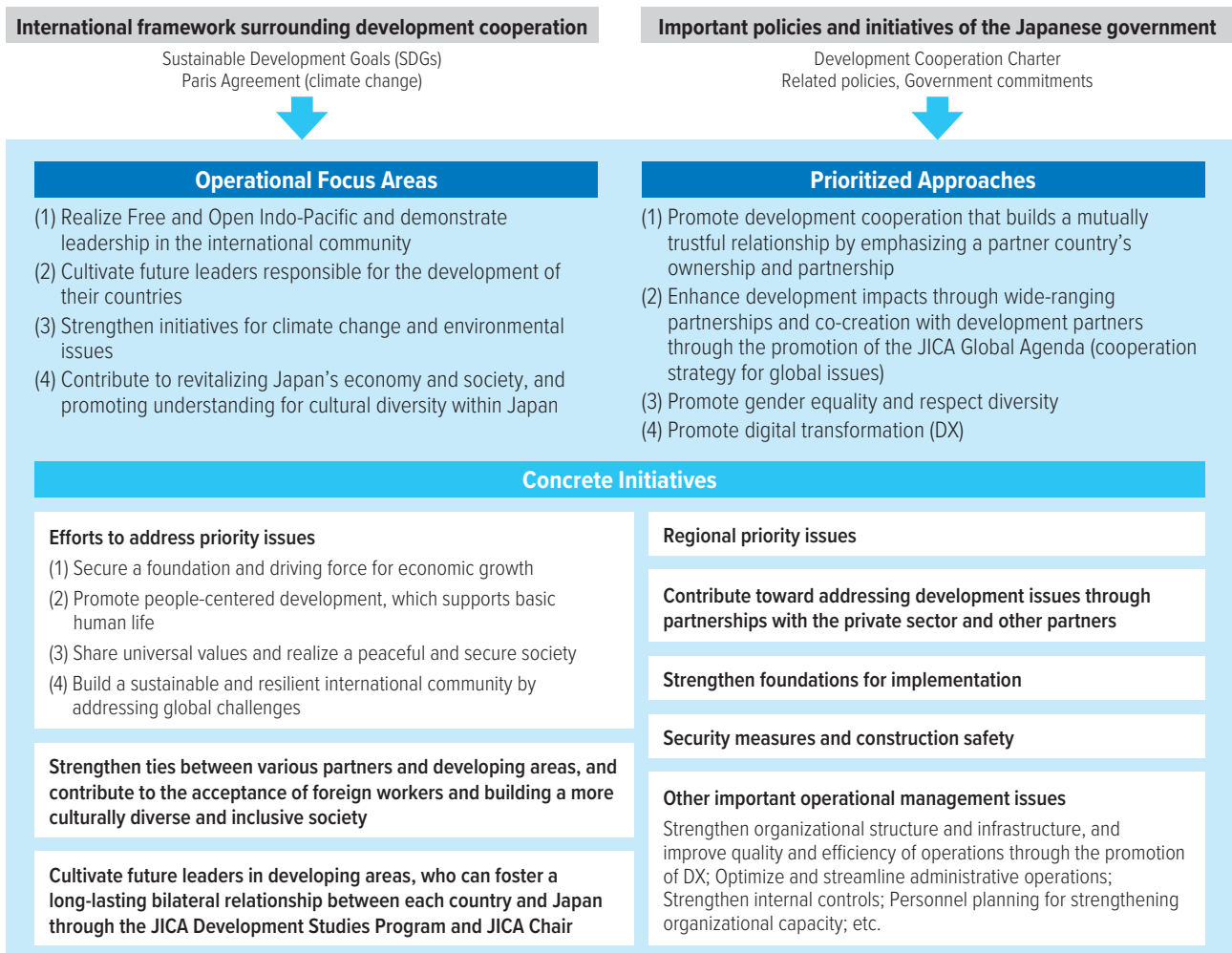
In the Operational Focus Areas, the Medium-term Plan calls for JICA to work on three priority issues outlined in the Development Cooperation Charter, which shares the same directions with the SDGs. These three issues are (1) quality growth and poverty eradication through such growth; (2) sharing universal values and realizing a peaceful and secure society; and (3) building a sustainable and resilient international community through efforts to address global challenges. The Plan also calls for JICA to enhance initiatives toward the four areas shown in the figure below.

The Medium-term Plan also sets out plans on a number of other issues, including priority issues for each of the six regions of the world, partnerships with various actors, stronger foundations for implementation, and more optimal and streamlined administrative operations, as well as security measures and internal controls.

Development Cooperation Charter	The basic policy of Japan's development cooperation
Medium-term Objectives (five years)	Established by the competent ministers and relevant instructions given to JICA
Medium-term Plan (five years)	Prepared by JICA and authorized by the competent ministers*
Annual Plan (one year)	Established by JICA and notified to the competent ministers

*The Minister for Foreign Affairs, the Minister of Finance, and the Minister of Agriculture, Forestry and Fisheries.

Outline of the 5th Medium-term Plan



Directions of JICA's Development Activities for Fiscal 2023

JICA's Three Endeavors

The world is seeing the foundation of the international order being undermined. It is also facing compounded crises that involve inflation, debt crises, and such global issues as climate change and infectious diseases. Under the new Development Cooperation Charter, JICA will push ahead with efforts to cooperate with developing countries in their creative reconstruction and their achievement of the SDGs with the mission of advancing both *human security* and *quality growth*. In doing so, JICA will promote co-creation with diverse partners and leverage digital technology and innovation to maximize its development effectiveness.

1

Contribution to Maintaining International Order Based on Universal Values

Today, the world is beset with political disturbances and conflicts that may undermine the foundation of the international order. It is therefore more important than ever to protect universal values such as freedom, democracy, the rule of law, and the freedom of the seas.

Based on universal values that are flexibly defined to reflect the history, culture, and development status of partner countries, JICA will work to realize the Japanese government's vision of a Free and Open Indo-Pacific (FOIP) and thus contribute to peace and prosperity in the Indo-Pacific region, and eventually, in the world. In the process, JICA will advance development cooperation that capitalizes on Japan's strengths while respecting partner countries' ownership and building trust among stakeholders.

For Ukraine, JICA will deliver assistance in recovery and reconstruction with an eye toward the postwar period. A specific focus will be placed on clearing landmines and unexploded ordnance and rebuilding people's lives, including the development of energy and other core infrastructure. In the process, JICA will take advantage of Japan's experiences in postwar and post-disaster reconstruction in Japan as well as in reconstruction assistance in developing countries. JICA will also work both on supporting refugees and internally displaced persons and on assisting neighboring host countries.



In Focus

See page 16 on Support for Ukraine.

2

Contribution to Addressing Compounded Crises Facing the World

For compounded crises facing the world, JICA will deliver cooperation based on the concept of *human security*.

JICA will assist developing countries in achieving the dual goal of development and climate action. While standing by developing countries, JICA will deliver cooperation in both mitigation and adaptation. The scope of mitigation will cover, for example, energy transition and public transportation development that accommodate the situations in each country. The scope of adaptation will encompass such sectors as disaster risk reduction, water resources, and agriculture. JICA will also proactively promote the mobilization of private funds and the utilization of new technology.

For the threat of infectious diseases, JICA will advance JICA's Initiative for Global Health and Medicine to achieve universal health coverage (UHC), which ensures that all people receive health services without suffering financial hardship.

As for food crises, JICA will roll out the JICA Initiative for Food and Nutrition Security in Africa on this seriously affected continent in an effort to help ensure food security in the developing world.

3

Co-creation and Innovation with Diverse Partners

In the post-COVID era, the needs for development cooperation in developing countries are ever-changing. By effectively utilizing digital data and technology, JICA will promote digital transformation (DX) in all its operations with the aim of "giving JICA a cutting edge with digital technology." JICA will also encourage collaboration between researchers in developing countries and those in Japan to make good use of science and technology that helps solve development issues in its operations.

In addition, JICA will advance the JICA Global Agenda, expand cooperation with diverse partners for fund mobilization and other purposes, and promote Private-Sector Investment Finance and private investment. The aim is to make its operations more efficient and maximize their development impacts.

In order to enhance efforts toward multicultural coexistence and regional economic revitalization in Japan, JICA will make the most of its experience with human resources development programs, its human capital such as former JICA volunteers, and national and international networks that it has developed over the years.

Through all these activities, JICA will promote co-creation with diverse partners to contribute both to the sound development of developing countries and to a prosperous and sustainable Japanese society.

→ In Focus

See page 17 on Climate Action.
See page 18 on Food Security.

→ In Focus

See page 19 on
Science and Technology Cooperation.



In Focus
Support for
Ukraine

Japanese demining technology for safe living and reconstruction

In Ukraine, landmines and unexploded ordnances (UXOs) pose both a threat to safe and secure life and an impediment to recovery and reconstruction efforts. For Ukraine, JICA has provided ALIS, a Japanese-made mine detecting system. It also offered training in operating ALIS in Cambodia in cooperation with the Cambodian Mine Action Centre (CMAC), to which Japan has provided cooperation for many years. In addition, JICA has provided the crane-equipped trucks needed to carry removed explosives. It has also formulated a Grant project involving the provision of demining and other equipment.

JICA will continue to stand by Ukraine and provide cooperation by taking advantage of Japan’s technology and expertise as well as its experience in development cooperation.

PHOTO: A session of training in operating ALIS at CMAC for demining experts from the State Emergency Service of Ukraine (SESU). CMAC experts served as demonstration instructors. ALIS is a landmine detection system that combines a metal detector and ground-penetrating radar. The system is capable of determining, on the terminal screen, whether a detected underground object is an explosive or not. It makes mine detection safer and more efficient than conventional metal detectors. It is hoped that ALIS will contribute to clearing landmines and UXOs in Ukraine.



In Focus
Climate Action

Aiming to address both development issues and climate change

As a partner of developing countries, JICA supports both a transition to a net-zero* society and the creation of a society resilient to climate change, thus contributing to the achievement of the goals as set in the Paris Agreement. JICA encourages partner countries to implement the Paris Agreement by helping them enhance the capacities needed to formulate, update, and monitor their climate action plans. In the process, JICA takes into account their Nationally Determined Contributions (NDCs) which set out their plans of reducing emissions of greenhouse gases (GHGs) as well as their long-term low emission development strategies.

JICA also promotes the co-benefits approach that contributes both to solving development issues (development benefits) and to addressing climate change (climate benefits). JICA aims to scale up and upgrade climate actions in a number of sectors, including energy, transport, urban development, nature conservation, and agriculture.

*A state in which GHG emissions into the atmosphere are equal to the amount of GHGs removed from it.

PHOTO: JICA cooperates with partner countries in deploying renewable energy so as to achieve the dual purposes of meeting growing power demand and addressing climate change. In December 2022, JICA signed a project finance loan agreement (Private-Sector Investment Finance) to provide up to \$25 million for a private sector-led onshore wind power project in Ninh Thuan Province, southern Viet Nam.



In Focus Food Security

Achieving *human security* through food and agriculture development in collaboration with partners

The world's food demand is expected to increase to 1.7 times the 2010 level by 2050.* It is estimated that more than 800 million people will be denied access to sufficient food by then. It is therefore necessary to step up efforts to achieve food security so that quality food will be available to all with reasonable prices for years to come. Small developing economies, in particular, have difficulty importing food, which makes it important to build a system to produce and supply certain levels of food domestically. It is also estimated that 500 million people, or some 60% of the world's poor, are engaged in farming. It is thus deemed important to promote agriculture as a business so that farmers can make a decent living.

JICA aims to reduce poverty in rural areas and ensure food security. To this end, JICA will work with diverse cooperation partners to achieve a number of objectives. These include building inclusive food value chains, promoting rice cultivation, encouraging market-oriented farming for smallholders, managing and utilizing fishery resources, promoting livestock farming and improved livestock hygiene, and achieving nutrition improvement.

*Ministry of Agriculture, Forestry and Fisheries, "JAPAN Long-term World Food Supply and Demand Projection for 2050," September 2019.

PHOTO: In November 2022, JICA launched the JICA Africa Food Security Initiative to deliver cooperation aimed at increasing food security on the continent, which is experiencing a growing food crisis. The photo shows a JICA project at work in Uganda, where farmers are receiving hands-on training in planting seeds in a nursery they prepared. (Photo: PRiDe Project Phase 2)



In Focus

Science and Technology Cooperation

International joint research that takes on global issues

In recent years, global issues—including environmental and energy problems, food crises, and infectious diseases—are becoming increasingly entangled and posing a greater threat. To address these issues, existing technology alone does not suffice; it is also necessary to gain new technology and expertise and promptly implement them in society. Since 2008, JICA has been conducting a program called the Science and Technology Research Partnership for Sustainable Development (SATREPS) in cooperation with the Japan Science and Technology Agency (JST) and the Japan Agency for Medical Research and Development (AMED). Under the SATREPS program, Japanese research institutions conduct joint research with those in developing countries and use its outcomes in solving social issues.

In the field of infectious diseases, SATREPS works on a wide range of activities, including (1) elucidating the nature and mechanism of an infectious disease; (2) establishing methods of prevention, diagnosis, and treatment; (3) developing therapeutic medication; (4) allowing the private sector to commercialize it; and (5) enabling authorities to reflect all these outcomes in their policies and strategies.

PHOTO: Chagas disease is a fatal parasitic disease unique to Latin America and the Caribbean. It is estimated that about 3% of El Salvador's population or some 230,000 people are infected with it. Its virulence factors and pathology have yet to be fully elucidated. The existing therapeutic medication has many problems, including strong side effects. Under the Project for Integrated Research and Development toward Chagas Disease Control, Japanese and El Salvadorian research institutions have been conducting joint research to analyze genes associated with pathogenesis and develop new therapeutic medications.

JICA Global Agenda

Mobilizing a Wider Range of Resources to Tackle Global Issues

JICA has set the JICA Global Agenda—20 cooperation strategies for global issues in four categories—to identify medium- to long-term objectives and initiatives toward more strategic cooperation. JICA aims to further increase development impacts through enhanced partnership and co-creation with various partners both within and outside Japan by sharing these objectives with them.

Complex and serious issues facing the world

Pursuing economic prosperity and human dignity, the world has been facing challenges, including climate change, that threaten the very survival of all life, along with difficulties such as COVID-19 and frequent armed conflicts. Addressing these global issues requires that the international community make a united effort mobilizing a wider range of resources.

JICA is committed to contributing both to achieving the SDGs in partner countries and to solving global challenges together with its mission to work on *human security* and *quality growth*. To this end, JICA in fiscal 2021 set JICA Global Agenda, 20 cooperation strategies for global issues in four categories: Prosperity, People, Peace, and Planet.

Advancing collaboration and co-creation

Amid growing interest in the SDGs, the range of development actors is expanding to include private companies, research institutions, civil society organizations, and others. JICA will share the values it aims to achieve over the medium- to long-term with these various stakeholders and work together to tackle global issues.

To further advance such collaboration, JICA will build platforms that allow diverse partners to gather various resources, including knowledge, ideas, and talent, to promote co-creation. It will also work to create an environment that enables fund mobilization and private business participation to spur a groundswell of efforts to solve global issues.

Twenty cooperation strategies for global issues in four categories

Prosperity

- 1 Urban and Regional Development
- 2 Transportation
- 3 Energy and Mining
- 4 Private Sector Development
- 5 Agriculture and Rural Development (Sustainable Food Systems)

People

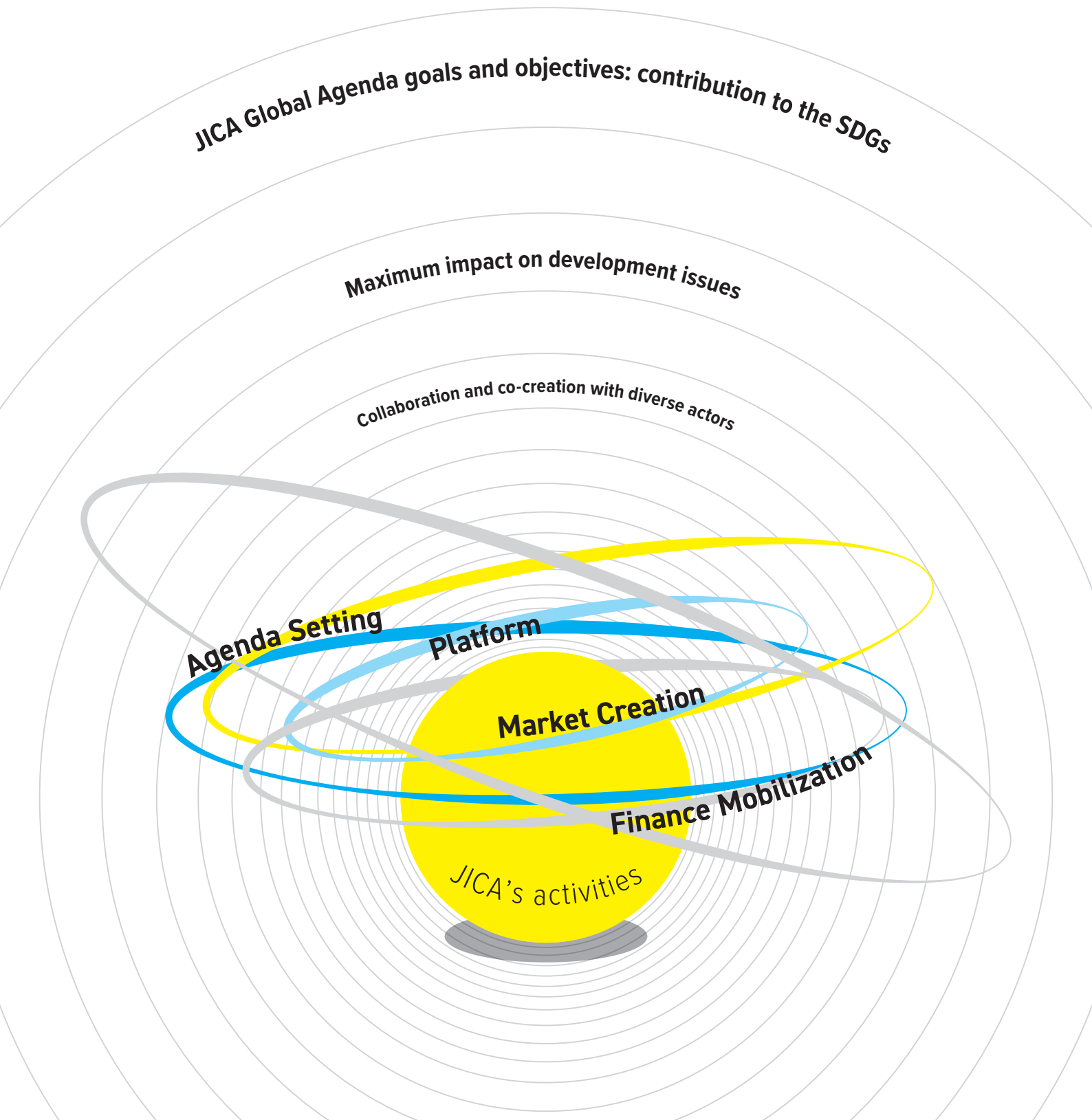
- 6 Health
- 7 Improving Nutrition
- 8 Education
- 9 Social Security, Disability, and Development
- 10 Sport and Development

Peace

- 11 Peacebuilding
- 12 Governance
- 13 Public Finance and Financial Systems
- 14 Gender Equality and Women's Empowerment
- 15 Digital for Development

Planet

- 16 Climate Change
- 17 Natural Environment Conservation
- 18 Environmental Management
- 19 Sustainable Water Resources Management and Water Supply
- 20 Disaster Risk Reduction through Pre-disaster Investment and Build Back Better



JICA's roles for maximizing the impact of development efforts

Agenda Setting
Setting common goals and objectives for the future

Platform
Building a co-creative platform that attracts diverse actors and information

Market Creation
Creating business opportunities

Finance Mobilization
Raising funds for problem-solving

Prosperity

1 Urban and Regional Development



Urban management for livable and sustainable cities

With an eye on desirable cities, JICA devises appropriate land use while utilizing the latest geospatial information.* It also involves and coordinates various stakeholders in planning, implementation, and operation and management of urban environment. It extends support to strengthen the urban administration's ability to conceptualize and manage attractive and sustainable cities [→ see page 26].



APPROACHES

1. Collaborating with various stakeholders to strengthen urban management capacity
2. Supporting the development and utilization of geospatial information*

*Location information with its associated information

2 Transportation



Pursuing a world where all people and goods move safely and freely

While promoting low-carbon and decarbonization in the transportation sector, JICA works on the development of transportation infrastructure, improvement of maintenance and management techniques, and safety. It aims to create a society where people can move freely and safely, and necessary goods can be transported anywhere in the world.



APPROACHES

1. Building a global network
2. Enhancing maritime security capabilities
3. Promoting road asset management
4. Improving road traffic safety
5. Promoting the development of urban public transport

3 Energy and Mining



To realize carbon neutrality and stable supply of affordable energy

JICA aims to realize carbon neutrality and stable supply of affordable energy with its partners. To these ends, JICA focuses on cooperation aimed at the development of energy transition policies and plans, the encouragement of research and development of next generation decarbonization technology, the promotion of carbon neutrality for regional communities, the mobilization of funds, and awareness-raising activities for the next generation [→ see page 27].



APPROACHES

1. Promoting energy transition
2. Improving access to electric power in Africa
3. Promoting sustainable mineral resource management

4 Private Sector Development



Fostering private enterprises and supporting economic growth in developing countries

JICA strives to improve the competitiveness of entrepreneurs and businesses, develop industrial and investment policies and the business environment, and improve access to finance, etc. These attempts will create an environment for the private sector to grow. JICA will also promote collaboration between local and Japanese companies and strengthen partnerships in order to increase the economic resilience of both countries [→ see page 28].



APPROACHES

1. Promoting the Africa Kaizen Initiative
2. Assisting in building a start-up ecosystem for creating innovation
3. Promoting investment and industry development in Asia

5 Agriculture and Rural Development (Sustainable Food Systems)



Eradicate poverty and hunger by achieving sustainable agriculture

JICA cooperates to increase the productivity of agriculture, livestock, and fisheries industries through developing and disseminating production technologies and effective distribution systems. JICA also contributes to the stable production and supply of food by addressing challenges of climate change and food loss and waste [→ see page 29].



APPROACHES

1. The Smallholder Horticulture Empowerment and Promotion (SHEP) Approach
2. Promoting rice development in Africa
3. Building food value chains
4. Promoting the fisheries-centered Blue Economy in island countries
5. Promoting the "One Health" approach, including zoonosis control, through strengthening livestock hygiene

People

6 Health



Advancing a health-promoting society to protect people's lives at all times

JICA advances a health-promoting society that underpins people's lives. Through this, it aims to contribute to the achievement of Universal Health Coverage (UHC), which ensures that all people receive the health services they need without suffering financial hardship [→ see page 30].



APPROACHES

1. Strengthening diagnosis and treatment capacity of core hospitals
2. Strengthening the institutions for infectious disease control and testing
3. Strengthening quality continuum care for mothers and children, including the use of Maternal and Child Health Handbooks
4. Strengthening sound health financing systems

7 Improving Nutrition



Proper nutrition for a healthy future for all

JICA tackles both undernutrition, a condition resulting from inadequate intake of necessary nutrients, and overnutrition, an increasingly serious problem. To this end, it is making collaborative efforts in a range of sectors, including health, agriculture and food, water, sanitation and hygiene (WASH), and education, thereby helping people all over the world to lead a healthy life.



APPROACHES

1. Improving maternal and child nutrition
2. The Initiative for Food and Nutrition Security in Africa (IFNA)

8 Education



Quality education where each individual shines with vitality

There are more than 610 million children and youth in school who have not reached the minimum proficiency level in literacy and numeracy.* In addition, there are significant gaps among the countries in higher education. JICA addresses this agenda so that all people can have access to learning opportunities and develop their abilities.



APPROACHES

1. Learning improvement through the development of quality textbooks and learning materials
2. Community-wide collaboration
3. Improving education for leaving no one behind
4. Strengthening leading universities in partner countries

*UNESCO Institute for Statistics, "SDG 4 DATA DIGEST 2018."

9 Social Security, Disability, and Development



Making a world to live our lives with dignity

Through expansion of social security, improvement of the working environment, promotion of social participation of people with disabilities and mainstreaming disability, JICA aims to realize a society where all people can live with dignity while supporting each other's lives as members of society [→ see page 31].



APPROACHES

1. Establishing a social insurance system
2. Promoting social welfare
3. Improving the employment and working environment
4. Promoting disability-specific initiatives
5. Promoting disability mainstreaming initiatives

10 Sport and Development



A peaceful world where all people can enjoy sport

Sport is borderless, transcending language and cultural differences, and can expand people's possibilities and lead to a step forward in building the future. JICA contributes to the realization of a diverse and peaceful society by working to create an environment where everyone can enjoy sport and to develop human resources through sport.



APPROACHES

1. Expansion of opportunities to enjoy sport
2. Development of human resources with sound spirits and bodies through sport
3. Promotion of social inclusion and peace through sport

Peace

11 Peacebuilding



Building peaceful and just societies without fear and violence

To mitigate conflict risks and to strengthen state and societal capacities to deal with crises and threats, JICA works on capacity development and institution building to create governments that are trusted by the people, as well as community reconciliation and the recovery, reconstruction, and development of social and human capital.



APPROACHES

1. Preventing conflicts and building resilient states and societies through the *human security* approach
2. Capacity building of local governments, building resilient societies, and trust-building
3. Promoting the Humanitarian-Development-Peace (HDP) Nexus

12 Governance



A society where all people can live with dignity

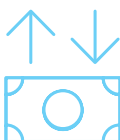
JICA cooperates in the development and operation of legal systems, the improvement of public broadcasting functions, and the implementation of appropriate administrative services. The aim is to realize universal values such as basic human rights, freedom, and the rule of law, and to achieve a society in which each individual is respected as a human being. JICA supports the strengthening of democratic and inclusive governance.



APPROACHES

1. Realizing the rule of law
2. Strengthening the capacity of the civil service and human resources in the public sector
3. Strengthening maritime security capabilities

13 Public Finance and Financial Systems



Strengthening fiscal and financial foundations, aiming for economic stability and growth

JICA supports strengthening the fiscal base and developing the financial systems necessary to stabilize the economy and promote sustainable growth. In addition, JICA contributes to enhancing trade facilitation by modernizing customs administration [→ see page 32].



APPROACHES

1. Strengthening the national fiscal foundation
2. Strengthening connectivity through support for customs modernization
3. Implementing appropriate monetary policies and developing financial systems

14 Gender Equality and Women's Empowerment



Toward a society where every individual, regardless of gender, can fulfill their potential

JICA extends its cooperation to reform discriminatory systems and structures in society and in organizations, to strengthen the agency of women and girls, and to transform the awareness and behavior of society and its people. Such cooperation contributes to building a society where every individual, regardless of gender, can fulfill their potential with dignity as a human being.



APPROACHES

1. Gender mainstreaming in the five priority cooperation areas*
2. Promotion of Gender Smart Business (GSB)
3. Elimination of sexual and gender-based violence (SGBV)

* (1) Women's economic empowerment, (2) Women's peace and security, (3) Women's education and lifetime health, (4) Gender-equal governance, (5) Gender-responsive infrastructure

15 Digital for Development



Digital transformation (DX) to improve well-being for all

JICA supports building a better society through utilizing digital technologies and data to solve various problems. While establishing bases of information and communication technology (ICT) with human resources development and industry creation, it will contribute to creating a free and safe cyberspace [→ see page 33].



APPROACHES

1. Mainstreaming digital transformation (DX) for effective development activities
2. Establishing bases for digitization

Planet

16

Climate Change



Confronting the threat of climate change with partner countries

The global community must mitigate climate change—which has an enormous negative impact on the economy and society—by drastically reducing greenhouse gas emissions. At the same time, it must also adapt to climate change. JICA will contribute to solving global issues in cooperation with partner countries that face the daunting task of addressing development and climate change simultaneously.



APPROACHES

1. Promoting the implementation of the Paris Agreement
2. Promoting the co-benefits approach to climate change countermeasures

17

Natural Environment Conservation



Inheriting the bounty of nature to the future generations

JICA is committed to conserving the natural environment, which is important for local communities and for a sustainable global environment. Based on scientific evidence, JICA identifies natural assets that should be protected and assesses their value and current status. It also works with local communities, and utilizing traditional knowledge, aims to balance environmental conservation with human activity [[see page 34](#)].



APPROACHES

1. Protecting the richness of nature on the land
2. Protecting the richness of nature in marine and coastal areas

18

Environmental Management: JICA Clean City Initiative



Prevent environmental pollution to create clean cities for healthy lives

In many partner countries, industrialization and urbanization are progressing without environmental measures, causing serious contamination of water, air, and soil and damaging people's health. Through measures such as waste management and the prevention of water and air pollution, JICA cooperates in creating clean cities and aims to build sustainable societies.



APPROACHES

1. Improving waste management and promoting a sound material-cycle society
2. Promoting a healthy environment through appropriate environmental regulations and pollution-control measures

19

Sustainable Water Resources Management and Water Supply



For a society with safe water for all people

JICA helps strengthen the organizations responsible for managing water resources and establish mechanisms for democratic consensus-building among stakeholders in order to resolve issues on water resources in the field. JICA creates “growing water utilities” capable of self-sustaining expansion and improvement of water supply services [[see page 35](#)].



APPROACHES

1. Resolving issues on water resources in the field through integrated water resources management
2. Supporting the growth of water utilities

20

Disaster Risk Reduction through Pre-disaster Investment and Build Back Better



Building nations' resilient foundation for saving lives and developing economy

Disaster risk reduction (DRR) is the basis for development as it saves people's lives and livelihoods. JICA supports programs on strengthening the capacity of partner countries to augment pre-disaster investment in DRR for the future. By 2030, JICA aims to bring about a downward global trend in the number of deaths, people affected, and economic losses caused by natural hazards.



APPROACHES

1. Promoting structural measures to support the nation's development foundation
2. Strengthening overall governance for DRR, including nonstructural measures
3. Promoting “Build Back Better”

In Practice: JICA Global Agenda No. 1



Urban and Regional Development

Seeking Synergy through the Integrated Development of Rail and Station Areas

India: Project for Station Area Development at Selected Stations of the Mumbai-Ahmedabad High Speed Rail (MAHSR) Project (Project-SMART)

Launch of cooperation aimed at accelerated construction of the high-speed rail

India is soon expected to become the most populous country in the world. To meet growing passenger demand and aim for further economic growth, the country is moving forward with the construction of the high-speed rail that will link large cities in western India that are the key drivers for a robust economy.

JICA has already cooperated in the opening of MAHSR, India's first high-speed rail, which will cover a distance of some 500 kilometers between Mumbai, the country's second-largest city, and Ahmedabad, one of the largest industrial cities in India, in about two hours. Detailed design for MAHSR started in 2016 and construction work began in 2020. At the same time, JICA has been providing training in delivering safe and scheduled services.

To enhance the convenience and economic benefits of the high-speed rail, it is necessary to formulate urban development plans for areas around the stations aimed at improving access to stations and adjacent commercial facilities and offices as well as facilitating transfers to other public transportation services. As such, JICA launched a separate project in February 2023 to cooperate in station area development planning along the MAHSR corridor.

High expectations for Japan's experience and expertise

Among the 12 stations that will be constructed along MAHSR, this project focuses on four as model stations to formulate station area development plans that aim to achieve synergy between high-speed rail and station area development.

The project will start by analyzing characteristics of the four model stations and challenges they face in light of their location and the status of development of the surrounding areas. This will be followed by development planning at each site according to above conditions. The project will

also involve training and seminars for concerned officers to deepen their knowledge about station area development. There are plans as well for preparing a handbook that summarizes case studies of high-speed rail development in Japan and other countries while referencing the Indian government's own vision of the development of a country-wide high-speed rail network.

Japan has long experience in achieving synergy through the simultaneous development of rail lines and station areas to improve passenger convenience and facilitate the economic development of surrounding areas. More recently, Japan has been promoting transit-oriented development (TOD)* from the perspective of reducing the environmental impact. The Indian government expresses high expectations for development cooperation that leverages such experience and expertise of Japan.

*TOD refers to an approach of developing a compact city that does not depend on private automobiles by concentrating urban infrastructure in and around public transportation hubs such as railroad stations.



Construction is underway at Surat Station, one of the project sites.

VOICE

This project is a source of pride for us

D Thara
Additional Secretary, Ministry of Housing
and Urban Affairs of India



Station area development and TOD in Japan are quite interesting. Regional development integrated with high-speed rail has a huge impact both directly and indirectly. It will likely pave the way for economic revitalization, comfortable urban environment, and job creation. Being able to contribute to the most important project for the Indian government is a source of pride for all the people involved in the project.

With an eye on region-wide economic growth

JICA expert
Seiichiro Akimura
Japan International Consultants for
Transportation Co., Ltd.



Station area development along the high-speed rail is expected to make a significant contribution to economic growth and environmental improvement for the whole region. I try to link station area development with regional industrial promotion and wider socioeconomic activity, including commuting, to achieve sufficient project effectiveness.

In Practice: JICA Global Agenda No. 3



Energy and Mining

A Quest for 100% Renewable Energy in a Pacific Island Country

Solomon Islands: The Project for Formulating Renewable Energy Road Map

Energy transition needed from environmental and economic perspectives

Given the Paris Agreement adopted at the 21st Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21) in 2015, JICA works on promoting energy transition to help achieve carbon neutrality.



A solar-power generating facility near Honiara Airport, one of the largest of such facilities in the Solomon Islands

In the Solomon Islands, a Pacific island country vulnerable to rising sea levels due to global warming, climate action is an urgent and top-priority issue. It also depends heavily on diesel power generation, which is prone to fluctuations in fuel prices.

To defuse this situation, the Solomon Islands government set the goal of achieving 100% renewable energy in Honiara, the capital city, by 2030 and across the country by 2050. To deploy renewables full-scale, however, many challenges must be overcome, such as securing development financing and the participation of independent power producers, the effective operation of hydroelectric plants and the grid, and developing relevant institutions and implementation structure.

Weighing different scenarios

Responding to the request of the Solomon Islands government, JICA launched this project in August 2019 to formulate a road map for the further deployment of renewables by 2030.

The project explored the potential for developing new power sources such as wind power, biomass, and

geothermal power in addition to existing hydropower and solar power. It carried out many analyses and simulations with regard to power supply and demand to come up with different scenarios in light of the 2030 targets. The project then compared and weighed these scenarios. The project also worked on capacity development at the working-level by, for example, providing officials at Solomon Power, the country's electricity authority, with training in optimal source planning and grid analysis.

The road map thus formulated sets out the target of increasing the share of renewable energy to 100% by 2030 in the Honiara area in the rainy season, when hydraulic power output is at its peak. This target considers such factors as a delay in the development of power sources due to the COVID-19 pandemic.

In July 2022, the Solomon Islands government announced the adoption of this road map as a formal plan. Efforts are now underway in line with it.

VOICE

A concrete road map completed

JICA expert
Masahiko Nagai
Tokyo Electric Power Services Co., Ltd.



In this project, the road map has been completed in joint work with technical experts and other experts in such fields as economics, finance, and related institutions. The effective interdisciplinary collaboration, as originally expected, coupled with strong ownership on the Solomon Islands side, has made it possible to develop a highly feasible road map that reflects the realities of diverse issues.



JICA experts discussing with SIEA officials

In Practice: JICA Global Agenda No. 4



Private Sector Development

Supporting Start-ups that Tackle Social Issues

Ethiopia: Start-up Ecosystem Advisor/Project NINJA

A new approach to addressing challenges facing the developing world

Several start-ups are seeing rapid growth by tackling increasingly compounded social issues in developing countries with innovative products and business models. In January 2020, JICA launched Project NINJA (Next Innovation with Japan) to support such start-ups and entrepreneurs in partner countries. The project organizes business plan competitions to promote entrepreneurship, implements acceleration programs to support business growth, and facilitates business matching between companies and investors.

In Ethiopia, one of the target countries, there are not many entrepreneurs. Government officials need to obtain knowledge about start-ups and investment; relevant legislation and policy are also not fully in place.

Cultivation through an acceleration program

In September 2021, JICA dispatched an expert as a start-up ecosystem advisor to Ethiopia to work on the improvement of relevant policies and institutions and to cultivate entrepreneurs in cooperation with the Ministry of Innovation and Technology (MInT) through business development training and other means. Initiatives included further development of the Start-up Ecosystem, an environment where innovative start-ups are born continuously and autonomously.

More recently, JICA, together with MInT officials and 16 start-ups, participated in one of the world’s largest tech events, which was held in Dubai and Morocco in October

2022 and June 2023, respectively. Two of the start-ups took this opportunity to conclude a development partnership with an Indian start-up in a major fresh food supply chain in India.

As part of its support under the acceleration program, JICA screened 114 start-ups that had applied for the program to select 30 finalists in light of such criteria as competitive advantage and social impact. In January 2023, JICA provided these 30 finalists with one-week training to teach pitch skills, and after two pitch contests, JICA selected six outstanding start-ups.

These six firms will receive four-month training in business development to engage in a proof of concept (POC). They will also participate in training in Japan, where they will interact with accelerators and investors.

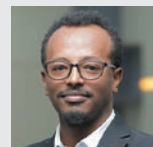


Ethiopian start-up managers at a pitch event in GITEX GLOBAL, held in Dubai

VOICE

A lot closer to my goal

Daniel Getachew
CEO, Guzo Technologies PLC



I got useful information for my business from industrial leaders at the tech event in Dubai. The acceleration program was very practical. It moved me a lot closer to the goal of contributing to tourism promotion with extended reality or XR [virtual reality, etc.] technology that can simulate the experience of Ethiopia’s cultural heritage.

Working on ecosystem development

JICA expert
Sachiko Hara
Start-up Ecosystem Advisor



In cooperation with MInT officials, I work on business support programs, training on legislation and policy, and training for start-up support organizations to impart expertise. My goal is to develop the ecosystem further so that more start-ups will be born in Ethiopia, which in turn will hopefully help solve social issues such as job creation.

In Practice: JICA Global Agenda No. 5



Agriculture and Rural Development (Sustainable Food Systems)

For Conservation and Sustainable Use of Marine Resources

Fiji: Project on Pacific Islands Capacity Enhancement for Achieving SDG 14

Pacific island countries (PICs) are losing “life below water”

People in PICs have lived with the sea from time immemorial. Local fishery resources constitute a valuable asset that has shaped societies, economies, and cultures unique to the Pacific islands. In recent years, such life has been being lost as it is increasingly exposed to multiple threats such as overfishing, marine pollution, and climate change.



MoF officials learning skills in hygienically treating and processing marine products in a training session

As one of the SDGs, the international community advocates “Life below water” (SDG 14). Little progress has been made, however, in taking specific action to this end in Fiji and other PICs due to chronic shortages of human resources and revenue sources.

Taking on challenges with a practical project

JICA launched this project in December 2020 to develop human resources so that PICs can sustain actions aimed at achieving SDG 14. The first component of the project was capacity development for officials at the Ministry of Fisheries (MoF) of Fiji, a country situated at the center of the South Pacific that hosts the secretariats of several international organizations.

In collaboration with the University of the South Pacific (USP) and the Secretariat of the Pacific Community (SPC), JICA provided a total of 200 MoF officials with training in fishery resources management, aquaculture, and fish processing. To put the knowledge and skills they acquired into practice, these officials now plan and implement small projects by themselves.

One such project is titled “Sustainable Use and Management of Fishery Resources by Lautoka Fishers Cooperative Limited (LFCL).” At Lautoka Fishing Port, which boasts the largest fish catches in Fiji, a poor sense of hygiene, as represented by the practice of putting fish on the ground to sell, meant poor quality and low prices. This situation prompted JICA to help launch LFCL. JICA provided LFCL members with training in hygienic treatment and processing of fish and supported this fishery co-op with the purchase of showcases, freezers, and other equipment. JICA aims to help achieve SDG 14 through the prevention of overfishing by supporting LFCL adding value to the fish it catches as well as managing fishery resources through meticulous collection of fishery data.

From 2023, JICA plans to expand these efforts in Fiji to other PICs. It also plans to offer training and other opportunities for PICs to learn from one another about fishery knowledge and the experience they have accumulated through JICA’s cooperation.

VOICE

Expand Fiji’s achievement across the region

JICA expert
Minoru Tamura



To enhance the capacity of fishery officials in PICs, it is important for MoF fishery officials to assume their leadership and share their knowledge and experience with neighboring communities and countries. In fact, officials who have already participated in JICA’s fishery trainings took the first step to apply their technical knowledge and experiences for fishery management in other communities. JICA plans to expand this achievement and other outcomes across the region.



The opening ceremony for a fishery training program co-organized by JICA and USP

In Practice: JICA Global Agenda No. 6



Health

The Industrial, Governmental, and Academic Sectors in Brazil and Japan Collaborate to Fight Infection

Brazil: Project for the Establishment of a Research and Reference Collaborative System for the Diagnoses of Fungal Infections Including Drug-Resistant Ones both in Brazil and Japan

Establishing the basis for joint research

There are reported cases in which COVID-19 patients develop fungal infections and follow a fatal course in many parts of the world. The similarity between fungi (molds) and human cells makes it difficult to develop therapeutic medication that is effective only for fungi without harming the human body. Moreover, the emergence of drug-resistant fungi has become a global issue.

In Brazil, there are many pulmonary tuberculosis patients, whose condition can deteriorate through fungal infections.



Brazilian and Japanese medical professionals conducting a drug sensitivity test for fungi.

However, the actual status of drug-resistant fungi in the country remains unknown. Focusing on this situation, a joint research project between the São Paulo State University of Campinas (UNICAMP) of Brazil and Chiba University of Japan was launched in September 2017. The project, which was undertaken under the Science and Technology Research Partnership for Sustainable Development (SATREPS), was designed to assess the status quo of drug-resistant fungi and establish a sustainable base of relevant research.

Supported by JICA and the Japan Agency for Medical Research and Development (AMED), this project worked on a number of aspects, including the development of a simple and quick method to detect drug-resistant fungi; the development of a bio-resource bank to store pathogenic fungi and a database of fungal infection cases; and the deployment of a testing technique that uses the LAMP method, a gene amplification technology.

Solidarity developed between Brazilian and Japanese medical professionals amid the pandemic

The COVID-19 pandemic spread rapidly when the project was underway. Brazil was among the hardest hit countries

with one of the largest death tolls in the world. While the whole world was in turmoil, Brazilian and Japanese universities promptly took the initiative to launch a joint COVID-19 case conference, where participants shared the latest cases and therapies. This cross-border forum was held online as many as 24 times from June 2020, and it served as psychological support for the frontline medical professionals in both countries who had to fight the then unknown virus.

Industry-government-academia collaboration also played a part. The University of Campinas of Brazil undertook clinical trials to evaluate the performance of a COVID-19 detection reagent developed by a Japanese manufacturer. The trials confirmed the effectiveness of the reagent, paving the way for continued cooperation toward its use in a clinical setting.

VOICE

Project outcomes have taken root

Maria Luiza Moretti
Vice-rector, São Paulo State University of Campinas



This project produced many outputs, including various trainings, research on drug-resistant fungi, development of a fungal infection database, and COVID-related emergency assistance. The project also developed a framework of collaboration among the major hospitals of Campinas that has now firmly taken root. Even today, a weekly meeting is held to share case and other information.

We will make good use of the research base established in the project

JICA expert
Akira Watanabe
Associate Professor, Medical Mycology Research Center, Chiba University



One of the major outcomes of this project is the strong joint research team formed by the Brazilian and Japanese universities. Our university benefited much from the research on diseases that are rare in Japan. Going forward, we intend to make the most of this research platform to address health challenges not only for the two countries but also for the whole world.

In Practice: JICA Global Agenda No. 9



Social Security, Disability, and Development

Improving the Job Environment to Promote Social Participation of Persons with Disabilities

Mongolia: Project for Promoting Employment of Persons with Disabilities (DPUB2) and other projects

Training Mongolia’s first job coaches

Mongolia has been making progress in the social participation of persons with disabilities (PWDs) since the establishment of the Rights of Persons with Disabilities Act in 2016. In 2017, the promotion of the employment of PWDs became a national goal.

In response, JICA and the Ministry of Labor and Social Protection (MLSP) of Mongolia launched this project in 2021. The project is promoting the social participation of PWDs by training job coaches, a profession that does not yet exist in the country, whose job is to assist PWDs in adapting to the workplace, and by providing PWDs and employers with specialized employment support services.

The project has started to provide people aspiring to serve as job coaches—such as members of NGOs working to support PWDs and organizations of PWDs—with training in learning the basics of employment support, including the concept and service details of job coaching. Since July 2022, a pilot project has been underway to offer employment support services to PWDs.

Guidelines approved by a ministerial decree

To make this employment support sustainable, the Mongolian government decided to grant subsidies to job coaches who have provided such services. The project took this opportunity and worked with MLSP to come up with a set of guidelines that define job coaching, detail employment support, list subsidy amounts, and show how to apply for the subsidies. The guidelines were approved in the form of a ministerial decree of MLSP in May 2022,

laying the groundwork for employment support services by job coaches.

Apart from the groundwork, it is also important to encourage more businesses to hire persons with disabilities. The project is presenting cases in which companies have hired PWDs to businesses and citizens via web media. It is also showcasing employment support services provided by job coaches through awareness-raising seminars.

In April 2023, JICA launched a separate project aimed at employment assistance for people in need in Mongolia, whose numbers had grown due to the pandemic, in rebuilding their lives with a focus on employment. The new project is expected to help shape a safety net not only for PWDs and also for the socially vulnerable as a whole.



Mongolian disabled supporters aspiring to become job coaches at a training session

VOICE

Public awareness of PWDs has changed

Sandag Tungalagtamir
 Director, Population Development Policy
 Implementation Coordination Department,
 MLSP



I have been working with JICA to conduct many activities aimed at promoting the social participation of persons with disabilities (PWDs). As a result, more and more people in Mongolia now think that disabilities are created by society, not by PWDs themselves, and that it is the duty of society to remove such impediments to daily and social life. Progress has also been made in developing both relevant human resources and the capacity of organizations of PWDs.

Employment support for 200 PWDs annually

JICA expert
Hisao Chiba
 Koei Research & Consulting Inc.



As of March 2023, there were 26 job coaches under contract to the General Agency for Development of Persons with Disabilities, which is under the jurisdiction of MLSP. These job coaches support 77 PWDs. We are planning to increase the number of job coaches to support 200 PWDs annually. JICA’s cooperation since 2016 has created a virtuous circle of human resources development, institution building, and policy implementation.

In Practice: JICA Global Agenda No. 13



Public Finance and Financial Systems

Improving Cross-border Procedures to Expand Intra-regional Trade

Subregional Africa: The Project for Capacity Development on Smooth Operation of OSBPs on the North-South Transport Corridor

Impediments to smoother cross-border movement

In Africa, where countries usually share borders with multiple neighbors and are often landlocked, smoother intraregional trade via land transportation is considered key to further development. Nevertheless, cross-border cargo transportation has been a time-consuming process because customs clearance procedures are necessary at each border.



Kazungula OSBP, connecting Zambia and Botswana

One-stop border posts (OSBPs) offer a solution to this problem. OSBPs enable efficient movement of people and goods by integrating the border facilities of the exit country and the entry country into one, or conducting immigration and customs clearance procedures only in the border facility of the entry country. By April 2022, 13 OSBPs were operated in East Africa but only three in Southern Africa. These three OSBPs had a number of problems, one of which was a more time-consuming border-crossing process than at OSBPs in other regions.

JICA launched this project in August 2020 to build the operational and administrative capacity of border agency officers at the three OSBPs, which are situated along the North-South Corridor, a key transportation route in Southern Africa.

Cooperation in developing the capacity of border agency officers

The project conducted a survey of the time needed to complete customs clearance procedures, analyzed such procedures, and reviewed the operational structure at each OSBP. Revealing such problems as duplication of immigration control and quarantine procedures between

border agencies, the project revised the OSBP Procedures Manuals to streamline the procedures.

By using these manuals, the project provided workshops and training sessions to develop the capacity of border agency officers. In February 2023, a total of 20 border agency officers from the four countries covered by the project, namely Botswana, South Africa, Zambia, and Zimbabwe, visited OSBPs in East Africa to learn the advanced practices there. The project also identified issues to be addressed to introduce OSBPs across Africa and cooperated with the revision of the OSBP Sourcebook, a set of guidelines for operating OSBPs. These are some of the project outcomes that affect countries in Africa beyond the target countries in the project.

These JICA efforts are highly appreciated by the African Union Development Agency (AUDA-NEPAD) and other regional organizations as contributing to regional integration.

VOICE

A wider impact of cooperation

JICA expert
Takeshi Shimomura
PADECO Co., Ltd.



The impact of cooperation is spreading. In the four target countries, border agency officers are now sharing the knowledge and expertise they have learned in the project with those along other national borders in other parts of their countries. Such developments under the project constitute a major achievement. We will continue to support these developments by building the operational and administrative capacity of the three OSBPs in the four countries to help expand intraregional trade.



A meeting with Zimbabwean officials in the border city of Beitbridge

In Practice: JICA Global Agenda No. 15



Digital for Development

For the Use and Application of AI Technology through Private-Public-Academia Collaboration

Jordan: The Project for Promoting the Artificial Intelligence Ecosystem

Revitalizing a faltering economy

Amid tremendous progress in digital technology, its utilization and application to solve various development challenges of developing countries is highly anticipated.

Jordan is seeing its economy falter due in large part to fallout from the COVID-19 pandemic and instability in neighboring countries. Particularly high youth unemployment is serious. Furthermore, as sources of foreign currency are largely limited to tourism, the impact of the pandemic was significant.

To rectify the situation, the Jordanian government endeavors to promote wider use of artificial intelligence (AI) technology. It established the Ministry of Digital Economy and Entrepreneurship (MoDEE) in 2019 to foster entrepreneurs, promote electronic payment, and develop digital skills. For wider use and application of AI technology, the government aims to build an AI ecosystem designed to organically connect businesses, universities, and local governments.

Conducting POCs through private-public-academia collaboration

In December 2022, JICA launched this project to cooperate with the Jordanian government in these efforts. The project established an AI steering committee made up of key individuals from the private, public, and academic sectors as well as a secretariat for the committee. JICA and MoDEE provide advice to the steering committee and support the management of the secretariat.

The project plans to conduct four proofs of concept

(POCs) aimed at solving social issues with the help of AI technology. The AI steering committee will select each POC from more than 40 candidate POCs that MoDEE has devised in such sectors as e-government, agriculture, education, and energy, based on an analysis of the feasibility, impact, and risk of these prospective POCs. For each POC thus selected, private companies, universities, and research institutions will be invited to form a triple-sector POC consortium.

The cycle of POC selection, public invitation, and implementation will be repeated four times to build an AI ecosystem for Jordan. This cycle is expected to promote the use and application of AI technology in the three sectors, which in turn is expected to create innovative businesses and jobs and improve the country's public services and industrial competitiveness in the world.

VOICE

Making Jordan an advanced AI country in the world

Lama Arabiat
Head of the Artificial Intelligence
Division, Ministry of Digital Economy and
Entrepreneurship of Jordan



Wider use and application of AI under this project will make cross-cutting and significant progress in various sectors. The development of relevant laws and systems under the project will also create new industries and improve citizens' lives. Making Jordan an AI advanced country in the Middle East and the world—that is my goal.

I received words of gratitude from the Minister

JICA expert
Yoichi Kogure
Japan Development Service Co., Ltd.



When I made suggestions about future plans of operation and criteria for selecting POCs, the Ministry of Digital Economy and Entrepreneurship, which is well versed in the IT industry and the latest developments in cutting-edge technologies, praised me with a word of gratitude. The Jordanian side is committed to the project and very cooperative. Stakeholder consultation and information gathering are continuing smoothly.



Explaining the project to the Minister of Digital Economy and Entrepreneurship and other stakeholders in Jordan

In Practice: JICA Global Agenda No. 17



Natural Environment Conservation

Aiming to Recover Tree Cover to 30% by 2032

Kenya: Project for Strengthening Forestry Sector Development and Community Resilience to Climate Change through Sustainable Forest Management and Landscape Restoration

Reforestation and deforestation reduction in urgent need

In Kenya, where the arid and semiarid lands (ASALs) account for around 80% of the country, valuable forest resources are being lost due in large part to population growth and land use change. Moreover, for three years since 2020, the country has seen a serious decrease in rainfall. According to an UN estimate, 2.5 million animals



A JICA counterpart teaching how to prune a *Melia* tree, an indigenous drought-resistant species

have died and some 940,000 children under age five are in a state of malnutrition.

Laying out a target of recovering tree cover to 30% by 2032, the Kenyan government has been working on watershed conservation, afforestation, reforestation, and the reduction of deforestation and forest degradation.

Sustainable forest management through economically viable afforestation

JICA and the Japan Aerospace Exploration Agency (JAXA) developed and are operating together the JICA-JAXA Tropical Forest Early Warning System (JJ-FAST), which allows online monitoring of changes in forests in 77 countries in the world. Using JJ-FAST data, JICA cooperated in the development of the National Forest Monitoring System (NFMS) of Kenya: a reliable system that can monitor the amounts of greenhouse gases (GHGs) absorbed and emitted by forests at the national level. Such specific data can serve as a foundation for making initiatives such as national policy decisions and thus greatly contribute to increasing tree cover and reducing GHG emissions.

In this project, which started in February 2022, JICA cooperates with the Ministry of Environment, Climate Change and Forestry (MECC&F) of Kenya in strengthening its forest policy formulation and implementation capacity by using the NFMS. The project is promoting commercial forestry, which brings economic benefits, as well as breed varieties that fit the semiarid zone. Through these activities, the project aims to cultivate Kenya's forestry industry and strengthen the resilience of local communities to climate change, thus helping achieve the government target for tree cover. MECC&F officials are taking various opportunities to share these activities with other African countries.

The project has also launched a program to plant *Adansonia digitata* (Baobab) and *Melia volkensii* (Melia) at four primary schools. Young leaves of Baobab are rich in nutrition and thus useful for child nutrition improvement. Melia is expected to help develop local industries such as those using it for school desks, which are in short supply.

VOICE

We gained a lot at COP27

JICA expert
Yasuko Inoue
Forestry Agency, Ministry of Agriculture,
Forestry and Fisheries of Japan



Four JICA counterparts at MECC&F and I participated in a side event of the 27th Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP27), held in November 2022. The side event attracted the attention of the international community as it provided an opportunity to share the experiences of people who had been involved in building the NFMSs of their countries, including Kenya. The Kenyan counterparts told me that the event made them more motivated to continue with what they had been doing.



A COP27 side event where JICA counterparts made a presentation

In Practice: JICA Global Agenda No. 19



Sustainable Water Resources Management and Water Supply

Delivering Safe and Affordable Water to All

Cambodia: The Project for Expansion of the Phum Prek Water Supply System and other projects

New and emerging issues after the “Miracle of Phnom Penh”

In 1993, JICA began to provide cooperation in waterworks development in Phnom Penh, Cambodia, a country ravaged by a long-lasting civil war. Only ten years later, the capital city was able to supply high-quality water, drinkable directly from the tap, 24 hours a day every day. This dramatic change, known as the “Miracle of Phnom Penh,” astonished the world.

Economic and population growth, however, have pushed up demand for water in and around the capital, posing a challenge requiring immediate attention. Meanwhile, there were also issues outside the metropolitan area. In provincial cities, where over 400 private water utilities, large and small, provide water supply services, not all could manage water treatment plants or control water quality sufficiently.

Addressing water challenges in both the metropolitan area and provincial cities

In November 2022, JICA launched a Grant for the expansion of Phum Prek Water Treatment Plant, which supplies water to Phnom Penh. Under the Grant project, water treatment facilities will be expanded, followed by ten years of operation and maintenance by a Japanese enterprise aiming at a reduction of the life cycle cost.* During this period, the Japanese enterprise will transfer their expertise in preventative maintenance and inventory control, as well as in developing the capacity of employees. The idea is to allow the Cambodian side to operate services more efficiently than ever.

Earlier, in 2018, JICA initiated a technical cooperation project aimed at stable supply of safe and affordable water all across Cambodia, including provincial cities. The project cooperated in establishing the Clean Water Management

Law, which stipulates, among other things, the approval and authorization of water supply business and the setting of water charges. It also worked on developing the capacity of government officials responsible for supervising private water supply operators. The project led to the promulgation of the Clean Water Management Law in March 2023. It is now expected that the quality of water supply services across Cambodia, including those provided by the private sector, will be improved.

For the past three decades, JICA has continuously been cooperating in water service development in Cambodia. Now many people involved in water supply in Asia and Africa visit Cambodia to learn about these experiences.

*The total cost incurred for the life cycle of a facility, including the costs of construction, operation, maintenance, repair, dismantlement, and disposal.



A rendering of the Phum Prek Water Treatment Plant after the expansion

VOICE

We work with JICA to implement the water law

Tan Sokchea
 Director General, General Department of Potable Water, Ministry of Industry, Science, Technology & Innovation of Cambodia



The promulgation of the Clean Water Management Law was a major milestone for the Cambodian water sector. What is needed from now is the development of relevant cabinet and ministerial orders, the formulation of operational and maintenance plans, and capacity-building for more efficient management of water supply services. We will continue working with JICA to ensure that the Clean Water Management Law is properly implemented.

Answering to expectations from the Cambodian side

JICA expert
Koichi Okazaki
 Nihon Suido Consultants Co., Ltd.



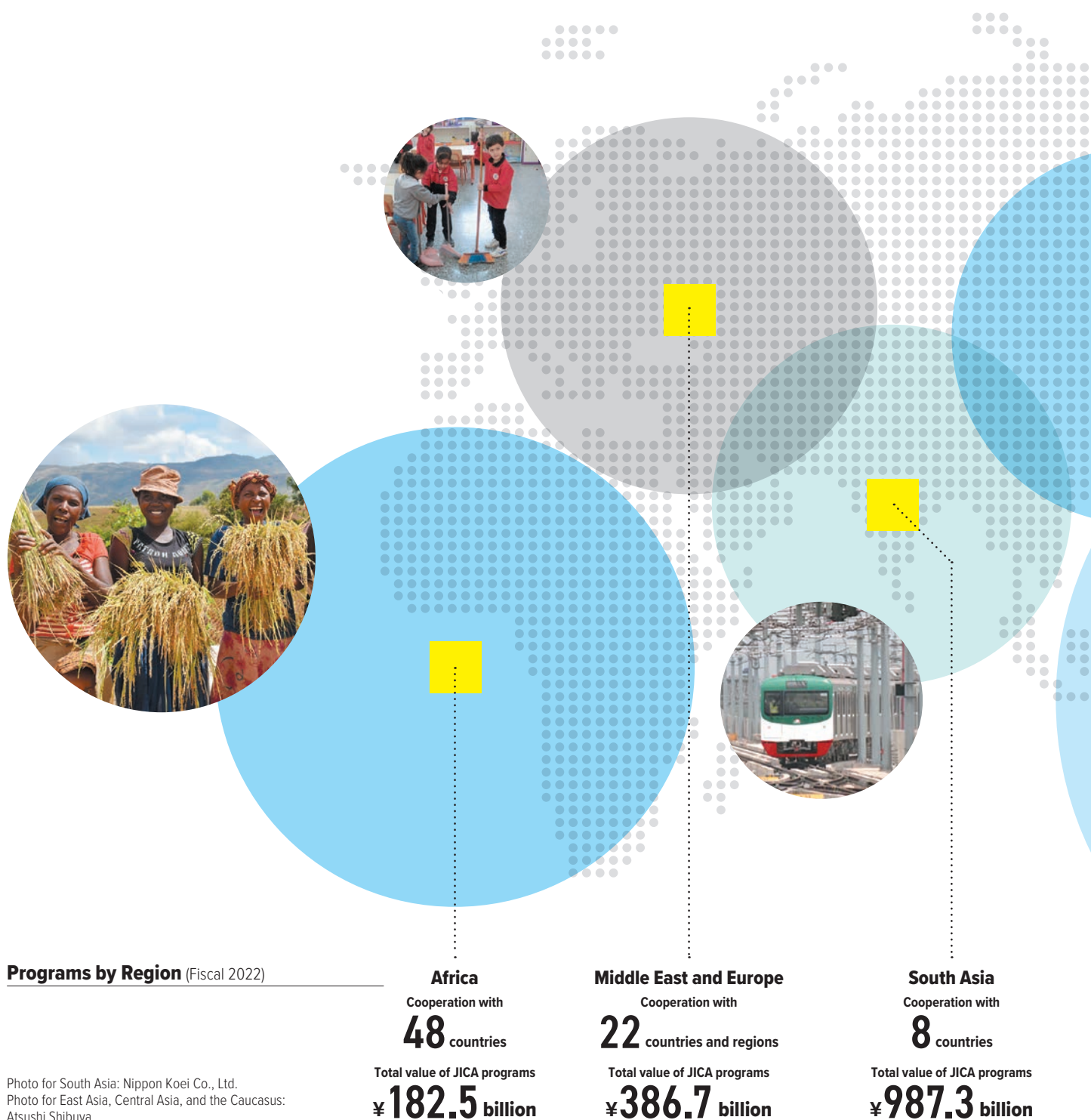
A major feature of the Project for Expansion of Phum Prek Water Treatment Plant is that a Japanese enterprise will operate the facilities. From the preparatory phase of this project, we felt the Cambodian side’s expectations to utilize the technology and expertise of Japanese private companies. My hope is that this cooperation will further develop the trusting relationship between the two countries.

Overview by Region

JICA operates in some 140 developing countries and regions.

Different developing countries face quite different development issues.

Based on analysis of the varying conditions and the needs of these countries and regions, and the aim for achieving *human security* and *quality growth* in them, JICA strategically formulates and implements programs while factoring in the Japanese government's policies and commitments as well as its available cooperation modes and budgetary allocations.





Notes)

•The figures show the total value of JICA programs in each region, including Technical Cooperation (Training Participants, Experts, Study Teams, Provision of Equipment, Japan Overseas Cooperation Volunteers [JOCVs], Other volunteers, and Other costs), Finance and Investment Cooperation (commitment amount), and Grants (newly concluded G/As) in fiscal 2022.

•Figures exclude JICA's cooperation for multiple countries or multiple regions and international organizations.

East Asia, Central Asia, and the Caucasus

Cooperation with

9 countries

Total value of JICA programs

¥44.6 billion

Southeast Asia and Pacific

Cooperation with

22 countries

Total value of JICA programs

¥896.4 billion

Latin America and the Caribbean

Cooperation with

30 countries

Total value of JICA programs

¥178.5 billion

Southeast Asia

Working with Public and Private Partners to Promote Regional Development, Peace, and Stability and to Reduce Intraregional Disparities

Southeast Asia

Growing importance of ASEAN countries to Japan

Member states of the Association of Southeast Asian Nations (ASEAN) constitute a cornerstone of a Free and Open Indo-Pacific (FOIP), a vision advocated by the Japanese government. Despite the fallout from the COVID-19 pandemic, ASEAN countries have been maintaining rapid economic growth. They are more important economic partners than ever to Japan in terms of trade and investment.

Nevertheless, development issues for the region are becoming increasingly sophisticated and complex, pointing to enormous development needs in both socioeconomic infrastructure and human resources development.

Seven operational focus areas

To support development, peace, and stability in Southeast Asia and to help reduce intraregional disparities, JICA focuses on seven operational areas:

1. Strengthening connectivity within the ASEAN region
2. Promoting *quality growth*
3. Creating a society with dignity based on *human security* in such sectors as health, education, and disaster risk reduction
4. Promoting climate actions, including decarbonization
5. Developing human resources: leaders and administrative officers who will steer each ASEAN country in the future
6. Addressing vulnerabilities in the region

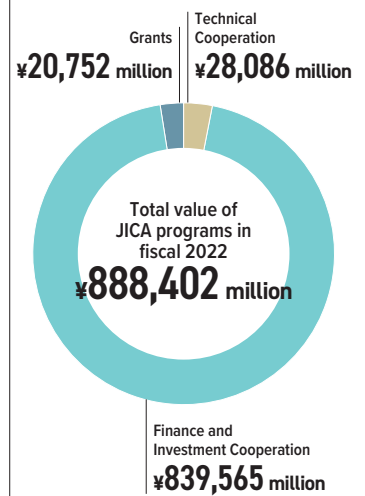
7. Establishing and implementing operations that meet the needs of the times

JICA's partners in Southeast Asia are not limited to governments. JICA also works with businesses, universities and research institutions, the ASEAN Secretariat, and other development organizations to develop infrastructure and human resources.

Expanding cooperation beyond pre-pandemic levels; a new initiative

In fiscal 2022, JICA provided cooperation aimed at supporting the recovery of economic and social activities from the fallout from the pandemic. Such cooperation included emergency budget support for the Philippines and Thailand to help them cope with the COVID-19 crisis. In addition, JICA increased both the dispatch of experts to the region and the acceptance of training participants and students from the region to pre-pandemic levels. JICA also increased Finance and Investment Cooperation and Grants for the region. As a result, the total amount of newly committed ODA Loans for the Philippines and for Indonesia for the fiscal year were both the largest ever. These loans covered an urban railway and other projects.

For about 20 years, JICA has been providing cooperation for peace and development in the Mindanao region of the Philippines. In January 2023, the Bangsamoro Transition Authority Parliament adopted a resolution expressing appreciation for JICA's continued cooperation in this endeavor. In Cambodia, in cooperation with the Cambodian Mine Action Center (CMAC), with which JICA has been cooperating for 25 years, JICA and CMAC



Total value of JICA programs by country

Philippines	¥418,245 million
Indonesia	¥284,945 million
Cambodia	¥63,934 million
Thailand	¥63,790 million
Viet Nam	¥28,653 million
Laos	¥18,651 million
Timor-Leste	¥7,952 million
Myanmar	¥1,286 million
Malaysia	¥947 million

Note) For the total value of JICA programs, see the note on "Programs by Region" on page 37. Totals may not add up due to rounding.



Viet Nam: A ceremony for the launch of a test run in the Ho Chi Minh City Urban Railway Construction Project (Ben Thanh–Suoi Tien Section (Line 1)) in December 2022. With Japan's development cooperation, Viet Nam is constructing an urban railway that includes the country's first underground section. The railway is expected to take root as a popular means of transportation.

The Pacific

Shaping a Sustainable Future of Pacific Island Countries

provided training in clearing landmines and unexploded ordnance to officials from the State Emergency Service of Ukraine [→ see page 16].

A new form of bilateral cooperation took place in relation to Thailand when JICA supported the acceptance of a Thai volunteer that the Thailand International Cooperation Agency (TICA) sent to Japan for a stint as an international tourism promoter in a Japanese local government. This was the first time TICA dispatched such a volunteer to Japan.

The Pacific

Deep relations with Pacific island countries (PICs)

Japan and Pacific island countries (PICs) share the Pacific Ocean, a global public good, and have historical and long-lasting relations. Sustainable development in the Pacific region will help to further strengthen bilateral relations between Japan and PICs.

PICs have diverse languages and their own cultures and customs. While their development status also differs, they face common issues derived from the common challenges unique to island countries: they are small, isolated, remote, and oceanic. Japan and the PICs have been holding a summit-level meeting called Pacific Islands Leaders Meeting (PALM) every three years since 1997, where leaders discuss various challenges faced by the region and its countries.

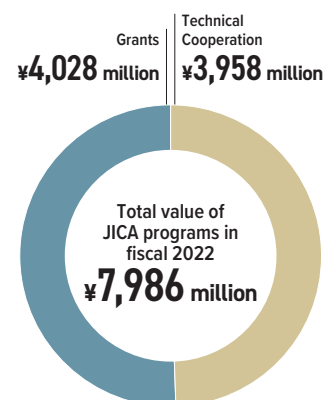
Delivering cooperation based on PALM

Based on the Ninth Pacific Islands Leaders

Meeting (PALM 9) held in July 2021, JICA's cooperation for the region revolves around the following five priority areas:

1. COVID-19 response and recovery
2. Sustainable oceans based on the rule of law: maritime law enforcement, fishery resources management, and solid waste management [→ see page 29]
3. Climate change and disaster resilience: promoting the deployment of renewables and capacity development for disaster management agencies [→ see page 27].
4. Strengthening the foundation for sustainable and resilient economic development: developing transport, ICT, and other infrastructure; promoting trade and investment; building resilience in public finance; and strengthening governance
5. People-to-people exchanges and human resources development: inviting potential future leaders to Japan for study, providing training, dispatching JICA volunteers, and supporting regional exchanges

In fiscal 2022, as the COVID-19 situation was improving, JICA expanded the number of experts sent to the region. For example, it started to dispatch advisors on public investment management to Papua New Guinea and Solomon Islands as well as a debt management advisor to Tonga. JICA also accepted more training participants, including 36 long-term participants who began to study at Japanese universities under the SDGs Global Leadership Program, which is designed to train personnel who are future potential leaders in their countries.



Total value of JICA programs by country

Palau	¥3,154 million
Vanuatu	¥1,391 million
Papua New Guinea	¥862 million
Tonga	¥651 million
Fiji	¥609 million
Marshall Islands	¥547 million
Solomon Islands	¥332 million
Samoa	¥322 million
Federated States of Micronesia	¥72 million
Kiribati	¥40 million
Tuvalu	¥5 million
Cook Islands	¥2 million
Nauru	¥1 million

Note) For the total value of JICA programs, see the note on "Programs by Region" on page 37. Totals may not add up due to rounding.



Palau: An opening ceremony in May 2022 for a new airport terminal constructed under the Renovation, Expansion and Management of Palau International Airport Project, JICA's first Private-Sector Investment Finance project in the Pacific. The airport is operated utilizing Japanese expertise.

East Asia, Central Asia, and the Caucasus

Aiming for Stability and Independent Development in the Region

The need to reduce dependence on natural resources and neighboring countries and to foster domestic industries

JICA operates ODA in nine developing countries in East Asia, Central Asia, and the Caucasus: Mongolia, the five Central Asian countries, and the three Caucasus countries, all of which are situated in Inland Asia.

Although Mongolia, Kazakhstan, Turkmenistan, Azerbaijan, and Uzbekistan are endowed with energy and mineral resources, they are vulnerable to fluctuations in global commodity prices. Thus they need to reduce their dependence on natural resources. The Kyrgyz Republic and Tajikistan, on the other hand, are not rich in energy resources. Remittances from Kyrgyzstanis and Tajikistanis working in Russia and elsewhere account for nearly one-third of the GDP of each country. These two countries are also heavily dependent on investment and lending from China, pointing to the urgent need to foster domestic industries and create employment.

In addition, Russia's aggression against Ukraine has increased uncertainty about the future growth of the economies in the region. These countries need to create and reinforce stable economic systems for more independent and sustainable development.

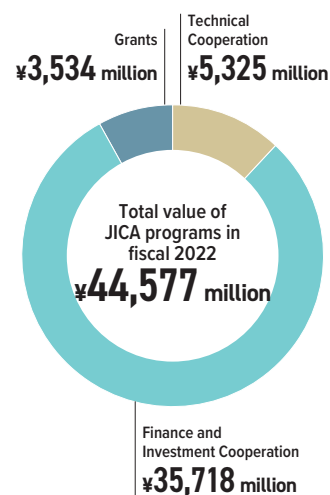
Focusing on strengthening governance, industrial diversification, infrastructure development, and human resources development

This region shares national borders with two major powers, China and Russia, as well as with Afghanistan and Middle Eastern countries; it is therefore under the strong political and economic influence of these neighboring countries.

Securing self-reliance and stability of the countries in the region is essential to the stability of the entire Eurasian continent. With this understanding, JICA focuses on (1) *strengthening governance*, including legal system development; (2) *industrial diversification*, which involves stimulating private sector-led economic activity and promoting small and medium enterprises; (3) *infrastructure development*, including the construction of airports and power plants that help strengthen intra- and interregional connectivity; and (4) *human resources development*, which involves Japan Centers for Human Development and JICA's scholarship programs. At the same time, JICA works to encourage cooperation among countries in the region.

In fiscal 2022, JICA signed a memorandum of cooperation (MOC) with KazAID, a new aid agency established by the Kazakh government. Under this MOC, JICA worked with KazAID to provide training in quality and productivity improvement (KAIZEN) for neighboring countries. For Uzbekistan, JICA provided two-step loans aimed at strengthening horticultural value chains in order to diversify agriculture-related industries and increase their export capacity. In Mongolia, JICA worked on the development of human resources in cybersecurity. JICA also helped Armenia to promote high-tech industries and boost exports through closer cooperation with Japan.

In addition, JICA implemented the JICA Chair at selected universities in Mongolia, Georgia, Kazakhstan, and Tajikistan with a view to broadening the base of leaders who can foster a long-lasting bilateral relationship between each country and Japan.



Total value of JICA programs by country

Uzbekistan	¥34,069 million
Azerbaijan	¥2,961 million
Kyrgyz Republic	¥2,899 million
Mongolia	¥2,513 million
Tajikistan	¥1,762 million
Georgia	¥145 million
Kazakhstan	¥107 million
Armenia	¥75 million
Turkmenistan	¥47 million

Note) For the total value of JICA programs, see the note on "Programs by Region" on page 37. Totals may not add up due to rounding.



Uzbekistan: The Uzbek government encourages the cultivation of various horticultural crops to break the domestic agriculture sector from its dependence on cotton and thus to boost the country's export capacity. JICA is also cooperating with Uzbekistan through ODA Loan projects to achieve this goal. This farmer took advantage of low-interest loans made available under such a project to introduce the greenhouse cultivation of tomatoes, lemons, strawberries, and other crops. (Photo: Atsushi Shibuya)

South Asia

Building Resilient Social Systems for Regional Stability and Development

A region heavily influenced by global dynamics and climate change

South Asia is a geopolitically important region that connects Southeast Asia with the Middle East and Africa. With a population of approximately 1.9 billion, a quarter of the global population, with nearly half under age 25,^{*1} the region is experiencing significant growth in consumption and labor markets.

Tapping into the potential of this youth population, development of human resources and infrastructure is required to sustain economic development. Meanwhile, the number of people in absolute poverty in the region is about 150 million, or a quarter of the world's total,^{*2} highlighting the importance of building inclusive, resilient, and sustainable societies, as stipulated in the SDGs.

In 2022, regional economic growth slowed to 6.1%.^{*3} Countries in the region are still facing economic challenges due to global inflation resulting from Russia's aggression against Ukraine, in addition to significant effects from natural disasters due to climate change. Among others, Pakistan was hard hit by devastating floods.

Cooperation with a focus on building inclusive and resilient societies

JICA has been proactively cooperating to build inclusive and resilient societies to address these challenges.

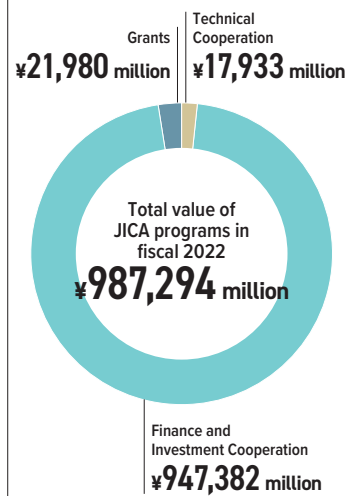
In fiscal 2022, in response to the economic crisis in Sri Lanka, JICA made an emergency procurement of maize seeds for the country and contributed to Sri Lanka's food security.

For Pakistan, JICA provided emergency relief supplies in the wake of floods. It also cooperated in the analyses led by international organizations to assess the extent of damage and identify what assistance was needed for reconstruction efforts.

Across the entire region, JICA focused on climate actions, such as disaster risk reduction (DRR) and afforestation. Combining various methods of cooperation, JICA also worked on a range of other issues such as (1) developing infrastructure; (2) improving the investment environment; (3) improving access to basic human needs, including education; (4) securing regional peace and stability; (5) strengthening intra- and interregional connectivity [→ see page 26]; and (6) developing human resources through the JICA Chair and accepting international students in Japan.

Going forward, JICA will further enhance its cooperation, focusing more actively on gender mainstreaming and digital transformation (DX).

Regarding Afghanistan, after the Taliban took control of Kabul in August 2021, JICA continued its support and considered other possibilities for assistance to meet a wide range of humanitarian needs through collaboration with international organizations and in line with Japanese government policies.



Total value of JICA programs by country

India	¥586,236 million
Bangladesh	¥350,780 million
Nepal	¥21,608 million
Afghanistan	¥10,195 million
Bhutan	¥8,367 million
Pakistan	¥6,193 million
Maldives	¥2,119 million
Sri Lanka	¥1,797 million

Note) For the total value of JICA programs, see the note on "Programs by Region" on page 37. Totals may not add up due to rounding.

*1 Calculated based on data from United Nations, "World Population Prospects 2022."

*2 Calculated based on data from World Bank, "Poverty and Shared Prosperity 2022: Correcting Course."

*3 World Bank, "Global Economic Prospects, January 2023."



Pakistan: JICA distributed wheat seeds among flood-affected farmers under an ongoing technical cooperation project. The distribution was promptly completed by the planting season of November, and it contributed to the recovery of wheat yields the next year.

Latin America and the Caribbean

Aiming to Further Co-creation by Deepening Partnerships

Common development issues in the region and emerging needs

Latin America and the Caribbean comprises 33 countries with a total population of 650 million*¹ and a total GDP of over \$5.4 trillion,*² about 1.8 times the size of ASEAN.*³ These countries are diverse, ranging from Mexico and Brazil, both of which are large in area and exporters of food and mineral resources, to Costa Rica, a small country that leads the world in the area of environmental initiatives, and to Caribbean countries, where tourism is a major industry. Yet many of them share a common language and culture.

Countries in the region share with Japan universal values such as freedom and democracy. Being home to more than 2.13 million Japanese emigrants and their descendants (*Nikkei*) in total,*⁴ these countries have historically close relations with Japan as well. Geographically, they are Japan's neighbors across the Pacific. They are also Japan's important partners in addressing common challenges such as frequent natural disasters.

Many countries in the region are prone to natural disasters such as earthquakes, volcanic eruptions, and hurricanes, and are faced with public security issues and irregular migration. Although the region generally enjoys high income levels, it faces widening economic disparities among and within the countries. Responding to an aging population, introducing digital transformation (DX), and building a start-up ecosystem also constitute some of the emerging development needs in the region.

Taking on development issues together with diverse stakeholders

JICA's cooperation for this region focuses on stable and resilient socioeconomic development and the creation of an environment

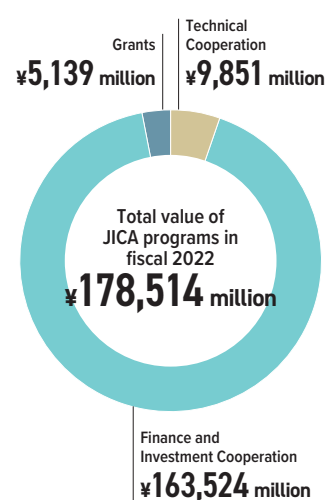
that is more conducive to economic development through trade and investment. It also focuses on addressing global challenges such as disaster risk reduction and climate action. Additional focus is placed on cultivating leaders with knowledge of Japan and strengthening relations with *Nikkei* communities in the region.

The total committed amount of Finance and Investment Cooperation for the region in fiscal 2022 was the largest ever. This covered, among other projects, an urban transport network development project in Panama and a financial inclusion project for Costa Rica. JICA also continued to work on common regional issues in cooperation with development partners in the region, including the Caribbean Community (CARICOM) and the Pacific Alliance (Mexico, Colombia, Peru, and Chile). In addition, JICA provided cooperation regarding mobility and logistics in Central America in collaboration with the Central American Integration System (SICA) and also promoted south-south and triangular cooperation with Brazil and Mexico.

Moreover, JICA agreed with the United States Agency for International Development (USAID) to work together to alleviate the root cause of irregular migration in Guatemala. JICA's collaboration with the Inter-American Development Bank (IDB) involves development cooperation in the sectors of quality infrastructure, disaster resilience, and health through co-financing schemes, as well as the TSUBASA Program, which supports innovative Japanese start-up businesses in doing business in the region to solve development issues there. Supported under the program, some Japanese firms have already made inroads into the region. In fiscal 2022, an additional 11 companies were selected to receive such acceleration support.



Saint Lucia: The country's frequent experience with natural disasters makes it urgent to develop transportation infrastructure that supports both evacuation in times of disaster and post-disaster reconstruction efforts. JICA cooperated in the reconstruction of Cul de Sac Bridge, which connects the capital city and the international airport.



Total value of JICA programs by country Central America and the Caribbean

Panama	¥92,951 million
El Salvador	¥7,677 million
Honduras	¥2,218 million
Costa Rica	¥2,155 million
Saint Lucia	¥1,403 million
Mexico	¥926 million
Dominican Republic	¥777 million
Guatemala	¥605 million
Nicaragua	¥367 million
Cuba	¥339 million
Jamaica	¥173 million
9 other countries	¥289 million

South America

Ecuador	¥30,260 million
Bolivia	¥15,800 million
Brazil	¥12,903 million
Peru	¥6,272 million
Paraguay	¥2,408 million
Argentina	¥397 million
Colombia	¥297 million
Chile	¥235 million
Uruguay	¥46 million
Venezuela	¥19 million

Note) For the total value of JICA programs, see the note on "Programs by Region" on page 37. For Central America and the Caribbean, the above table lists only countries with program value of ¥100 million and over. Totals may not add up due to rounding.

*1 World Bank Group, "DataBank Microdata Data Catalog," 2021.
*2-3 International Monetary Fund, "World Economic Outlook Database," 2022.
*4 Ministry of Foreign Affairs of Japan, "*Nikkei* people connect Japan with Latin America and the Caribbean," a brochure in Japanese only.

Africa

Working on TICAD 8 Initiatives toward a Resilient, Inclusive, and Prosperous Africa

Compounded crises and TICAD 8

Africa is faced with compounded crises that involve deepening climate change and socioeconomic difficulties resulting from the pandemic and the Ukrainian situation, such as food crises and deteriorating debt sustainability. In a dynamic global community, African countries, which account for one-quarter of the United Nations membership, are increasing their presence as an emerging political and economic power.

In August 2022, representatives of 48 African countries gathered in the Tunisian capital of Tunis to join the Eighth Tokyo International Conference on African Development (TICAD 8). At TICAD 8, the Japanese government announced that Japan, as a partner growing together with Africa, will support the realization of a resilient Africa that Africa itself aims to achieve through a virtuous cycle of growth and distribution.

Contributions to fulfill Japan's commitments

To implement the initiatives Japan announced at TICAD 8, JICA is enhancing efforts to achieve the following objectives as part of its cooperation aimed at addressing compounded crises and exploiting Africa's potential.

1. Food security

In November 2022, JICA announced its Africa Food Security Initiative, which aims to achieve *human security* through food and agriculture development. Under the initiative, JICA is engaged in (1) food production,

(2) fostering of farmers and agribusiness, (3) nutrition improvement, and (4) climate action [→ see pages 18 and 34]. At TICAD 8, JICA announced an agricultural cooperation package totaling \$300 million in cooperation with the African Development Bank (AfDB). As the first tranche, JICA signed a loan agreement totaling ¥15 billion with Côte d'Ivoire.

2. Promotion of business that solves social issues

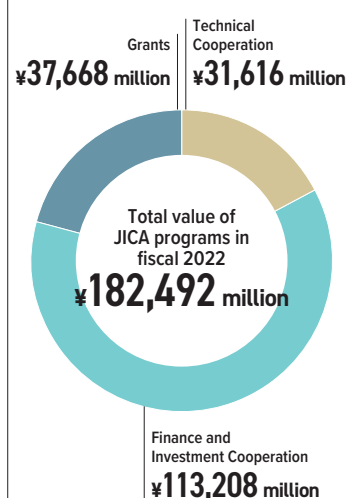
To ramp up support for innovative start-up businesses that work to solve social issues in Africa, JICA helps build a start-up ecosystem at the national level under Project NINJA (Next Innovation with Japan) [→ see page 28], as well as supports local health care businesses in cooperation with the African Union Development Agency (AUDA-NEPAD). In addition, JICA has decided to invest in a venture capital fund under its program of Private Sector Investment and Financing.

3. Promotion of regional economic integration

JICA signed a memorandum of cooperation (MOC) with the African Continental Free Trade Area (AfCFTA) Secretariat to support the implementation of the AfCFTA agreement toward Africa's economic integration. Based on this MOC, JICA will step up efforts to develop a regional infrastructure network, facilitate trade, and build intraregional value chains, among others [→ see page 32].



Tanzania: A group of farmers planning market research as part of an initiative undertaken through the Smallholder Horticulture Empowerment and Promotion (SHEP) approach. This initiative is aimed at increasing horticulture income through a planting and marketing approach addressing market needs.



Total value of JICA programs by country

Côte d'Ivoire	¥52,875 million
Nigeria	¥26,898 million
Senegal	¥23,675 million
Kenya	¥11,141 million
Mozambique	¥4,951 million
Zambia	¥4,709 million
Ethiopia	¥4,663 million
Rwanda	¥4,503 million
Madagascar	¥4,372 million
Ghana	¥4,326 million
Democratic Republic of the Congo	¥4,299 million
South Sudan	¥4,209 million
Burkina Faso	¥1,737 million
Uganda	¥1,560 million
Malawi	¥1,144 million
Djibouti	¥1,096 million
Tanzania	¥834 million
Cameroon	¥750 million
South Africa	¥725 million
Sudan	¥524 million
Angola	¥496 million
27 other countries	¥23,005 million

Note) The table lists only countries where JICA's overseas offices in Sub-Saharan Africa are located. For the total value of JICA programs, see the note on "Programs by Region" on page 37. Totals may not add up due to rounding.

Middle East and Europe

Addressing the Triple Crises and Assistance for Ukraine and Turkey

New and old threats strain lives and livelihoods

The Middle East is still beset by turmoil after the Arab Spring and is experiencing the rise of compounded crises such as (1) stagnant civil wars in Yemen, Syria, and Libya; (2) the protracted refugee situation in countries neighboring Syria; (3) delay in the economic and social recovery from the pandemic; (4) adverse effects of the Ukraine conflict on the economy and people's lives; and (5) increased water scarcity due to climate change.

In Europe, the Russian aggression against Ukraine is taking a heavy toll on Ukraine and neighboring countries. The powerful earthquakes that hit Turkey and Syria in February 2023 caused immense damage not only to local residents but also to many refugees in these two countries.

Immediate and longer-term cooperation

Against this backdrop, in fiscal 2022 JICA delivered immediate and longer-term cooperation toward the region. Such cooperation had two pillars: (1) strategic cooperation to address the triple crises (the geopolitical crisis, the COVID-19 crisis, and the climate change crisis); and (2) cooperation that shares Japan's policy and development experience as well as good practices unique to Japan.

For Europe, JICA addressed the geopolitical crisis by extending cooperation toward Ukraine. This involved budget support for the Ukrainian government; the provision of water purifiers, power generators, and other equipment that supported citizens' daily lives; and the launch of activities aimed at clearing landmines and unexploded ordnance with an eye on medium- and long-term recovery and reconstruction efforts. For neighboring Moldova, JICA provided cooperation that benefited both displaced people from Ukraine and local residents in health and

other sectors. For the earthquake that struck Turkey and Syria, JICA dispatched a Japan Disaster Relief team immediately after the earthquake, and also provided cooperation in recovery and reconstruction efforts.

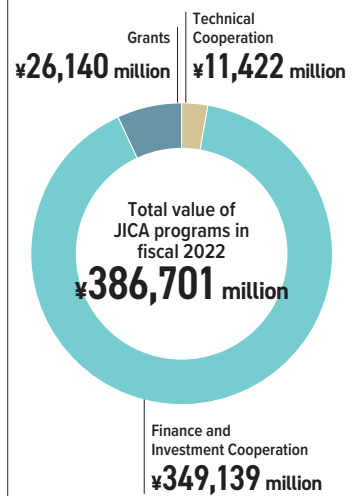
For the Middle East, JICA made its first loan to the Bank of Palestine with the aim of supporting small and medium enterprises and creating employment. JICA also provided budget support to the Jordanian government, which is accepting many Syrian refugees. In Iraq, JICA cooperated with a project to refine high-quality oil products that meet environmental regulations utilizing Japanese technology.

Cooperation for Middle Eastern countries also involved strengthening human capital and providing equipment aimed at reinforcing national health care and social security systems whose vulnerabilities had been exposed by the pandemic. Some examples include support for the promotion of universal health coverage (UHC) in Egypt, the expansion of social security for the vulnerable in Tunisia, and measures for the disposal of infectious waste in Palestine. To help the region address climate change, JICA studied how it can contribute in this sector and is working on relevant capacity-building at the national level.

To support these countries by sharing Japan's development experience and good practices unique to Japan, JICA contributed to the further cultivation of future leaders who can foster a long-lasting bilateral relationship between each country and Japan by, for example, rolling out the JICA Chair in 12 countries in the region. In Egypt, JICA supported capacity-building for teachers involved in Japanese-style education and is deploying Japanese-style education with 51 Egyptian Japanese Schools* across the country serving as hubs for such deployment.



Ukraine: Japanese construction machinery provided to local governments in the country. JICA capitalizes on the expertise in recovery and reconstruction that Japan has accumulated through the Great East Japan Earthquake and other disasters to deliver cooperation in capacity building for debris clearance.



Total value of JICA programs by country or region

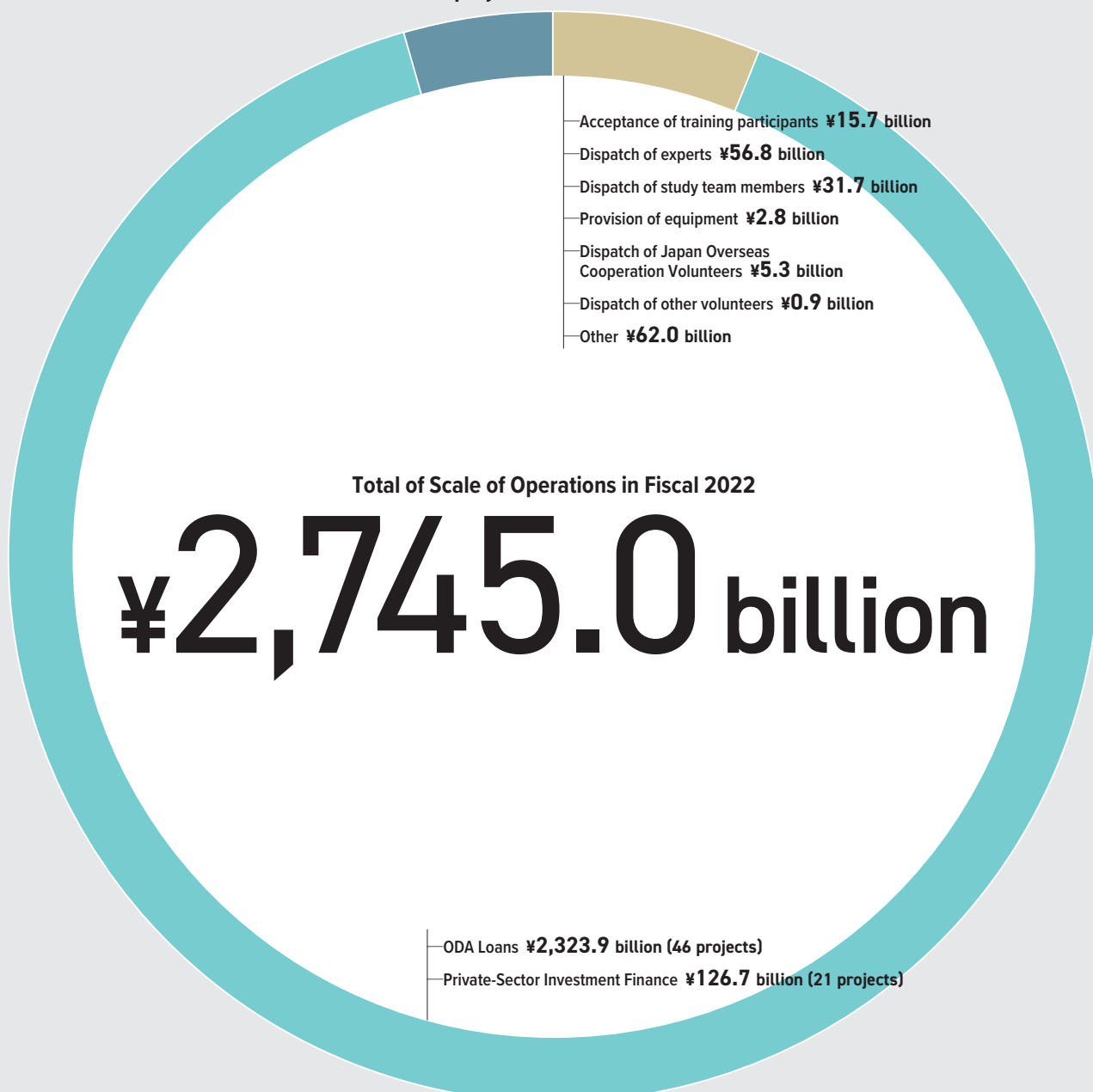
Middle East	
Iraq	¥121,371 million
Egypt	¥99,453 million
Morocco	¥22,614 million
Jordan	¥15,830 million
Tunisia	¥12,330 million
Palestine	¥7,284 million
Syria	¥375 million
Iran	¥277 million
Algeria	¥52 million
Yemen	¥36 million
Saudi Arabia	¥31 million
Lebanon	¥26 million
Libya	¥3 million
Europe	
Ukraine	¥102,672 million
Moldova	¥2,678 million
Serbia	¥505 million
Turkey	¥413 million
Albania	¥334 million
Kosovo	¥130 million
Montenegro	¥126 million
North Macedonia	¥115 million
Bosnia and Herzegovina	¥45 million

Note) For the total value of JICA programs, see the note on "Programs by Region" on page 37. Totals may not add up due to rounding.

*The number as of March 2023.

Overview of Operations

Grants*³ **¥119.2 billion** (94 projects) Technical Cooperation*¹ **¥175.2 billion**



Total of Scale of Operations in Fiscal 2022

¥2,745.0 billion

ODA Loans **¥2,323.9 billion** (46 projects)
Private-Sector Investment Finance **¥126.7 billion** (21 projects)

Finance and Investment Cooperation*²
¥2,450.6 billion
(67 projects)

Scale of Technical Cooperation by type (number of persons newly dispatched and cumulative total)

	Newly dispatched	Cumulative total	
Acceptance of training participants	10,937	687,016	(FYs 1954–2022)
Dispatch of experts	7,713	207,638	(FYs 1955–2022)
Dispatch of study team members	3,371	309,313	(FYs 1957–2022)
Dispatch of Japan Overseas Cooperation Volunteers	542	47,035	(FYs 1965–2022)
Dispatch of other volunteers	88	8,086	(FYs 1999–2022)* ⁴

Note) The dispatch of emigrants ended in fiscal 1995. The cumulative total from fiscal years 1952 to 1995 was 73,437.

Note) Totals may not add up due to rounding.

*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 Aggregated amount of Grants committed through concluding of respective Grant Agreements.

*4 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.

Assistance by Region

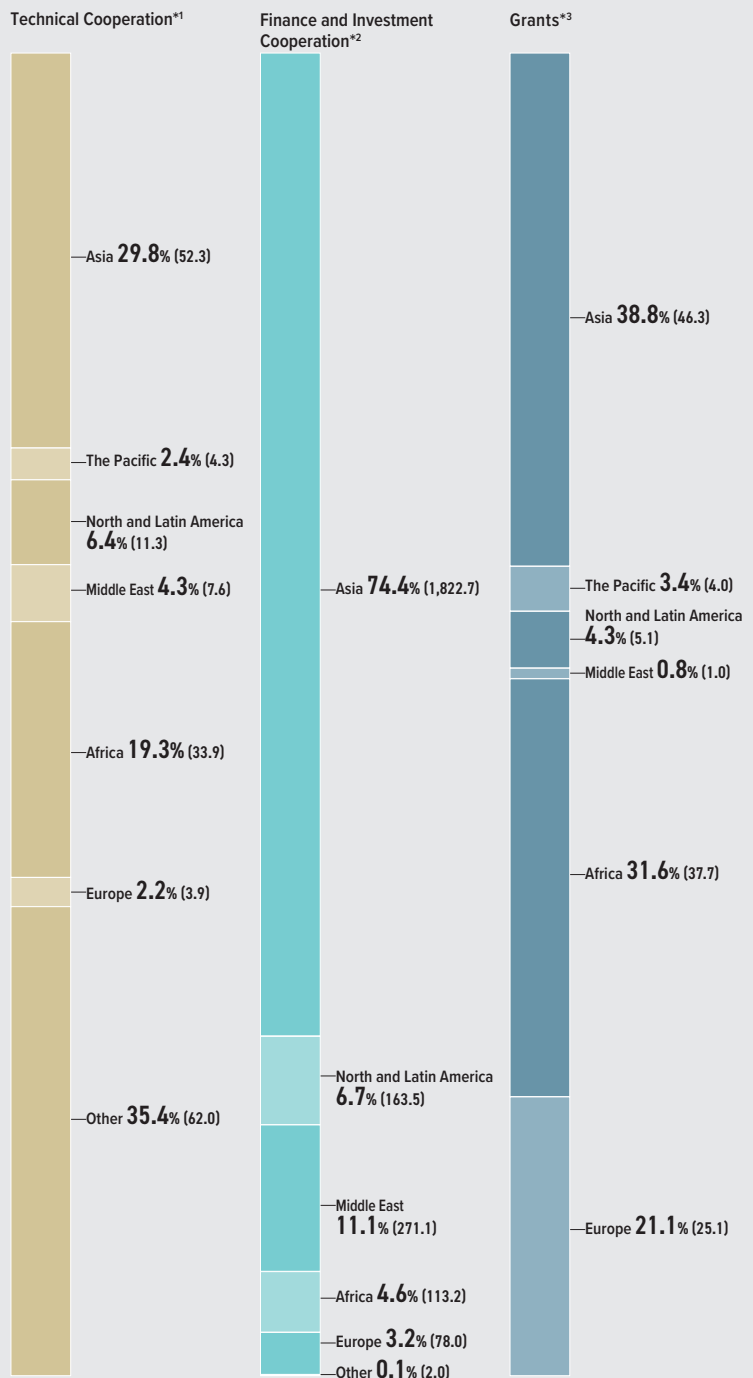
Looking at disbursements of Technical Cooperation by geographic region, Asia accounted for 29.8%, Africa 19.3%, and North and Latin America 6.4%, in descending order.

Looking at newly committed amounts for Finance and Investment Cooperation by region in fiscal 2022, Asia accounted for 74.4%, Middle East 11.1%, and North and Latin America 6.7%. Continuing from fiscal 2021, Asia's share has been considerably high.

As for Grants, Asia accounted for 38.8%, Africa 31.6%, and Europe 21.1%. As in fiscal 2021, Asia and Africa accounted for a large proportion of Grants.

"Other" includes disbursements for and commitment amounts with international organizations and worldwide projects across countries and regions.

Composition of assistance by region in fiscal 2022 (¥ billion)



Note) Totals may not add up due to rounding.

*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.

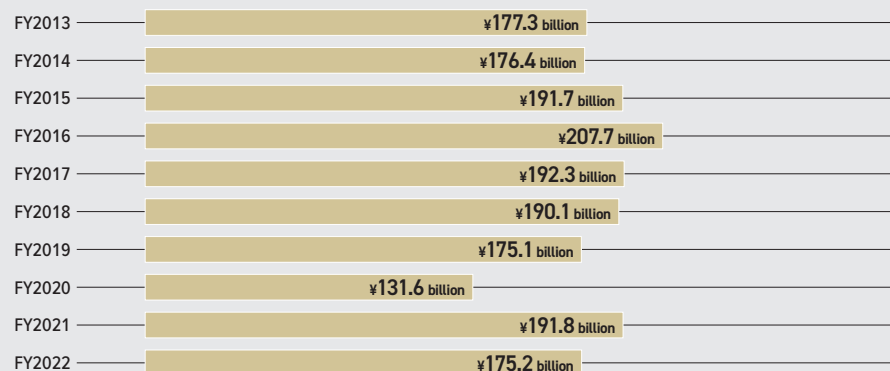
*3 Aggregated amount of Grants committed through concluding of respective Grant Agreements.

Overview of Trends for the Past Ten Years

The graph at right shows trends in the scale of JICA's programs for Technical Cooperation, Finance and Investment Cooperation, and Grants over the past ten years.

In fiscal 2022, disbursements of Technical Cooperation decreased from the previous fiscal year by 8.7% to a total of ¥175.2 billion; the Finance and Investment Cooperation commitment amount increased significantly by 92.2%, totaling ¥2,450.6 billion; and the scale of Grants also increased significantly by 71.5% to a total amount of ¥119.2 billion.

Technical Cooperation expenses for the past ten years*1



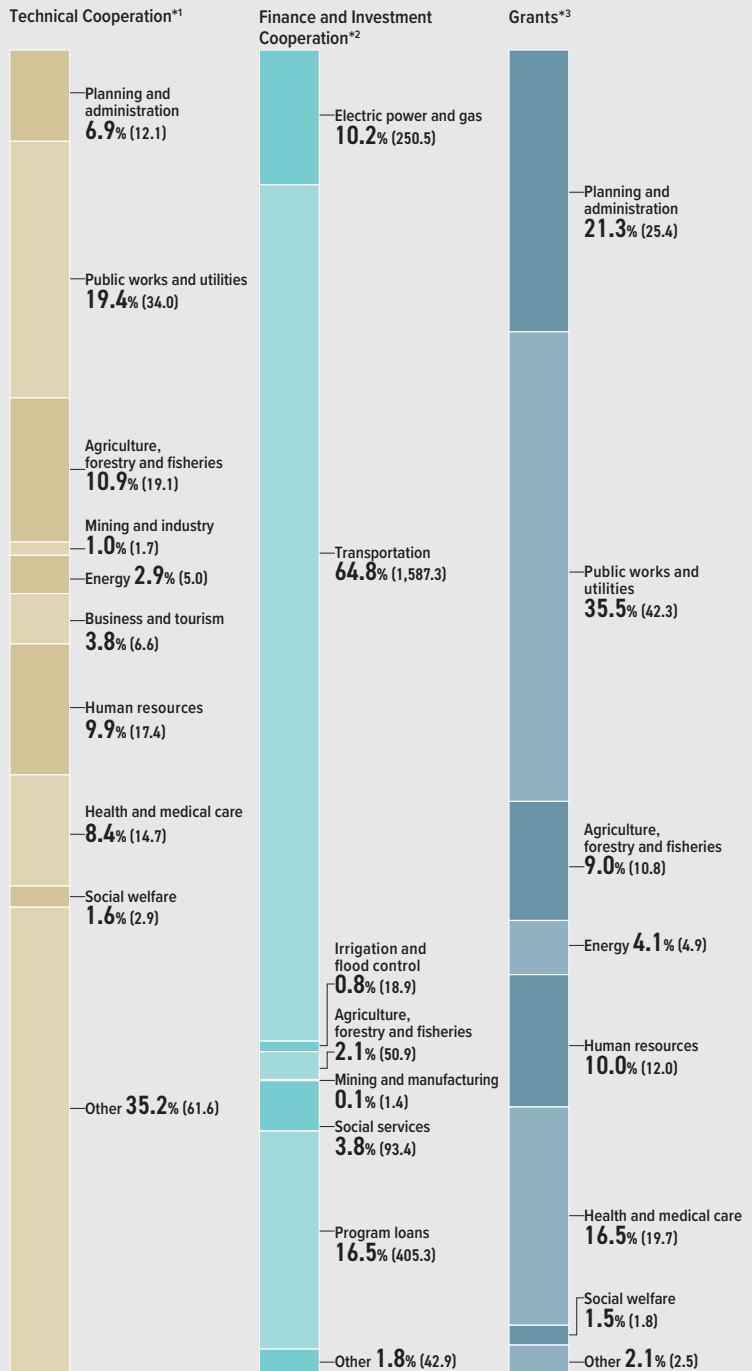
Composition of assistance by sector in fiscal 2022 (¥ billion)

Assistance by Sector

Disbursements of Technical Cooperation by sector were, in descending order, 19.4% for public works and utilities, 10.9% for agriculture, forestry and fisheries, and 9.9% for human resources.

For Finance and Investment Cooperation, the largest portion is 64.8% for projects in the transportation sector. This was followed by program loans at 16.5% and 10.2% for electric power and gas.

For Grants, the largest share was made to public works and utilities at 35.5%, followed by planning and administration at 21.3%, and 16.5% for health and medical care.



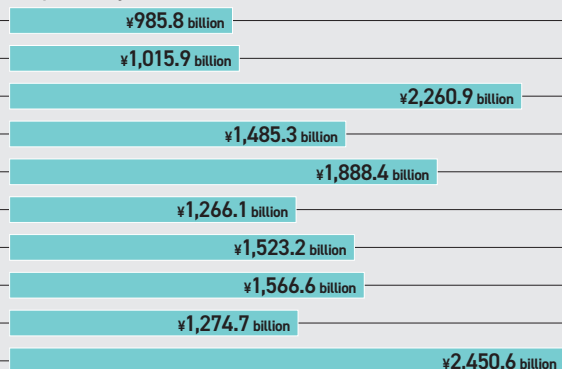
Note) Totals may not add up due to rounding.

*1 Technical Cooperation expenses include Technical Assistance expenses managed under the Finance and Investment Account budget, but exclude administration costs.

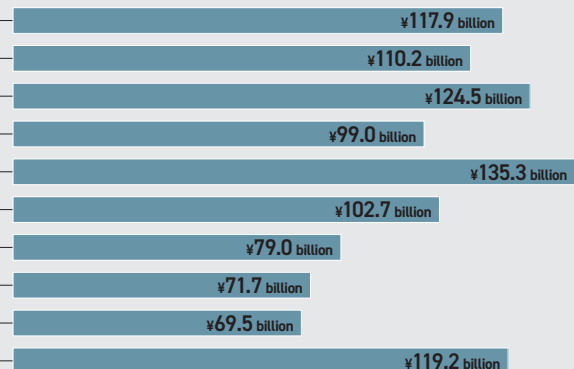
*2 Total commitment amount of ODA Loans and Private-Sector Investment Finance.

*3 Aggregated amount of Grants committed through concluding of respective Grant Agreements.

Finance and Investment Cooperation commitment amounts for the past ten years*2



Scale of Grants for the past ten years*3



Partnerships with Universities and Research Institutions

Jointly Creating Knowledge and Fostering Future Leaders

As the world is faced with compounded crises, partnerships with universities and research institutions are indispensable for addressing challenges facing partner countries and achieving the SDGs because of their extensive and advanced knowledge. JICA promotes partnerships with these institutions through various approaches, including their participation in JICA's research projects and studies on international cooperation, in technical cooperation projects in developing countries, as well as accepting students from these countries.



More than **8,500** students
from over **100** countries

Total numbers of JICA scholars and their countries of origin
in fiscal 2010–2022

JICA Development Studies Program (JICA-DSP)

Sharing Japan's modernization experiences and lessons learned from its development cooperation

The aim of the JICA Development Studies Program (JICA-DSP) is to allow JICA scholars* who have studied in Japan and returned home to address development issues in their homelands and to play a significant role there as future leaders who can foster a long-lasting bilateral relationship between each country and Japan. As of the end of fiscal 2022, over 2,000 JICA scholars from 106 countries were studying in master's and doctoral courses at universities in Japan.

The JICA-DSP offers JICA scholars the opportunity to learn about Japan's modernization and development experiences, which differ from those of Europe and the United States, and its wisdom as a country that has provided cooperation toward the progress of developing

countries after World War II. JICA-DSP consists of two kinds of programs: (1) the Common and Local Programs offered by JICA, titled Understanding the Japanese Development Experience and Understanding Japanese Local History and Development; and (2) Development Studies Programs Offered by Various Universities, offered by partner universities. Through these two kinds of programs, JICA scholars learn about Japanese expertise and experience and put them to good use for the development of their countries back home.

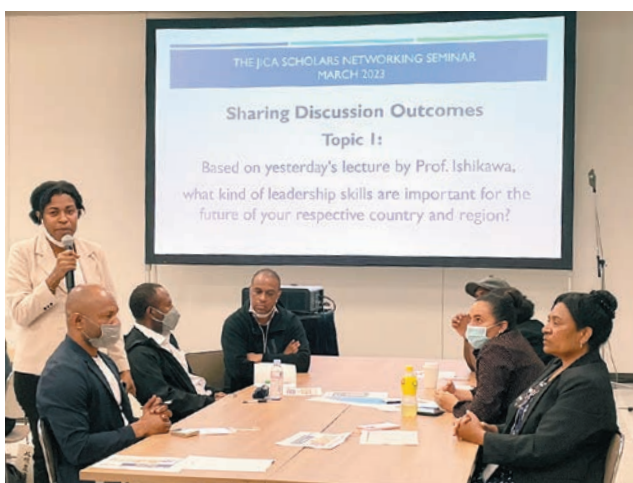
In fiscal 2022, proactive efforts resulted in 242 and 504 JICA scholars participating in the Common Programs and Local Programs, respectively.

JICA Program for Japanese Studies (JICA Chair)

Expanding JICA-DSP abroad

In order to offer partner countries opportunities to learn about Japan's modernization and development cooperation experiences, JICA offers the JICA Program for Japanese Studies (JICA Chair). The JICA Chair supports leading universities in these countries to establish courses or programs of Japanese studies that explore such experiences also through delving into the Japanese history and culture that underlie these experiences.

JICA Chair's activities include: (1) *Short Intensive Lectures*, which involve, among other things, dispatching lecturers from Japan and offering related video teaching materials; and (2) *the JICA Chair of Japanese studies*, which also entails conducting joint research activities and providing research and education



Under JICA-DSP, JICA organizes networking events for two objectives. One is to consider what roles JICA scholars are expected to play in addressing challenges facing their countries. The other is to build cross-cutting networks among JICA scholars and with JICA-related personnel. The wider goal is to strengthen ties with future leaders who can foster a long-lasting bilateral relationship between each country and Japan.

* "JICA scholars" here refers to participants from developing countries who are enrolled in degree programs at Japanese universities under certain frameworks, including technical cooperation; the Project for Human Resource Development Scholarship (JDS), a Grant; and the Scholarship for Japanese Emigrants and Their Descendants in Latin America and the Caribbean.

opportunities in Japan for young researchers. By the end of fiscal 2022, JICA had offered the JICA Chair to 71 countries, up from an accumulated total of 46 by the previous year.

In fiscal 2022, a much larger number of JICA Chair courses were given face-to-face by lecturers sent from Japanese universities and other institutions, facilitating more lively and interactive discussions. Three series of video materials served as a key tool for promoting the JICA Chair in partner countries. These were (1) “Seven Chapters on Japanese Modernization,” which JICA coproduced with the Open University of Japan in fiscal 2019; (2) their sequel “Japanese Modernization Lecture Series (Chapters 8 to 15)”;

Science and Technology Research Partnership for Sustainable Development (SATREPS)

Drawing on the research capacity of universities and research institutions

SATREPS is an endeavor to draw on the latest science and technology to come up with solutions to increasingly serious global challenges, such as environmental and energy issues, food crises, and epidemic outbreaks. JICA implements SATREPS jointly with the Japan Science and Technology Agency (JST) and the Japan Agency for Medical Research and Development (AMED). SATREPS involves international joint research between universities and research institutions in Japan and those in developing countries. It also involves efforts to utilize these research outcomes for the progress of society. The aim is to contribute to resolving development issues facing people in developing



Philippines: An antenna for a local user terminal (a ground satellite data receiving station) provided under the Project for Development of Extreme Weather Monitoring and Information Sharing System. With the use of satellite data thus received, the project developed a system to forecast extreme weather events.

countries.

The research themes covered by SATREPS are wide-ranging, from environmental pollution, climate change, and carbon neutrality to natural disasters and infectious diseases. Japan’s research prowess is put forth in these and other diverse fields. SATREPS projects that were underway as of the end of fiscal 2022 include: research aimed at creating a low-carbon society using ocean thermal energy conversion in Malaysia; research on a meteorological observation system aimed at reducing damage due to torrential rains and other extreme weather events in the Philippines [[→ photo above](#)]; and research designed to assess the status quo of drug-resistant fungi and develop a treatment strategy both in Brazil and Japan [[→ see page 30](#)].

In fiscal 2022, 12 projects for 9 partner countries were adopted under SATREPS, and discussions proceeded with the universities and research institutions in these countries toward project implementation.

 **179 SATREPS**
projects for 53 countries
adopted in fiscal 2008–2022

Cooperation with the Private Sector

Supporting Economic and Social Development through Private-Sector Business Activities

JICA has networks and trusting relationships with the governments of developing countries as well as the know-how in project implementation in the developing world gained through ODA over many years. While making use of these assets, JICA provides wide-ranging support schemes, as shown in the figure at right, to produce better development 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.

In implementing PSIF projects, JICA collaborates with private and international financial institutions and coordinates with JICA's other ODA programs, projects,

and schemes. In this way, JICA aims to further improve development outcomes while reducing project risks. In particular, JICA is strengthening cooperation with development finance institutions and international organizations in order to promote co-financing. Over the past years, JICA has signed memoranda of cooperation (MOC) with the U.S. International Development Finance Corporation, the Agence Française de Développement, the International Finance Corporation, the Asian Development Bank, the African Development Bank, the European Bank for Reconstruction and Development, and the European Investment Bank.

In fiscal 2022, JICA approved 21 projects under PSIF. These included (1) renewable energy projects, such as the Ninh Thuan Province Onshore Wind Power Project in Viet Nam [→ see page 17] and the Zarafshan Wind Farm Project in Uzbekistan; and (2) financial inclusion projects to support micro, small, and medium enterprises (MSMEs) owned by women, such as the Micro, Small and Medium Enterprises Support Project in Palestine, and the project for sustainable portfolio and MSMEs in Ecuador [→ photo at bottom left]. Through these two types of projects and others, JICA took steps to work on decarbonization and improved financial access, among other important agenda items. Furthermore, by combining the Bangladesh Special Economic Zone Development Project with ODA Loan and Technical Cooperation projects, JICA is delivering comprehensive cooperation for industrial diversification in Bangladesh.

In fiscal 2022, JICA launched PSIF projects in many countries and regions for the first time. These included Uzbekistan, Palestine, Laos, Costa Rica, and the Maldives. JICA will continue promoting assistance through PSIF.



Ecuador: The project for sustainable portfolio and micro, small, and medium enterprises (MSMEs) provides financial assistance under PSIF in cooperation with the International Finance Corporation (IFC). The photo shows a dairy farm operated by a woman who has received loans from Banco de la Producción S.A. Prohubanco, a large commercial bank in Ecuador, the borrower in this project. The farm produces organic fertilizer from cattle manure and aims to establish a sustainable management model in which the biogas produced in the production process is used for the farm's electricity.

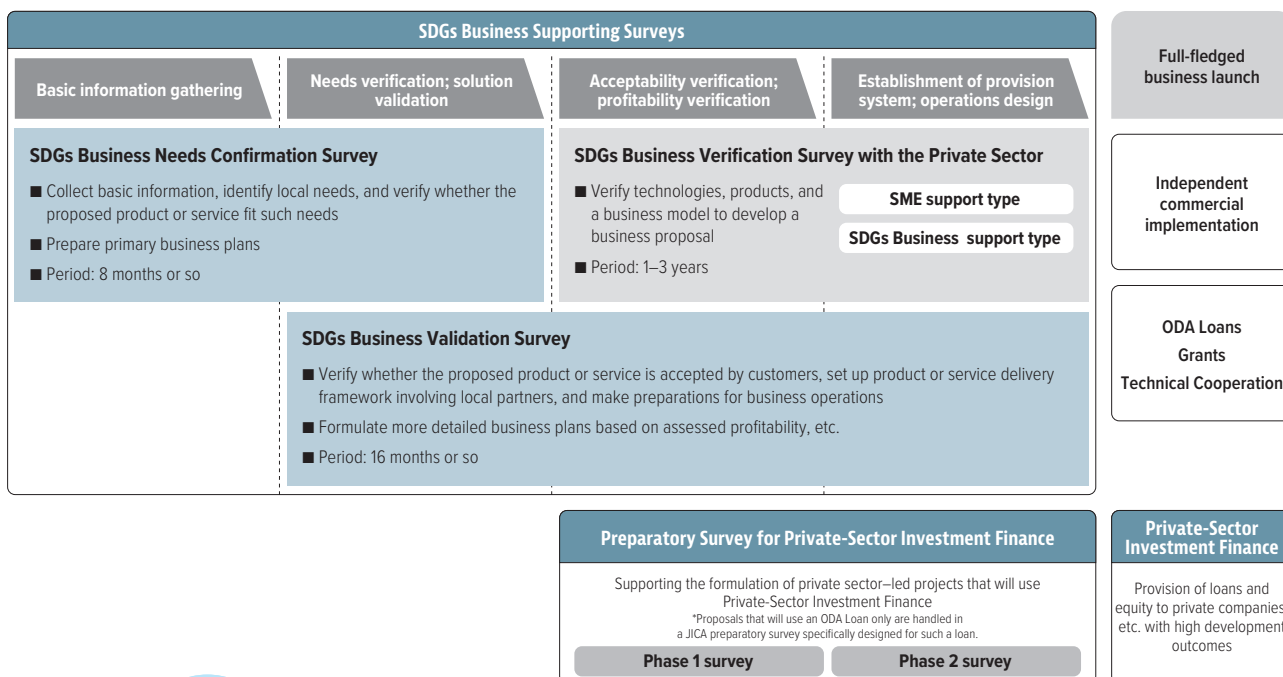
Preparatory Survey for Private-Sector Investment Finance


Supporting 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 Japanese private companies that have submitted promising proposals so as to develop project plans to be implemented that utilize PSIF. In fiscal 2022, JICA adopted five proposals under the 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 nonphysical aspects, difficulties in

Available schemes and the flow of commercial implementation



 **1,448**
The number of projects adopted under the SDGs Business Supporting Surveys in fiscal 2010–2022

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 formulation of business projects by cooperating in the 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.

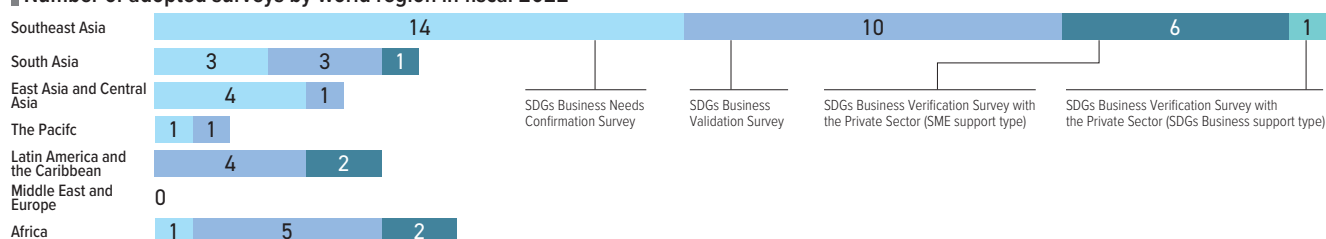
Recent years have seen accelerated inflow of private funds for the development of developing countries, raising expectations even higher for the utilization of business strengths in solving development issues. More businesses are proactively incorporating the SDGs in their corporate management. An increasing number of financial institutions are focusing on ESG investing and impact investing. The affinity between business and efforts to solve development issues is stronger than ever.

This program offers three support schemes according to the stage of business: SDGs Business Needs Confirmation Survey, SDGs Business Validation Survey, and SDGs Business Verification Survey with the Private Sector.

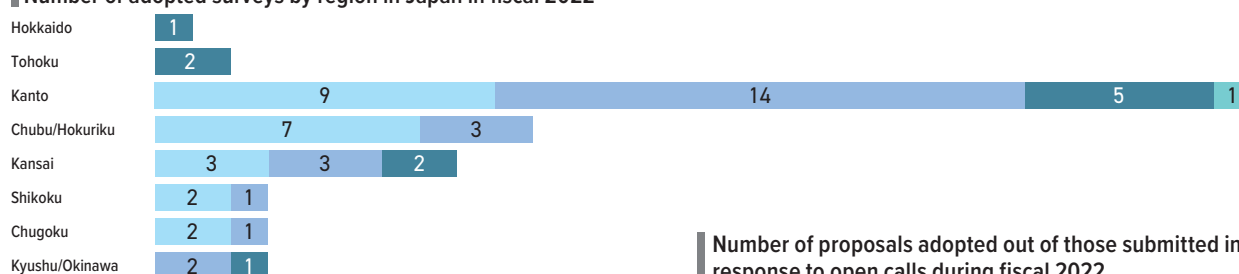
Meeting development needs with innovative services

Of the proposals submitted in response to open calls made from fiscal 2010, when JICA launched private-sector partnership programs, through fiscal 2022, JICA has adopted and supported an aggregated total of 1,448 proposals under this program. In recent years,

Number of adopted surveys by world region in fiscal 2022



Number of adopted surveys by region in Japan in fiscal 2022



JICA has been adopting proposals from start-ups, expecting their contribution in resolving the increasingly complex challenges facing partner countries with their advanced technologies and innovative business ideas.

A case in point is the ongoing project by Wonderfy Inc., a Tokyo-based start-up that develops and operates teaching materials and content that “bring out a sense of wonder” in children around the world. Under JICA’s program, this firm has introduced its educational app “Think!Think!” in Cambodia, contributing to improved academic performance and a higher graduation rate there [→ see the photo below].



Cambodia: Wonderfy Inc. capitalizes on JICA’s support program to raise both the visibility of the proposed product and the level of primary education in the country. The photo shows children studying with the company’s educational app.

Number of proposals adopted out of those submitted in response to open calls during fiscal 2022

SDGs Business Needs Confirmation Survey	23
SDGs Business Validation Survey	24
SDGs Business Verification Survey with the Private Sector (SME support type)	11
SDGs Business Verification Survey with the Private Sector (SDGs Business support type)	1
Total	59

Fifty-nine proposals adopted under a new framework

In fiscal 2022, JICA reorganized the portfolio of support schemes under this program on a trial basis. The aims were improving convenience, driving commercialization, and accelerating development impacts. Under this new framework, JICA cast a wide net to solicit proposals from businesses willing to address challenges facing partner countries. It adopted 59 proposals in this fiscal year.

A breakdown shows 12 proposals were adopted under the SDGs Business Verification Survey with the Private Sector, a scheme that remained unchanged from before the portfolio reorganization; 23 proposals were adopted under the SDGs Business Needs Confirmation Survey, which assists in collecting basic information, verifying the compatibility between the proposed product or service and the partner country’s needs, and preparing initial business plans; and 24 proposals were adopted under the SDGs Business Validation Survey, which focuses on services and products whose business compatibility has been verified and assists in formulating more detailed business plans by assessing profitability as well as setting up a product or service delivery framework and an operating structure.

Volunteer Programs

Citizen-based International Cooperation: Both You and the World Are Full of Possibilities

JICA's volunteer programs support activities by citizens who wish to cooperate in the economic and social development as well as the reconstruction of developing countries. 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 they are highly praised by partner countries. By the end of March 2023, some 55,000 JICA volunteers have engaged in different activities in the developing world as Japanese conspicuous contributors to the international community.

Over 1,000 volunteers dispatched to 67 countries after carefully assessing local situations surrounding infections and health care resources

Due to the global COVID-19 pandemic, all JICA volunteers returned to Japan in March and April of 2020 on a temporary basis. In November 2020, JICA resumed dispatching volunteers, depending on the situation surrounding infections and health-care resources in their countries of assignment. By March 31, 2023, there were 1,059 volunteers dispatched to 67 countries. During their stay on standby in Japan, these volunteers engaged in online support activities and capacity building. Drawing from these experiences, they are now working in their countries of assignment.

JICA has already resumed pre-dispatch group training, for which JICA takes substantial measures toward infectious disease control while reducing the number

55,385
JICA volunteers
were assigned in fiscal 1965–2022

of participants and also providing training online.

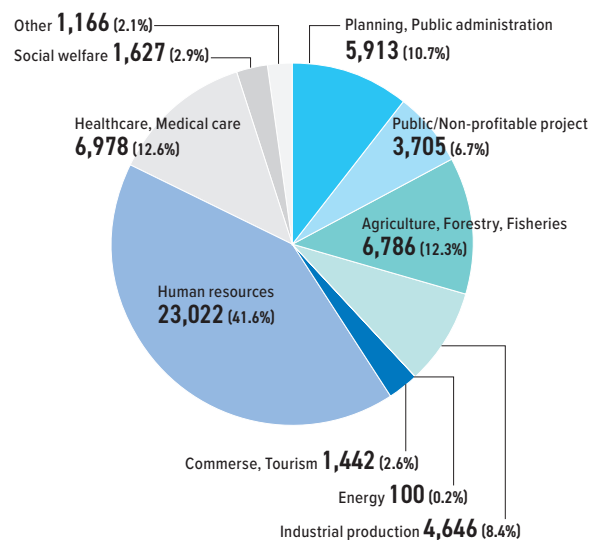
Supporting former JICA volunteers in giving back to society

JICA has scaled up its support for former JICA volunteers to make better use of their experience for the benefit of society. The augmented support includes a scholarship program for them. Another recently strengthened support program is the Glocal Program. It is offered to interested volunteers prior to dispatch and who are willing to participate in solving issues faced by local communities in Japan after they complete their JOCV assignments. Going forward, JICA will continue to enhance its support for former volunteers so that they can play a greater role, as invaluable talent, in practicing international cooperation globally or promoting multicultural coexistence and regional revitalization in Japan.



Rwanda: A Japan Overseas Cooperation Volunteer supporting handcrafting work in the category of community development

Cumulative number of JICA volunteers dispatched by field of work (as of March 2023)



Support for the Acceptance of Foreign HRs / Multicultural and Inclusive Society

Achieving a Prosperous Society Where We Live Together

Over the past ten years, the number of foreign workers in Japan has increased by a factor of about 2.7, reaching around 1.82 million.*¹ Many are from developing countries, and they play important roles in the economic growth of their home countries, for instance through their remittances. For steady economic growth, it is estimated that Japan will need 6.74 million foreign workers, or nearly four times its current number, in 20 years.*² Foreign human resources (HRs) are needed as a new player in socioeconomic development and regional revitalization in Japan.

To address challenges foreign workers face in Japan, JICA works on a number of aspects where it can leverage its strengths. These include building an inclusive society that coexists with them, human resources development (HRD) for economic growth in both their countries of origin and Japan, and the protection of their human rights.

Building a multicultural and inclusive society with foreign HRs

JICA has coordinators for international cooperation at local governments and international associations as well as in its own domestic offices. Their mission is to collaborate with local governments and other entities to resolve issues that local communities face in relation to the acceptance of foreign HRs and multicultural coexistence. In the Kushiro-Nemuro region in Hokkaido, JICA and stakeholders are collaborating for the establishment of a local platform to support the acceptance of foreign workers and build a more culturally diverse and inclusive community. They leverage their own strengths to, for example, organize social events open to residents of foreign nationalities.

HRD for economic development

JICA provides support to people planning to work in Japan. JICA provides accurate information on daily life and the business environment in Japan through, among other channels, Japan Centers for Human Resources



659 organizations and individuals

JP-MIRAI membership as of July 2023

Development in partner countries.*³ These centers are increasingly working with the ministries, local governments, and other entities in Japan to organize events such as career seminars for highly skilled professionals, meetings to exchange views with former international scholars who studied in Japan, and job fairs.

Promotion of the human rights of migrant workers

In January 2023, JICA and the International Labor Organization (ILO) signed a Memorandum of Cooperation (MOC) to promote *business and human rights*, a concept designed to prevent human rights violations caused by business activities. Based on the MOC, JICA and the ILO are collaboratively working on *business and human rights* while sharing expertise and insights. JICA is also working on the protection of workers through improving governance of relevant public-sector organizations. As one such initiative, JICA invites public officials in developing countries who are in charge of issues related to migrant workers and returnees to trainings in Japan on labor policies designed to ensure decent work for all.

*1 Source: Ministry of Health, Labour and Welfare, "Situation of Notified Foreign National Employment Status" (as of the end of October 2022).

*2 JICA Ogata Research Institute for Peace and Development, study on "Diversity and Social Inclusion of Migrant Workers in Japanese Society—Our World in 2030/40" (conducted in fiscal 2021).

*3 Japan Centers for Human Resources Development (known as Japan Centers) were established to help the Southeast Asia and East and Central Asia regions move to market economies. JICA assists in developing these centers as an exchange hub (platform) for Japan and the respective countries.



JP-MIRAI: Japan Platform for Migrant Workers towards Responsible and Inclusive Society Promoting efforts at improving the environment to accept migrant workers in Japan

JP-MIRAI is a platform established in November 2020 in collaboration with various stakeholders, including private-sector firms, local governments, NPOs, academics, attorneys, and JICA to address challenges foreign workers face in Japan. The current membership stands at 659 organizations and individuals.*⁴

JP-MIRAI provides migrant workers with accurate and useful information

on daily life and employment in Japan via the app and portal site in nine languages. It opened in 2022 and now has 2,225 registrants.*⁴ In May 2022, JP-MIRAI started a consultation service called "JP-MIRAI Assist." It offers advice on issues in labor, residential status, and daily-life in nine languages. About 1,100 contacts*⁴ have been made in this service.

*4 Figures as of July 2023.

 [More information](#) [JP-MIRAI Website](#), [JP-MIRAI Portal site](#)

Partnership with *Nikkei* Communities in Latin America and the Caribbean

Further Strengthening the Bonds with *Nikkei* Communities

Some 2.13 million *Nikkei* (Japanese emigrants and their descendants) live in Latin America and the Caribbean, and their presence represents strong bonds between Japan and the region.

JICA continued to provide support to Japanese emigrants who had moved to the region under Japan's postwar emigration policy. Recently, JICA has shifted its focus to enhancing collaboration with *Nikkei* communities and cooperation with them in light of their maturing and generational transition.



A JOMM exhibit showing what the life of Japanese settlers looked like in the Aliança colony, Brazil. The renewal work has enabled 3-D photographing (Photo: Toshiko Yuba)

JOMM 20th anniversary: Incorporating multicultural coexistence and the SDGs in the exhibition

The year 2022 marked the 20th anniversary of the Japanese Overseas Migration Museum (JOMM). Taking this opportunity, JOMM substantially renewed its permanent exhibits. It scaled up exhibits that look at the development and current state of *Nikkei* communities in Japan and abroad. With improved teaching materials, JOMM now presents a message that calls for achieving multicultural coexistence in Japan and the SDGs to local governments and educational organizations in the country. During fiscal 2022, JOMM had some 40,000 visitors, more than twice the level of the previous year, which was in the midst of the COVID-19 pandemic. It also offered nine online lectures, attended by about 900 participants in total.

Nikkei training participants from Latin America and the Caribbean supported *Nikkei* communities in Japan

COVID-imposed restrictions on JICA's training in Japan were lifted in fiscal 2022. *Nikkei* supporter training,* which was launched in fiscal 2021, was conducted in person for the first time. A total of 16 *Nikkei* visited Japan for this training. During their stay, they also offered social work services face-to-face to *Nikkei* residents in Japan. Among these training participants,

5,157 people
from 15 countries
in Latin America and the Caribbean

came to Japan to participate in the Training Program for *Nikkei* Communities in fiscal 1971–2022.

one participant who came to Japan in the first batch received training at the Kani International Exchange Association in Gifu Prefecture to learn about study support, including mother-tongue teaching methods. He also helped many *Nikkei* pupils in Japan with their studies while providing other support. These activities were broadcast on local TV and attracted much attention.

Partnership and cooperation continued: Business symposia and online and face-to-face support

In October 2022, JICA Okinawa hosted “OKINAWA to Okinawa Business Symposium,” which was aimed at charting a future in which *Uchinanchu* (Okinawans) in Latin America and the Caribbean are connected with those in Okinawa, Japan, through business. This symposium was co-organized by JICA and the Worldwide Uchinanchu Festival, a quinquennial event that attracts Okinawans from around the world. Representatives from Colonia Okinawa, a Japanese-Bolivian community, and Okinawa-based firms intending to make inroads into Peru gave lectures and presentations. A panel discussion by academics from Okinawa and abroad brought the event to a successful conclusion.

In fiscal 2022, JICA also conducted 11 of the series of online open seminars on multiculturalism and Japanese society, which look at challenges facing some 300,000 *Nikkei* living in Japan. These seminars were attended by a total of 2,202 participants. In addition, JICA offered online programs for a total of 31 *Nikkei* junior and senior high school and college students, as well as the Training Program for Japanese Descendants—which is designed to teach technical skills—for a total of 152 participants. It also helped ten *Nikkei* to go to graduate school.

JICA resumed in stages the dispatch of Japan Overseas Cooperation Volunteers and Senior Volunteers for *Nikkei* Communities, whose activities in their countries of assignment had been suspended since March 2020 due to the pandemic. As of the end of fiscal 2022, 32 such volunteers were working overseas.

*A training program designed for *Nikkei* residing in Latin America and the Caribbean to support multicultural programs of local governments and others in Japan and to learn related skills in the process

Collaboration with Civil Society

Win-Win Partnership through Co-creation

Citizen Participatory Cooperation

JICA conducts Citizen Participatory Cooperation activities to connect Japanese citizens aspiring to engage in international cooperation with developing countries. JICA's major partners in these activities include NGOs, local governments, universities, and private companies in Japan. These activities are designed to help solve issues for local communities in Japan by leveraging JICA's experience in international cooperation—in addition to addressing development issues for developing countries—through dialogue and collaboration with these partners. The idea is to contribute to the internationalization and economic revitalization of local communities in Japan.

Dialogue with NGOs and other organizations

JICA offers multiple opportunities for dialogue with partners. During fiscal 2022, the nationwide NGO-JICA Dialogue Meeting discussed, among other topics, efforts to increase the transparency of Japan's ODA, accept foreign human resources, and build multicultural and inclusive society. At the regional level, several domestic offices of JICA, including JICA Yokohama and JICA Chubu, set up their own regional meetings to discuss community-based topics such as how to cultivate local young human resources. In addition,



Iran: Aiming to promote barrier-free urban development in the country, the Mint Society for Iranians with Physical Handicaps, a Japan-based NPO, offers training in barrier-free urban development to Iranian government officials and also provides leadership training for Iranians with disabilities. Recently, the NPO produced and promoted an awareness-raising video regarding barrier-free facilities, with local leaders with disabilities in Iran playing a central role in the process. The NPO also helps make the sidewalks of busy streets barrier-free, adding to progress in accessibility in the country. (Photo: Mint Society for Iranians with Physical Handicaps)

1,321 JPP projects

were implemented in fiscal 2002–2022.

JICA holds NGO-JICA Study Sessions aimed at mutually learning about specific issues and at exploring more opportunities for cooperation. The topics during fiscal 2022 included the latest developments in support for Ukraine and protection from gender-based violence, sexual exploitation, abuse, and harassment.

JICA also operates the NGO-JICA Japan Desk in 27 developing countries to provide NGOs and other organizations based in Japan with information and seminars on their counterparts in these countries.

Collaboration projects: The JICA Donation Fund for the People of the World Program and JPP projects

As part of efforts to encourage NGOs and other organizations to participate in international cooperation, JICA conducts collaboration projects aimed at, among other objectives, improving the lives and livelihoods of local communities in developing countries. Collaboration projects that use the JICA Donation Fund for the People of the World—which is chiefly funded by donations to JICA—are primarily intended for organizations with little experience in international cooperation activity. Collaboration projects under the JICA Partnership Program (JPP), on the other hand, are primarily intended for NGOs, local governments, universities, and private companies that want to develop or expand their international cooperation activity.

Under JPP, JICA offers attentive cooperation at the grassroots level to meet diversifying issues and needs in developing countries. A JPP project in Indonesia, for example, opened a roadside station to promote agritourism, adding a new sales channel for local agricultural produce. The new station came with an adjacent evacuation shelter equipped with a water tank and an emergency power source, contributing to local disaster resilience.

JICA also provides NGOs and other organizations with training in project management and institutional capacity-building to enable them to successfully carry out such collaboration projects.

Supporting internationalization and community revitalization in Japan

JICA also leverages its experience in addressing development issues in developing countries to support


internationalization and community revitalization efforts in Japan. JICA's collaboration projects with local governments in Japan have not been limited only to leveraging their expertise and experience in such sectors as water, disaster resilience, and community development to address issues in developing countries. They have often involved mutual learning experiences that have benefited Japanese local governments as well. Through interaction with training participants from developing countries, some local governments have rediscovered the attractions and strengths of their communities while others are revitalizing their own communities or promoting local business interactions.

JICA also cooperates with local communities in conducting international cooperation activities and developing global human resources through the coordinators for international cooperation that JICA assigns to local international associations and other organizations across the country. JICA's collaboration with local governments also takes the form of lending its employees. These employees cooperate in regional revitalization, disaster risk reduction, and post-disaster reconstruction. Recently, local governments and other regional actors are making more use of JICA's know-how and networks in supporting coexistence with foreign nationals, promoting the SDGs, and developing international strategies.

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 listen to 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. Other



2,392,489 people

visited the JICA Global Plaza in Ichigaya, Tokyo in fiscal 2006–2022



A former JICA volunteer recently gave a special class on peace at a junior high school in Tokyo where he teaches. He encouraged students to use their projection-mapping videos that feature a preserved war-damaged structure in their community to express their desire for peace to local residents. The photo shows the students receiving comments after the class in the presence of these residents. One of the students later wrote an essay on their learnings from this class and won the most outstanding prize in an essay contest organized by JICA. (Photo: Hiroyuki Takada, Higashiyamato Second Junior High School)

JICA domestic offices also provide a wide range of information on international cooperation for the public.

Promotion of development education at schools

JICA conducts activities aimed at promoting development education in schools. The idea is to foster the abilities of students and pupils to understand how development challenges facing the world relate to Japan; regard them as their own problems; proactively study them; and take action to overcome them. Specific activities include working with such actors as boards of education, teachers, and school administrators to organize training sessions and seminars for teachers; produce and provide teaching materials; hold an essay contest on international cooperation; and deliver lectures on international cooperation upon request.

JICA, with its ample expertise, information, and human resources in international cooperation, has an ever increasingly larger role to play in school education 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.

Leveraging JICA volunteers' experience for education at schools

JICA supports the efforts of former JICA volunteers to give back their volunteer experience to society. In fact, their acquired skills in problem-solving and cross-cultural communication have already been put to good use in school education, entrepreneurship, and local social activity. For example, hundreds of teachers who have participated in the volunteer program are now giving classes in ways to educate students so that they think of global issues as their own and take action to address them.



Research

Co-creating Practical Knowledge for Peace and Development

The JICA Ogata Sadako Research Institute for Peace and Development (abbreviated as JICA Ogata Research Institute) launched the first issue of its regular flagship report *Human Security Today* in Japanese in March 2022 and in English in October 2022. It has been almost 30 years since the concept of *human security* was first propounded. In addition to traditional concerns such as conflicts and natural disasters, the world is also exposed to compounded crises such as energy and

food crises and the socioeconomic impact of debt crises. As a perspective needed to address these threats, the practice of *human security* is more relevant than ever before.





Inheriting the philosophy of Dr. Ogata Sadako, former JICA President, JICA Ogata Research Institute conducts policy-oriented research on the challenges faced by developing countries and aspires to strengthen Japan's intellectual presence in the international community.

Basic Research Policy

- (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*.

Research Clusters

The institute has six Research Clusters.

1		Politics and Governance	Recent years have witnessed cases where wars, coups d'état, and authoritarian administrations destroy people's peaceful lives and deprive people not only of the opportunities to pursue great possibilities in life but sometimes their very lives. This cluster considers what kind of conditions in both domestic and international politics, as well as social mechanisms, allow every person to enjoy <i>human security</i> regardless of the country in which they reside.
2		Economic Growth and Poverty Reduction	There are still many impoverished people in the world. In order to clarify how policies and initiatives in developing countries contribute to economic growth and poverty reduction, this cluster conducts research on the socioeconomic effects of infrastructure, finances, and more with the help of comparative analysis of these issues with and without intervention.
3		Human Development	Evidence-based policy and collaboration are needed to achieve quality education for all, ensure access to quality health services, and empower people. This cluster considers effective policies and practices for human development by conducting research on issues such as the impact of studying abroad for developing countries and the impact the COVID-19 pandemic had on developing countries.
4		Peacebuilding and Humanitarian Support	This research cluster is built on two pillars: <i>human security</i> and peacebuilding. It analyzes the enabling as well as the inhibiting factors in sustaining peace and studies the relationship between protection and empowerment in <i>human security</i> . In this way, this cluster explores the effective approaches taken by diverse actors engaged in humanitarian support, sustainable development, and sustaining peace.
5		Global Environment	This research cluster focuses on actions toward achieving the SDGs as well as climate actions. Research subjects include quantitative evaluation methods for climate change adaptation measures and strategies for sustainable development with the indicators for assessing the sustainability of societies.
6		Development Cooperation Strategies	This research cluster focuses on historical research on Japanese development cooperation; research on development approaches such as agriculture, industrial development, and other sectors; and research on contemporary issues such as how to realize multicultural coexistence. Through these kinds of research, the cluster examines how international cooperation should function and what approach should be taken to make it more effective in today's world.

Achievements in Fiscal 2022

Based on these principles and activities in these clusters, JICA Ogata Research Institute conducted 31 research projects in fiscal 2022 and published part of the outcomes.

Outcomes of research activities

In fiscal 2022, the institute released three research papers, nine discussion papers, one policy note, three knowledge reports, and one literature review.

The institute also published four books written in Japanese and three in English, as well as six reports, including the first issue of *Human Security Today* in English, as mentioned earlier.

These four Japanese books include three in the series “Reconsidering the History of Japan’s Development Cooperation,” including one on the history of Japan’s policy in this sector. The three English books are academic outcomes of three research projects, including “Japan’s International Cooperation in Education: History and Prospects” and “An Empirical Analysis on Expanding Rice Production in Sub-Saharan Africa Phase 2.”

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



Some of the institute’s publications during fiscal 2022



On October 7, 2022, the institute held a forum in which Nobel Prize-winning economist Joseph E. Stiglitz spoke on “The Global Economy in Multiple Crises: Challenges for Emerging and Developing Countries and Pathways to Enhanced Resilience.” The forum discussed how emerging and developing countries can recover from global economic turmoil and create more resilient systems and societies.

Sharing knowledge gained from the field

As in fiscal 2021, the institute provided various events and seminars. These included events celebrating the publication of reports and books, including *Human Security Today*, as well as seminars on the Eighth Tokyo International Conference on African Development (TICAD 8). In addition, the institute conducted a total of 25 seminars and events on contemporary issues, such as the history of migration and multicultural understanding, security and debt distress in compounded crises, and pandemic response. Moreover, the institute organized sessions within academic society conferences and held joint events with other organizations on 14 occasions.

In fiscal 2022, the institute published several books for general readers as well. These include five Japanese books in the Project History series, which documents Japan’s contribution to developing countries from a long-term perspective. Cutting across sectors and regions, the topics of these books range from assistance to protracted refugee issues in Uganda to cooperation in the Southeast Asia Engineering Education Development Network (SEED-Net) in ASEAN countries. The institute also published the Spanish version of a book on the endeavors of Japanese immigrants to Paraguay. In October 2022, an executive senior research fellow at the institute contributed a series of articles to the Japanese financial daily *Nihon Keizai Shimbun* on developing countries’ debt in compounded crises.

Emergency Disaster Relief

Fast Response and Support That Meets Needs in Disaster-hit Areas

Recent years have seen growing climate change impacts and intensifying seismic and volcanic activity on a global scale. As such, natural disasters are more frequent and diversified in form, including earthquakes, volcanic eruptions, windstorms and floods, forest fires, and epidemic outbreaks. They have tended to cause greater damage over the years.

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 organizations.

Dispatch of JDR teams

The JDR team is dispatched in the form of a Rescue Team, a Medical Team, an Infectious Diseases Response Team, an Expert Team, or a Self-Defense Force Unit.

The JDR Rescue Team is dispatched mainly in cases of major earthquake disasters. It has been dispatched 21 times to date.* Team members include selected rescue squad members from the police, fire authorities, and Japan Coast Guard (JCG); structural engineers, who protect the safety of damaged properties; medical team members; and logisticians and coordinators. In ordinary times they work at their places of affiliation, but when a disaster strikes, they are called in via relevant government agencies and dispatched to affected areas. The JDR Rescue Team is classified by the International Search and Rescue Advisory Group (INSARAG) as being

“heavy,” the highest of three levels.

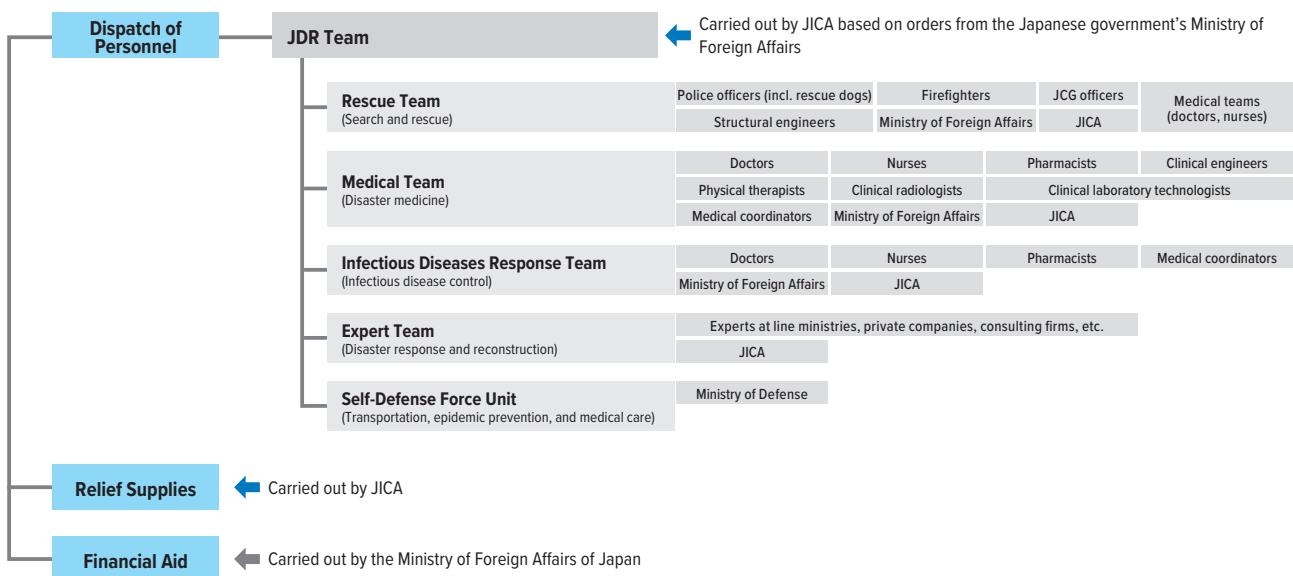
The JDR Medical Team performs medical activities in affected areas. It has been dispatched 62 times to date.* Many candidate members usually work at health care institutions. They register with the JDR Medical Team and receive necessary training beforehand. When a large disaster strikes abroad, they are called in. The JDR Medical Team was certified by the World Health Organization (WHO) as an Emergency Medical Team (EMT) in 2016, becoming the fourth certified EMT in the world. This classification has allowed the team to expand its work from outpatient initial emergency care (EMT Type 1) to inpatient surgical and obstetric care (EMT Type 2) and further to hemodialysis and surgery.

The JDR Infectious Diseases Response Team is dispatched in cases of the possible outbreak of an infectious disease of international concern. It has been dispatched six times to date.* Candidate members are experts at research institutions, health care institutions, and the like. They receive training beforehand and prepare for dispatch.

The JDR Expert Team provides assistance and advice for emergency response to disasters and recovery and reconstruction. It has been dispatched 55 times to date.* Each Expert Team is organized by experts from the public and private sectors according to the post-disaster situation and local needs.

The Japan Self-Defense Force (SDF) Unit is dispatched to transport personnel, equipment, materials, and

Japan's Emergency Disaster Relief System



supplies or to otherwise support JDR activities. The dispatch is made based on a request from the Minister for Foreign Affairs to the Minister of Defense. It has been dispatched 24 times to date.*

Provision of emergency relief supplies

JICA is also responsible for promptly providing necessary humanitarian relief supplies to areas hit by a major disaster abroad. To respond to immediate needs, JICA procures in advance tents, blankets, plastic sheets, and other basic items that will be needed in disaster areas and keeps stockpiles of them in warehouses at five locations around the world. JICA makes emergency procurement of other items as needed in cases such as forest fires, oil spills, and epidemic outbreaks. To date, JICA has provided emergency relief supplies 590 times.*

JICA conducted a large-scale operation for the earthquake disaster in Turkey and Syria in fiscal 2022

On February 6, 2023, a devastating earthquake struck southeastern Turkey near the border of Syria. The Secretariat of the Japan Disaster Relief Team at JICA organized relief efforts right after the disaster hit. It dispatched the JDR Rescue Team to Turkey in only a little more than 12 hours following the disaster in cooperation with relevant government agencies. It was an unprecedentedly quick response.

On February 10, JICA sent a JDR Medical Team to Turkey, where it delivered internationally certified EMT Type 2 care for the first time, providing advanced medical care, including surgery and inpatient care. The



Turkey: JICA transported medical equipment, matériel, and supplies needed to deliver more advanced medical care. The JDR Medical Team performed surgeries in a field tent for the first time in its history.

team's work turned out to be a large-scale operation, about three times in scope and almost five times in the amount of supplies as the levels of traditional EMT Type 1 activities. A total of 181 members were dispatched in three batches. An SDF aircraft was used to transport more than 30 tonnes of medical equipment, materials, and supplies, including drugs, needed to provide EMT Type 2 care. This was also the first time the JDR Medical Team and the SDF Unit worked together.

Starting on March 10, JICA dispatched the JDR Expert Team to provide advice for recovery and reconstruction. The team made on-the-spot surveys in affected areas and, in consultation with Turkish specialized and administrative agencies, came up with a set of recommendations.

JICA also focused on providing emergency relief supplies in response to this devastating disaster damage. It delivered tents, blankets, sleeping pads, and other supplies twice to Turkey and once to Syria through the Syrian Arab Red Crescent.

Officials in these countries' governments repeatedly expressed their gratitude that Japan's emergency relief helped significantly to protect the lives and health of people in affected areas, adding that JDR team members' commitment to executing their duties in the difficult situation greatly encouraged these people.

In March 2023, when emergency relief operations were still ongoing in Turkey, an oil tanker capsized and sank off the coast of the Philippines. The resultant oil



Turkey: The JDR Rescue Team conducted search and rescue operations while local residents looked on. The teams worked for seven days from the day after the quake hit.

*As of the end of March 2023.

spill polluted the sea and the coast, causing serious damage. In response, the Expert Team was dispatched to support activities for oil removal and control at the affected sites.

During fiscal 2022, JICA provided relief supplies on 19 occasions in Asia, the Pacific, the Middle East, Africa, and Latin America and the Caribbean, including to Turkey and Syria [[→ see the table below](#)].

Preparation for emergency response in ordinary times

Serving as a secretariat for Japan's emergency disaster relief operations, JICA constantly considers how JDR can function better and improve its activities on the ground. To put such considerations into action,

JICA develops action guidelines, makes preparations for equipment, materials, and supplies, and coordinates with relevant organizations. JICA is also stepping up other efforts. These include offering expert training and comprehensive deployment training to maintain and improve the capacity to deliver prompt and quality relief, maintaining international certification, and better coordinating with the international community.

In addition, JICA is helping to develop the disaster medicine cooperation system in the ASEAN region and build the capacity of the personnel involved through technical cooperation projects. It also makes organization-wide, well-coordinated efforts to provide seamless assistance for rehabilitation and reconstruction after an emergency response.

Emergency Disaster Relief in fiscal 2022

No.	Date of relief	Country	Type of disaster	Type of relief	Number of those dispatched / Supplies provided
1	June 2022	Afghanistan	Earthquake	Provision of supplies	Blankets, plastic sheets, sleeping pads, portable jerry cans
2	June 2022	Kiribati	Drought	Provision of supplies	Portable jerry cans, water purifiers
3	July 2022	Philippines	Earthquake	Provision of supplies	Tents, portable jerry cans, plastic sheets, sleeping pads, generators
4	August 2022	Pakistan	Flooding	Provision of supplies	Tents, plastic sheets
5	October 2022	Honduras	Water damage	Provision of supplies	Tents, blankets, portable jerry cans, water purifiers
6	October 2022	Cuba	Hurricane	Provision of supplies	Water purifiers, water storage tanks, cord reels, adaptor plug sets
7	October 2022	Guatemala	Tropical storm	Provision of supplies	Blankets, sleeping pads
8	October 2022	Tuvalu	Drought	Provision of supplies	Water purifiers, water storage tanks
9	November 2022	Belize	Hurricane	Provision of supplies	Generators, sleeping pads, plastic sheets, blankets, tents, transformers
10	November 2022	South Sudan	Flooding	Provision of supplies	Tents, blankets, plastic sheets, sleeping pads, portable jerry cans, water purifiers
11	December 2022	Democratic Republic of the Congo	Flooding	Provision of supplies	Blankets, tents, sleeping pads
12	February 2023	Turkey	Earthquake	Rescue Team	74 people
13	February 2023	Turkey	Earthquake	Medical Team	75 people
14	February 2023	Iran	Earthquake	Provision of supplies	Blankets
15	February 2023	Chile	Forest fires	Provision of supplies	PPE for firefighting, fire extinguishing equipment, livelihood support equipment for disaster victims
16	February 2023	Turkey	Earthquake	Provision of supplies	Tents, blankets, sleeping pads
17	February 2023	Syria	Earthquake	Provision of supplies	Tents, blankets, plastic sheets, sleeping pads
18	February 2023	Turkey	Earthquake	Self-Defense Force Unit	39 people (one government aircraft)
19	February 2023	Turkey	Earthquake	Provision of supplies	Blankets, sleeping pads, generators
20	February 2023	Turkey	Earthquake	Medical Team	65 people
21	February 2023	Turkey	Earthquake	Medical Team	41 people
22	March 2023	Turkey	Earthquake	Expert Team	11 people
23	March 2023	Philippines	Oil spill	Expert Team	8 people
24	March 2023	Turkey	Earthquake	Self-Defense Force Unit	24 people (one KC-767 cargo aircraft) *This dispatch is counted as one dispatch together with the Self-Defense Force Unit dispatch in February.
25	March 2023	Vanuatu	Cyclone	Provision of supplies	Portable jerry cans, water purifiers, generators
26	March 2023	Malawi	Cyclone	Provision of supplies	Tents, plastic sheets, water purifiers, portable jerry cans
27	March 2023	Mozambique	Cyclone	Provision of supplies	Tents, plastic sheets, water purifiers, portable jerry cans

JICA's Social Bonds

A Financial Instrument to Help Achieve the SDGs

In 2016, JICA issued Japan's first Social Bonds in the domestic market. Since then, all JICA Bonds issued domestically are Social Bonds, bringing the total amount of issuance to ¥420 billion by the end of fiscal 2022.

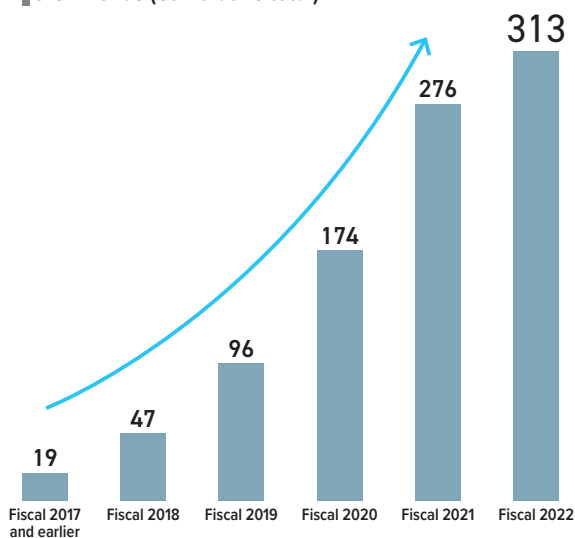
Proceeds of Social Bonds will be exclusively allocated to projects that address social issues.* Due to its feature as Social Bonds, JICA Bonds have attracted attention as a means to contribute to the SDGs or as an ESG investment and have received investment announcements from many investors.

Proceeds of JICA Bonds are used for operations in Finance and Investment Cooperation

The proceeds of JICA Bonds are allocated to JICA's Finance and Investment Cooperation. They are specifically used for projects aimed at the stability and sustainable development of developing countries in a wide range of sectors, including the development of transportation infrastructure such as roads and railways,



Number of announcements of investment in JICA Bonds (Cumulative total)



A promotional image for the JICA SDG Bonds, Social Bonds for retail investors. It says "Look for an easy start for international cooperation."

the development of renewable energy sources, the promotion of gender equality, and peacebuilding.

JICA issued Japan's first Peacebuilding Bonds

In fiscal 2022, JICA issued Peacebuilding Bonds, the first of their kind in Japan to enhance its efforts to address peacebuilding. The proceeds of the bonds are allocated to projects that assist the targeted countries to build resilient states and societies, and contribute to realizing a peaceful and just society.

Amid growing interest in peace, the bonds received good reviews as a tool to contribute to "Peace, justice and strong institutions," Goal 16 of the SDGs.

JICA SDG Bonds for retail investors

In fiscal 2022, JICA also issued JICA SDG Bonds that retail investors can purchase, from the minimum unit of ¥10,000. JICA SDG Bonds are welcomed by many investors as a simple way to participate in international cooperation.

Going forward, JICA will continue to issue JICA Bonds to provide a more accessible instrument to support international cooperation, the SDGs, and ESG investing for investors.

*JICA Bonds have the features of "Social Bonds" as defined by the International Capital Market Association (ICMA). JICA Social Bonds are qualified by a second-party opinion from an independent third party.

Transparency of Operations

Project Evaluation

To improve projects and ensure accountability

JICA conducts its projects under the continuous PDCA cycle: plan, do, check, and action. JICA's project evaluation involves monitoring and evaluation according to this cycle to further improve its projects and ensure accountability to stakeholders. For these two purposes, JICA conducts evaluation of individual projects as well as comprehensive and cross-sectoral evaluation and analysis of sets of projects that it carries out [→ see the figure below].

In the ex-post evaluation, which confirms project outcomes, JICA aims to conduct coherent evaluations of

projects and to utilize evaluation results by sharing the basic evaluation framework across the schemes and evaluators. Specific actions are twofold: (1) evaluating projects in accordance with the DAC evaluation criteria, which provide an international ODA evaluation perspective as defined by the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD DAC); and (2) publishing evaluation results that are standardized with the use of JICA's rating system.

The DAC evaluation criteria were revised in 2019 mainly to reflect the SDGs philosophy. In accordance with the



JICA's new evaluation criteria and their main perspectives

Relevance	<ul style="list-style-type: none"> ■ Consistency with the development plan of the partner country ■ Consistency with the development needs of the partner country ■ Appropriateness of project plan and approach
Coherence	<ul style="list-style-type: none"> ■ Consistency with the ODA policy of the Japanese government and JICA ■ Interlinkage with other JICA's projects and support (synergies, etc.) ■ Cooperation with other institutions / Coordination with international frameworks
Effectiveness	<ul style="list-style-type: none"> ■ The degree of achievement of the target level of expected project effects in the target year (noting any differences among beneficiaries)
Impact	<ul style="list-style-type: none"> ■ Realization of positive/negative, indirect, and long-term effects (including environmental and social considerations), social systems and norms, human well-being, human rights, gender equality, and presence of potential environmental impacts
Sustainability	<ul style="list-style-type: none"> ■ Policy aspects, institutional and organizational aspects, technical aspects, financial aspects, environmental and social aspects, response to risks, status of operation and maintenance
Efficiency	<ul style="list-style-type: none"> ■ Comparison of project input plans versus planned/actual project period and project costs

new DAC evaluation criteria, JICA reviewed and revised its own evaluation criteria for the first time in about ten years [→ see the table on page 64]. JICA’s revised criteria have been applied to projects that began to be evaluated after fiscal 2021.


Ensuring objectivity and transparency

JICA incorporates external evaluations in ex-post evaluations in order to objectively measure the effects of project implementation. In principle, projects that cost ¥1 billion or more are evaluated by third-party evaluators (external evaluations), and the evaluation results are published on the JICA website to ensure transparency. Furthermore, to improve the quality of evaluation, the

Advisory Committee on Evaluation, which is composed of third-party experts, regularly provides advice on the evaluation method, structure, and the entire evaluation system.

Emphasis on the utilization of evaluation results

JICA utilizes project evaluation results to improve its projects and basic policies by having them reflected in the planning and implementation processes of similar projects as well as in its basic policies. JICA also feeds evaluation results back to partner countries in an effort to have the results reflected in their projects and development policies.

 More information JICA’s website: Annual Evaluation Reports, Search Page for Evaluation Reports

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 conducts operations based on its five-year Medium-term Plan and an Annual Plan [→ see page 13].

JICA then prepares self-evaluations on its operational performance and submits them to the competent ministers (principally the Minister for Foreign Affairs), who in turn

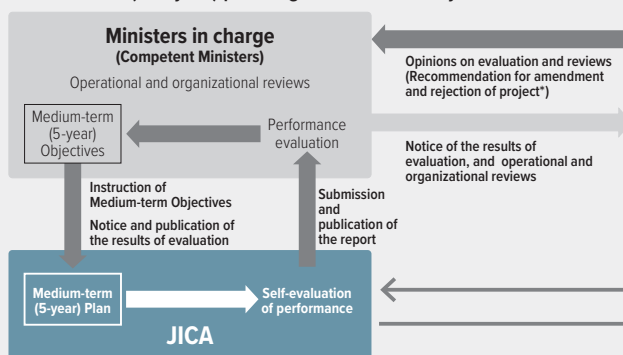
evaluate JICA’s annual operational performance and publish the evaluation results.

JICA’s operational performance both in the 4th Medium-term Objective period (fiscal 2017–2021) and in fiscal 2021 (the last year of the 4th Medium-term Plan) was evaluated by the competent ministers as having exceeded the intended objectives as defined in the Medium-term Plan, and was graded A on the whole.

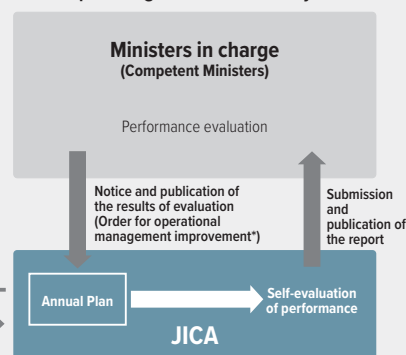
 More information JICA’s website: Organization (Medium-term Plan/Annual Plan)

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.

- Notes)
1. For Performance Evaluation Reports by JICA, visit JICA’s website <https://www.jica.go.jp/about/disc/jisseki/index.html> (in Japanese only).
 2. Details of JICA performance evaluations by the competent ministers, including those for fiscal 2022, are available for reference on the website of the Ministry of Foreign Affairs https://www.mofa.go.jp/mofaj/ms/pe_ar/page24_000483.html (in Japanese only).

Human Resources Strategy

Recruiting and Training Human Resources for Development Cooperation

Securing capable personnel

Experts who will engage in JICA's field operations are selected by three means: open recruitment via the comprehensive international cooperation career information website called PARTNER (Participatory Network for Expert Recruitment), recommendations by stakeholder organizations, and open bidding for consultant contracts. Project formulation advisors responsible for project formulation, implementation, and management at overseas offices are all recruited through PARTNER. Efforts are also made to secure senior advisors and special advisors who contribute to the quality improvement of JICA projects based on their high-level expertise as specialists in their respective fields.

Training human resources for the future

JICA offers various training programs for future human resources for development cooperation.

The JICA Internship Program provides undergraduate and graduate students as well as adults with the

opportunity to gain practical work experience. The Associate Expert Program is designed to train future JICA experts from among young professionals who have a certain level of expertise and experience in fields where development cooperation will be in much demand over the medium- to long-term. Other training programs are designed to develop personnel ready to work at project sites. Capacity Enhancement Training offers information on recent trends in international cooperation as well as on emerging challenges. Pre-dispatch training is provided for those assigned to JICA overseas offices.

PARTNER, mentioned above, is widely utilized as a common platform for human resources in the international cooperation sector, providing information on employment and internship opportunities, training courses, and events from a broad range of actors, such as international organizations, development consultants, NGOs and NPOs, local governments, universities, and private companies.

Overview of programs in fiscal 2022

Recruitment	JICA Senior Advisors 100	Special Advisors 69	Openly-recruited or recommended and screened experts, excluding project formulation advisors 419*	
Training human resources	Internship Program 119 participants	Associate Expert Program 36 participants	Capacity Enhancement Training 554 participants	Pre-dispatch Training for JICA Experts 192 participants
The comprehensive international cooperation career information website "PARTNER"	Number of individuals registered on PARTNER (accumulated total) 72,491	Number of companies and organizations registered on PARTNER (accumulated total) 2,579	Number of information offerings on job openings (outside JICA), training, and seminars 3,931	Number of career consultations 202

*Total number of expert dispatches during fiscal 2022 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.

Human Resources (Human Capital)

Toward an organization with diverse and active development cooperation professionals

Work at JICA entails overseas assignments and business trips chiefly to developing countries, so various innovative measures are required to foster a balance between career and personal life. Efforts are needed so that diverse human resources with various aspirations and backgrounds will identify with JICA's mission; join forces as development cooperation professionals; work safely and comfortably; and create more added value.

To that end, JICA is working on (1) improving the working environment; (2) nurturing a corporate culture that embraces mutual help, mutual growth, and mutual

respect among diverse employees; and (3) implementing human resources training that brings out their potential and initiative.

Promoting work-style reform

JICA has been endeavoring to increase work flexibility, provide support for balancing work and family life, and reduce the amount of overtime work. 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 2022, JICA continued to promote flexible work styles to enable the organization to fulfill its duties to

developing countries and Japanese society, while taking necessary measures to prevent the spread of COVID-19. Specifically, JICA made its work environment more conducive to remote work, revised its telework system, and introduced more flexible work hours.

Realizing diversity and inclusion

JICA is making every effort to create a workplace environment in which women can play a more active leadership role. JICA overfulfilled two major targets for the ratio of women in managerial positions: (1) 20% or more under JICA’s 4th Medium-term Plan (April 2017–March 2022); and (2) 15% by March 2021, a target set by the government for independent administrative agencies. This ratio for JICA increased to 23.2% by the end of March 2023. The target ratio during the 5th Medium-term Plan (April 2022–March 2027) is set at 27% [→ see the graph below].

JICA is also encouraging all employees to take advantage of the various support systems available to help them achieve a balance between their respective life events and careers. Many female employees who are given overseas assignments after taking child care leave opt to bring their children with them, and this number has consistently been around 30. Now an increasing number of employees use the system of shorter working hours for child care, which is available to both male and female employees. The ratio of male employees taking child care leave has also been on an upward trend, reaching more than 20% every fiscal year since fiscal 2020.

JICA also supports employees in striking a balance between work and family care by taking advantage of short- and long-term family care leave and external services according to the individual situation. As part of such support, JICA regularly holds life planning seminars and talk gatherings on family care to provide information on such care. In addition, JICA actively employs persons with disabilities and conducts regular internal discussion meetings as well as in-house training for all staff to create



Overseas OJT at work as part of new employee training in fiscal 2022, on the site of a rice cultivation project in Madagascar

accessible workplaces for such employees.

JICA has also been putting considerable effort into training for local staff recruited at JICA overseas offices. It provides them with local training and opportunities to work in Japan.

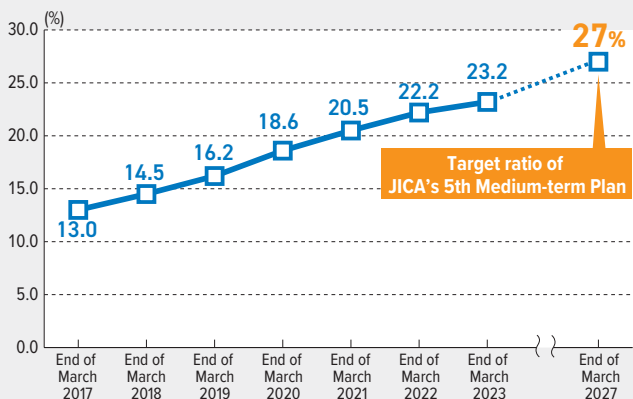
OJT and training that focuses on initiative and independence

JICA places emphasis on on-the-job training (OJT), which promotes growth and development of employees through everyday duties. JICA assigns both trainers and mentors to new employees fresh out of school for operational training and guidance. A characteristic system that JICA has introduced to take advantage of its numerous overseas project sites is on-site OJT for new employees, who are dispatched overseas for a few months, and two weeks when they are dispatched within Japan, to instill in them a sense of *gemba* (the field).

In order to allow new employees to get used to work and function effectively, JICA assigns mentors to mid-career recruits as well and offers “JICA Academy,” a permanent training program designed to teach core skills that every JICA employee should have.

In addition, JICA has a number of systems that support independent career development by employees while respecting their spontaneity. These include (1) the 10% sharing rule, a system in which employees can try their hand at different kinds of work at a place other than their assigned workplace; (2) the in-house intern training system, in which employees can experience work in a different section of their interest; (3) expansion of transfer posts through internal recruitment; (4) training aimed at fostering leadership and management skills corresponding to employees’ respective years of experience and positions; (5) a long-term studies system in which employees can take a leave of absence to gain an academic degree; and (6) a secondment training system in which employees can broaden their knowledge and skills through work at a different organization.

Trends in the ratio of female managers



Efforts to Combat Climate Change

JICA identifies efforts to tackle climate change and strengthen information-sharing as one of its priorities in view of a number of initiatives, including the SDGs; the Paris Agreement of 2015; the 2017 recommendations compiled by the Task Force on Climate-related Financial Disclosures (TCFD), established by the Financial Stability Board; and, in particular, the 2050 Carbon Neutral Declaration, announced by the Japanese government in 2020. JICA will remain committed to helping realize a carbon-neutral society under this and other policies of the Japanese government.

Governance

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 the competent ministers (principally the Minister for Foreign Affairs). Response to climate change is also covered in these plans and operations. In addition, JICA works to enhance the development effectiveness of projects it cooperates on with developing countries—including those involving climate action—through monitoring and evaluation processes that utilize a consistent framework covering every stage, from ex-ante evaluation and in-operation monitoring to ex-post evaluation and feedback [→ see page 64].

Moreover, in 2015, JICA formulated the JICA Environmental Policy as the organizational policy on global environmental sustainability that also covers climate action. In July 2021, JICA established a strategy—JICA Global Agenda No. 16 Climate Change—for climate action projects it cooperates on with developing countries. JICA also complies with the JICA Guidelines for Environmental

and Social Considerations (ESC Guidelines) in managing its operations [→ see page 70].

Organizational framework for enhancing operations and ensuring transparency

With regard to the organizational framework, the General Affairs Department is responsible for the environmental policy of the entire organization; the Office for Climate Change, established in 2010 within the Global Environment Department, is aimed at enhancing climate-related operations; the Credit Risk Analysis and Environmental Review Department is responsible for managing the ESC Guidelines; and the Secretariat of the Examiner for the Guidelines handles objections, the content of which are reviewed by the Examiners, who are independent of the operational departments of JICA. In April 2023, JICA established the Office for Sustainability Management within the General Affairs Department to comprehensively promote sustainability, including climate action.

Strategy

Actions to achieve international goals

Under the strategy for climate action projects that JICA formulated in July 2021, JICA works with developing countries as partners to forge ahead with development cooperation aimed at supporting a transition to a carbon-neutral society and making societies resilient to climate change so as to lead sustainable development. Through such efforts, JICA also aims to contribute to achieving the international goals laid out by a number of international arrangements, including the Paris Agreement, the Sendai Framework for Disaster Risk Reduction, the UN Convention on Biological Diversity, the Osaka Blue Ocean Vision, and the SDGs.

The strategy calls for two sets of specific actions:

1. Actions designed to support developing countries in delivering on the Paris Agreement in such aspects as formulating and implementing climate change plans,

inventorying greenhouse gas (GHG) emissions, strengthening the framework for greater transparency regarding such emissions, and introducing and utilizing climate funds.*

2. Broader actions that offer co-benefits and aim to achieve synergy between resolving development issues and combating climate change through the implementation of projects in a range of relevant sectors—among them energy, urban development, transportation, and the conservation of the natural environment, including forests, agriculture, environmental management, disaster risk reduction, water resources management, and health care.

Complying with new strategies of the Japanese government

In June 2023, the Japanese government finalized the Infrastructure System Overseas Promotion Strategy 2025 (supplementary version, June 2023), which states the

following:

“To lead global decarbonization efforts, Japan will proceed with energy transition cooperation with partner countries. This will involve offering all available options for reducing their carbon dioxide (CO₂) emissions, including through renewable energies (such as wind, solar, geothermal, and hydraulic), as well as hydrogen, ammonia, energy management techniques, and carbon capture, utilization, and storage (CCUS) or carbon recycling, and ocean thermal energy conversion. It will also involve supporting the development of policies and long-term strategies with a view to attaining decarbonization in accordance with the Paris Agreement. In the process, Japan will capitalize on its own unique experience in energy and power generation based on a deep understanding of the needs of partner countries. In addition, while extending initial-phase support in the form of feasibility studies (F/S), verification surveys, and others, Japan will enhance its capacity to offer support packages that involve private-public partnerships and thus offer diverse options.” (Tentative translation)

Under this and other policies of the Japanese government, JICA will make efforts to combat climate change.

Opportunities and risks associated with climate change

The main opportunity that climate change offers for JICA is the potential to further support developing countries in achieving a carbon-neutral society by (1) supporting mitigation projects that concern the promotion of renewables, energy saving, and forest conservation as well as adaptation projects that focus on disaster risk reduction and other aspects; (2) implementing more projects under contract to the Green Climate Fund; and (3) expanding research that contributes to climate action.

Associated major risks include the impact that the increase in natural hazards in developing countries might have on JICA’s operations (physical risks) as well as the additional costs of dealing with climate change in its operations that result from stricter laws and regulations and rapid technological progress (transitional risks). JICA has conducted scenario analyses to assess the impacts of risks associated with climate change. It will also proceed with the study of strategies aimed at supporting a transition to a carbon-neutral society.

*A climate fund is a pool of money contributed by national public funds, multilateral development banks such as the World Bank, and the private sector for climate actions. Climate actions refer to activities aimed at reducing GHG emissions and increasing their uptake (mitigation), those aimed at preventing and reducing damage associated with the impact of climate change (adaptation), or both.

Risk Management

JICA identifies and assesses the climate risks of its operations (hazards, exposures, vulnerabilities) and studies measures to address them in the project formulation phase. Specifically, the Climate Finance Impact Tool (JICA Climate-FIT) is used to assess these climate risks and to look into the possibility of integrating activities conducive to climate actions (mitigation and adaptation measures).

In addition, JICA may help ESC-related surveys and procedures in partner countries through the preparatory

survey and detailed design, both of which are conducted in the project planning phase. JICA also supports capacity building in the climate change sector in partner countries through its training programs and other technical cooperation. Furthermore, JICA takes measures to reinforce Japan’s support capabilities, including by offering capacity-building training to relevant parties in Japan and overseas, gathering information on ESC in developing countries, and sharing information with other development partners.

Metrics and Targets

JICA understands that climate change will pose higher risks for its operations and the achievement of development impacts, especially in relation to the SDGs. With this understanding, JICA is in the process of introducing a framework for evaluating and managing risks and opportunities associated with GHG emissions and climate change.

In addition, JICA will remain committed to reducing energy consumption at its offices and facilities in Japan with specific targets.

Environmental and Social Considerations

JICA ensures that environmental and social considerations are given to its projects under the JICA Guidelines for Environmental and Social Considerations (ESC Guidelines) as well as the JICA Objection Procedures Based on the Guidelines for Environmental and Social Considerations (Objection Procedures).

Main points of the ESC Guidelines and the Objection Procedures

ESC Guidelines intend that JICA's cooperation activities can achieve sustainable development outcomes by minimizing the negative impacts on the natural and social environment. Under the ESC Guidelines, JICA supports and reviews appropriate environmental and social considerations undertaken by the project proponents. This is to avoid or to minimize impacts on the environment and local communities caused by projects, and to prevent the occurrence of unacceptable adverse impacts. Objection procedures are in place to receive objections from local residents, review JICA's compliance with the ESC Guidelines, and facilitate dispute resolution.

The new ESC Guidelines, revised for the first time in 12 years in January 2022, cover efforts to estimate and disclose total emissions of greenhouse gases as a response to climate change. They also involve changes to the requirements for information disclosure concerning environmental impact assessment reports so as to promote the dissemination of information and dialogue with stakeholders in the early stages of project planning and to produce development effects more quickly. Moreover, aiming to secure the appropriate participation of local people who may be affected by the project in the process of confirming environmental and social considerations, the revised ESC Guidelines have improved the existing standards of action and have made adjustments as appropriate in light of the responses of the World Bank and other international organizations.

In conjunction with the revision of the ESC Guidelines, the Objection Procedures were reviewed from the viewpoint of clarifying the independence and neutrality of the Examiners for the ESC Guidelines, securing a sufficient time frame for the Examiners' investigation, and improving accessibility by revising the requirements for raising an objection.

Procedures of ESC and endeavors to ensure transparency

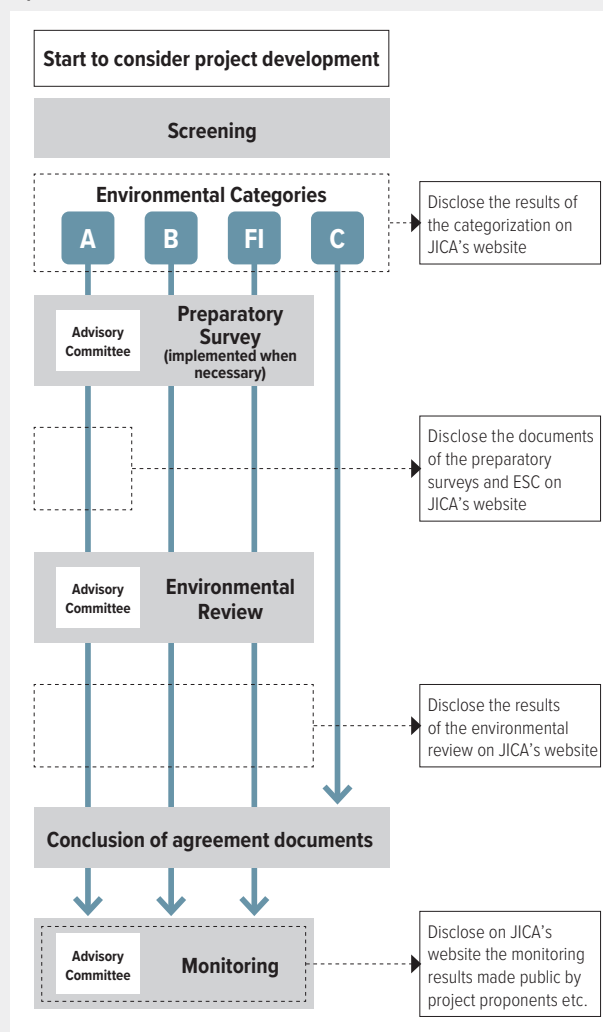
The ESC Guidelines consist of three processes: (1) Screening, in which projects are classified into four categories based on the magnitude of their potential impacts; (2) Environmental Review, in which JICA examines and evaluates the ESC during the review of the project proposal; and (3) Monitoring, in which JICA follows up on the ESC activities for a specific period of time, including

the post-completion stage [→ see the figure below].

In each process, JICA proactively discloses information on environmental and social considerations in collaboration with project proponents, among others, in order to ensure accountability and promote the participation of various stakeholders.

As part of such efforts, JICA has in place the Advisory Committee for Environmental and Social Considerations as an independent standing council that provides advice to JICA on its examination and support of ESC. The committee consists of external experts in the relevant fields who have been impartially selected following public announcement. Furthermore, to ensure transparency and accountability, JICA discloses the minutes of the meetings of the Advisory Committee for Environmental and Social Considerations as well as ESC-related documents prepared by project proponents and others.

Flowchart for environmental and social consideration procedures



Security Measures

A new declaration on security measures

Following the terrorist attack in Dhaka, Bangladesh, that occurred on July 1, 2016, JICA announced the JICA Declaration on Security Measures in November 2017. This declaration expressed to people in Japan and abroad JICA's strong resolve to do all it can to ensure that its partners engaged in JICA's cooperation (JICA partners) can travel to their assignment locations safely, work there safely, and return home safely. After President Tanaka Akihiko took office in 2022, JICA renewed the JICA Declaration on Security Measures and announced it both internally and externally. The declaration is built on three pillars: *highest priority to human life, optimal security measures, and a sense of ownership on security measures.*

Security measures in an era of coexistence with COVID-19

JICA has taken steps to resume international traveling of related personnel to their assigned countries after confirming that health care and transfer arrangements are adequately in place with regard to COVID-19. In December 2022, JICA lifted COVID-related restrictions on international travel for all its related personnel, and by the end of March 2023, the number of countries to which travel was resumed reached 126.

As crime became more prevalent and atrocious due in part to the prolonged global pandemic, JICA gave relevant alerts to its partners working abroad based on case studies of actual crimes. Meetings of the Security Consultation and Liaison Committee were held at all overseas offices, and specific warnings and guidance to strengthen security amid the pandemic were given to 956 partners in 30 countries in total by the end of March 2023. These meetings called attention to and provided guidance on strengthening security measures, such as how to better protect their residences in partner countries

while they were temporarily returning to Japan.

Enhancing security measures

In addition to the impact of the worldwide COVID-19 pandemic, public security deteriorated further due to soaring prices triggered by the situation in Ukraine. Given that crime was on the rise and becoming more heinous, JICA continued to take other security measures aside from providing alerts and holding meetings of the Security Consultation and Liaison Committee at its overseas offices, as mentioned earlier.

These measures included (1) reviewing and applying security measures in a timely and appropriate manner based on comprehensive information collection and analysis, (2) providing alerts on crime and terrorism, (3) offering security training, partly online, to JICA employees and partners, and (4) maintaining and strengthening the 24-hour standby system at JICA headquarters. In fiscal 2022, JICA continued to offer various seminars as well. Among them were health and security seminars for JICA partners from consultancies and universities, and security workshops along with security seminars for JICA volunteers at JICA overseas offices in Sub-Saharan Africa, where crime was on the rise.

Partners who will be dispatched overseas under direct contract to JICA must receive self-defense training prior to their departure. JICA offers practical training and a lecture 12 times per year for partners who will be dispatched overseas under contract to a JICA partner company or organization as well as for partners in financial cooperation. They are encouraged to receive such training before their departure.



A wall between a liaison office for JICA volunteers and a neighboring house, topped with barbed wire to deter intrusion. (The photo was taken by a security advisory mission dispatched to the country.)



A self-defense training in action to teach how to protect against an explosion

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 that encompasses a system of internal discipline.

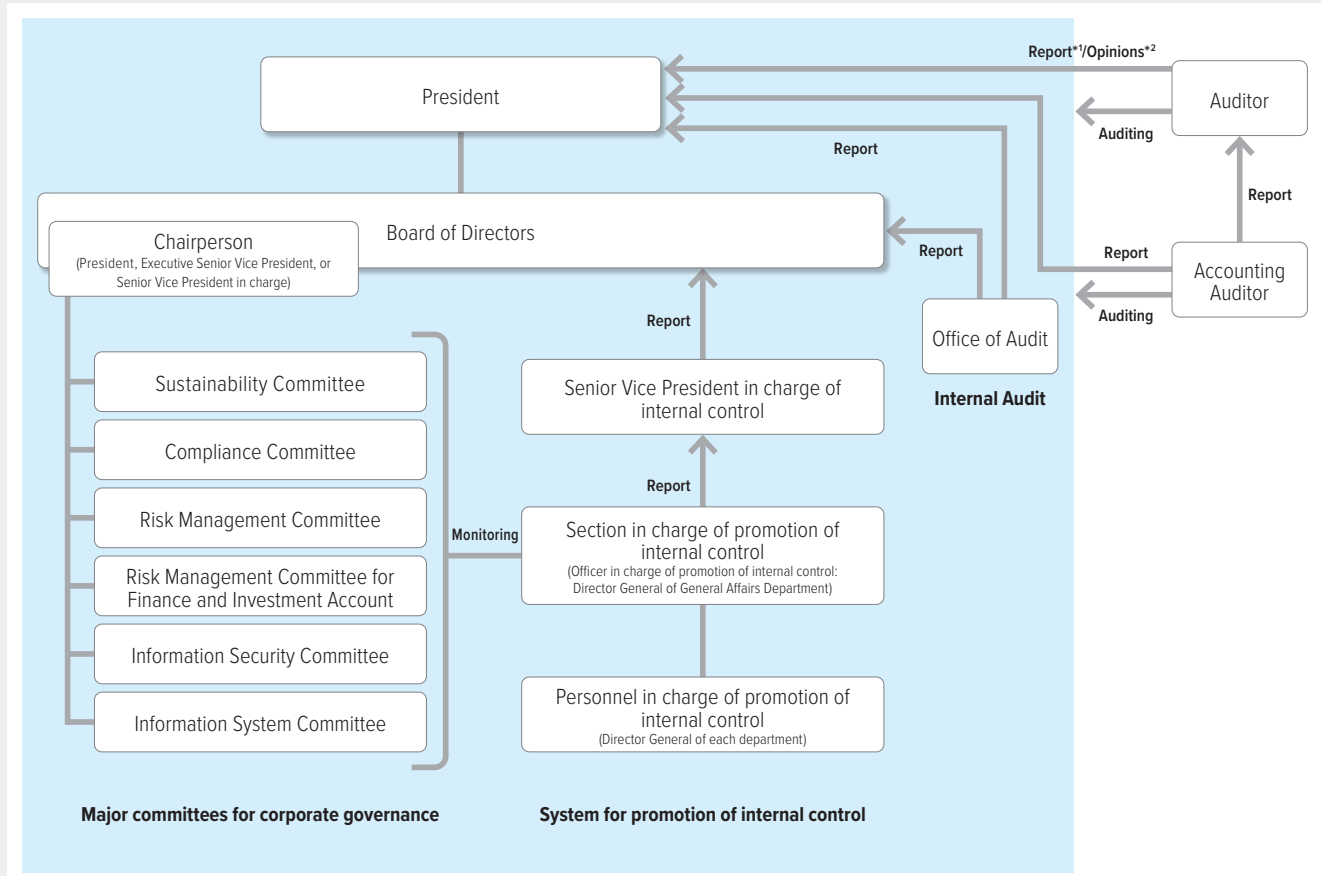
Specifically, in order to promote internal control as laid out in the Act on General Rules for Incorporated Administrative Agencies, JICA has established an internal control system where, under the President, who represents JICA and presides over its operations, the Senior Vice President in charge of general affairs takes charge of internal control along with the Director General of the General Affairs Department, who takes charge of its promotion within the organization. Under this system, the status of internal control is monitored and major issues regarding internal control are summarized and reported to 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 making necessary improvements to 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 regulations for the internal control system and a regulation that sets out basic business 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 noncompliance.

Corporate Governance



*1 The audit report is submitted to the competent minister via the president.

*2 Opinions can be submitted to the competent minister.

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 economic community through development assistance in order to secure the trust of the international community.
- (3) JICA shall meet the needs of developing regions and swiftly and flexibly provide quality services.
- (4) JICA shall consider natural and social environments when conducting its operations.
- (5) JICA shall communicate well with various levels of society and maintain an organizational culture of transparency.

Compliance

It is important that JICA, as an organization that implements Japan's ODA, meets the expectations of the Japanese public and the international community in accordance with social norms, not to mention laws, regulations, and rules.

To properly enforce compliance, JICA has in place rules and guidelines to be observed by its officers and staff as well as all parties involved in ODA projects. Among them, the Compliance Rules of JICA lay out a number

of regulations designed to raise compliance awareness among officers and staff and to ensure fairness in operations. The Compliance Rules stipulate key reporting systems, including the Incident Reporting System, Internal Whistleblowing System, and External Reporting System. The Compliance Rules also delineate functions of the Compliance Committee. JICA also endeavors to prevent fraud and corruption, such as bribery and other fraudulent practices, from occurring in JICA-funded projects by accepting reports at the Consultation Desk on Anti-Corruption and other means.

Risk management

For effective and efficient delivery of its organizational objectives and plans, such as the Medium-term Plans, JICA defines risks as factors that will act as barriers to its operations. It then assures implementation of risk management systems, performs risk identification and assessment, and deals with such risks 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 the organization and strive to reduce them. The Risk Management Committee, chaired by the Senior Vice President in charge of internal control, reviews the results of the risk assessments and examines and confirms the countermeasures to the risks in order to strengthen organizational responses.

Financial Risk Management of Finance and Investment Cooperation

The operations of Finance and Investment Cooperation (ODA Loans and Private-Sector Investment Finance) involve financial risks such as credit risk, market risk, liquidity risk, and operational risk. The nature as well as the volume of the risks in JICA's operations and the ways they are dealt with differ from the risks and countermeasures at private financial institutions. Nonetheless, it is essential for JICA to appropriately manage risks by incorporating the risk management methods of general financial institutions.

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 a decline in, or total loss of, the value of assets (including off-balance-sheet assets) due to the deteriorating financial condition of a borrower. The main area of Finance and Investment Cooperation is lending to sovereigns. Consequently, credit risk management of sovereign risk has a prominent position in this form of cooperation. As an official financier, JICA therefore evaluates sovereign risk by making full use of information gathered through communication with 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, as well as private financial institutions in developed countries. As for Private-Sector Investment Finance (PSIF), JICA assesses the risk associated with lending to private entities.

1. Credit rating system

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 applied for each category, and ratings are subsequently updated as appropriate.

2. Self-assessment of asset portfolio

Self-assessment of asset portfolio refers to the act by financial institutions of categorizing their own assets according to the degree of risk of such assets becoming unrecoverable or their value being eroded. It provides a means to manage credit risk; it is also a requirement for implementing write-offs and allowance for loan losses in a proper and timely manner. JICA's internal rules for self-assessment of asset portfolio 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. In quantifying credit risks, JICA takes into account the characteristics of its 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 risk 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 or interest rates.

JICA bears interest rate risks arising from exposure to market interest rate fluctuations for its long-term fixed interest rate loans. In this regard, JICA is enhancing its

capacity to absorb interest rate risk by building up its capital defenses with acceptance of government investments and retained earnings reserve.

Furthermore, interest rate swaps are carried out exclusively for the purpose of hedging interest rate risk. In order to control the counterparty credit risk of interest rate swaps, the market value of transactions and the creditworthiness 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 both to funding-liquidity risk and market-liquidity risk. Funding-liquidity risk is the risk of incurring losses due to a mismatch between the maturity of assets and liabilities, an unexpected delay in collection, or an unexpected increase in spending, making it difficult to secure the necessary funds or being forced to obtain funds at much higher interest rates than under normal conditions. Market-liquidity risk is the risk of incurring losses due to being unable to conduct market transactions or being forced to conduct transactions at far more unfavorable prices than under normal conditions due to a market crisis or similar issue.

JICA uses various 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 improper work processes, personnel activities, and systems, or from other external events. For JICA, operational risks refer to risks that stem from its operations, systems, and internal or external misconduct. JICA manages such risks as part of its efforts to promote its compliance policy.

Information Security and Personal Information Protection

JICA is committed to information security and protection of personal information by improving related internal regulations.

JICA's information security measures are based on relevant internal regulations in accordance with the "Common Standards Group on Cybersecurity Measures of Government Agencies and Related Agencies," which was published in fiscal 2021. JICA is looking to scale up its measures against cyberattacks and other risks toward renewing its information system infrastructure and JICA's information network.

JICA also continued to reinforce personal information protection. Internal regulations were revised in accordance

with the changes that were made to the Act on the Protection of Personal Information (Act No. 57 of May 30, 2003). Furthermore, JICA is taking actions to comply with the new Standard Contractual Clauses under the General Data Protection Regulation (GDPR) in the European Union and the European Economic Area.

Today, the importance of information security and personal information protection is growing. JICA continues to step up efforts to meet this shift in strengthening its operations. These efforts include, among others, (1) offering drills and training courses for staff, and (2) strengthening the framework of 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 information related to its organization, operations, and

finance; information related to the evaluation and audit thereof; information related to procurement and contracts; and information on related entities.

Efforts to Improve Management of the Organization and Operations

Based on the Medium-term Objectives and Plans, JICA has been working on improvement of organizational and operational management.

Development of organizational foundations for strategic operational management

In fiscal 2022, JICA established the Sustainability Committee. This committee deliberates on how JICA should address sustainability, particularly matters related to organization-wide policy, strategies, management structure, organizational and operational management, and information disclosure. Under the decision of the committee, JICA promotes sustainability-related activities. In addition, JICA established the Office for Ukraine Crisis Response, Recovery and Reconstruction in September

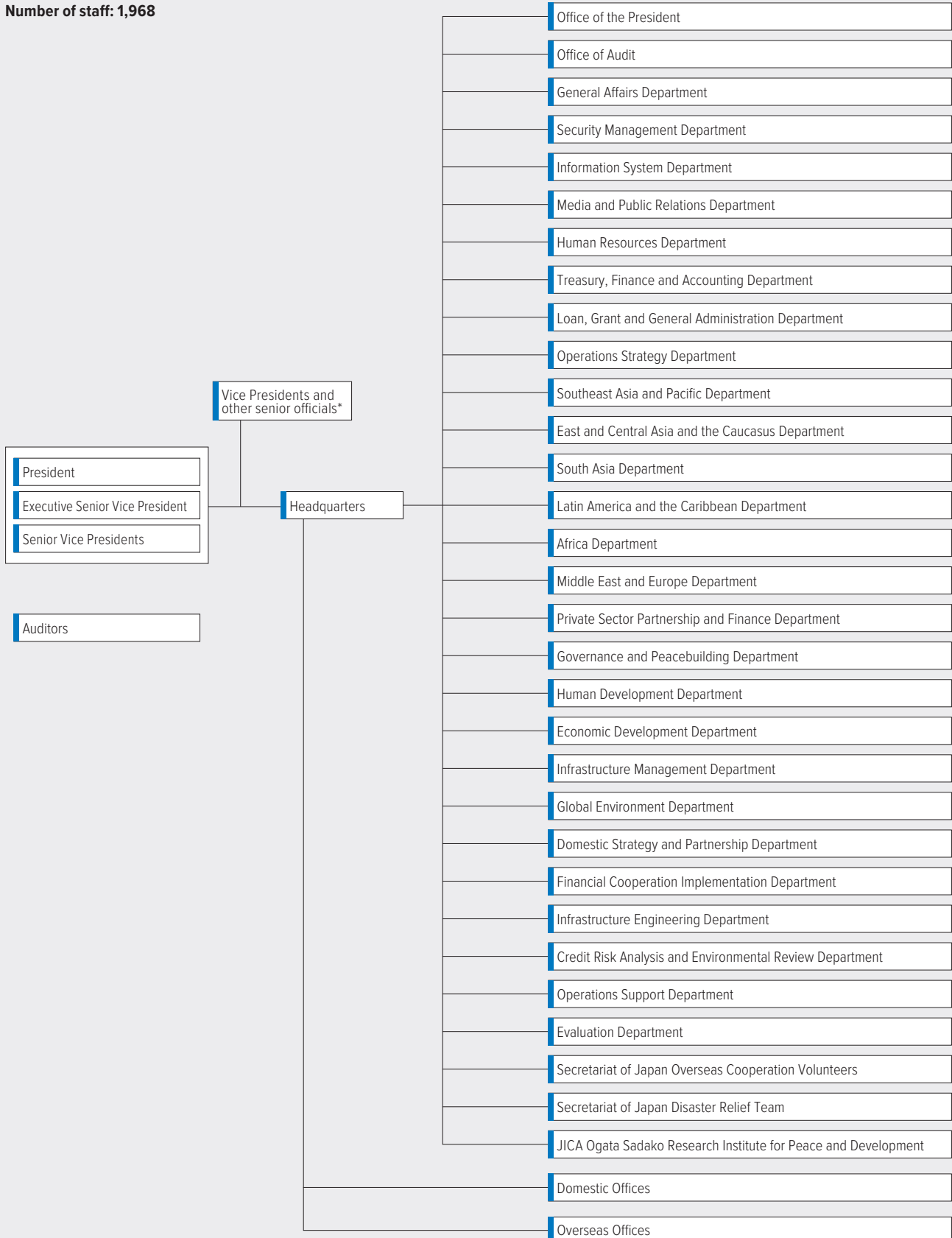
2022 to integrate operations for supporting Ukraine and neighboring countries. To further reform procurement operations, JICA created the new position of Director General for Procurement Promotion and set up Procurement Promotion Division 1 and Procurement Promotion Division 2 within the Operations Support Department.

Optimization and streamlining of administrative operations

In order to meet domestic and international expectations for Japan's development cooperation, JICA is committed to optimization and streamlining of administrative operations, and has focused on reducing fixed expenses, optimizing personnel expenses, and streamlining its assets.

Organization Chart (As of July 1, 2023)

Number of staff: 1,968



*Including Chief Digital Officer (CDO)

Note) Please refer to pages 80 to 81 for a list of JICA's Offices.

Executive Officers and Auditors

(As of July 1, 2023)

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.

Title	Name	Date of Appointment
President	TANAKA Akihiko	April 1, 2022
Previous Position:	President, the National Graduate Institute for Policy Studies (GRIPS), Japan	
Executive Senior Vice President	YAMADA Junichi	May 23, 2020
Previous Position:	Senior Vice President, JICA	
Senior Vice President	YOKOYAMA Tadashi	October 1, 2019 (Reappointment)
Previous Position:	Deputy Vice Minister for international affairs, Ministry of Finance	
Senior Vice President	NAKAZAWA Keiichiro	May 23, 2020 (Reappointment)
Previous Position:	Director General, Operations Strategy Department, JICA	
Senior Vice President	SHIBATA Hironori	July 1, 2020 (Reappointment)
Previous Position:	Deputy Director-General for International Trade Policy of the Trade Policy Bureau, Ministry of Economy, Trade and Industry	
Senior Vice President	ONODERA Seiichi	July 1, 2021 (Reappointment)
Previous Position:	Counselor for Global Strategies, Minister's Secretariat, Ministry of Land, Infrastructure, Transport and Tourism	
Senior Vice President	IMOTO Sachiko	October 1, 2021
Previous Position:	Director General, Media and Public Relations Department, JICA	
Senior Vice President	ANDO Naoki	October 1, 2022
Previous Position:	Director General, Operations Strategy Department, JICA	
Senior Vice President	MIYAZAKI Katsura	October 1, 2022
Previous Position:	Director General, Governance and Peacebuilding Department, JICA	
Senior Vice President	IKURA Yoshinobu	December 1, 2022
Previous Position:	Director General, Human Resources Department, JICA	
Auditor	SANO Keiko	July 1, 2022
Previous Position:	Director General, Economic Development Department, JICA	
Auditor	SEKIGUCHI Noriko	July 1, 2022
Previous Position:	Representative of Sekiguchi Noriko CPA Office	
Auditor	AKAHANE Takashi	December 1, 2022
Previous Position:	Managing Partner at Anderson Mori & Tomotsune	

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

Overview of Financial Statements

General Account

1. Overview of Balance Sheet

For the fiscal year ended March 31, 2023, total assets amounted to ¥386,578 million, increasing ¥29,965 million from the previous fiscal year, primarily due to the ¥35,655 million increase in cash and deposits. The ending balance of cash and deposits of ¥303,887 million includes donated funds for grant aid projects which amount to ¥225,035 million. Total liabilities were ¥330,619 million, increasing ¥96,767 million year-on-year, primarily due to the ¥63,662 million increase in operational grant liabilities which was ¥0 in the previous fiscal year and the ¥39,895 million increase in funds for grant aid.

(Unit: Millions of yen)

Assets	Amount	Liabilities	Amount
Current assets		Current liabilities	
Cash and deposits	303,887	Operational grant liabilities	63,662
Others	24,920	Funds for grant aid	218,148
Non-current assets		Others	26,714
Tangible assets	39,822	Non-current liabilities	
Intangible assets	2,734	Contra accounts for assets	8,348
Investments and other assets	15,215	Provision for retirement benefits	13,261
		Others	486
		Total liabilities	330,619
		Net assets	
		Capital	
		Government investment	61,152
		Capital surplus	(24,255)
		Retained earnings	19,062
		Total net assets	55,959
Total assets	386,578	Total of liabilities and net assets	386,578

2. Overview of Statement of Income

For the fiscal year ended March 31, 2023, ordinary expenses amounted to ¥265,331 million, increasing ¥38,247 million from the previous fiscal year. The major factor of the increase was the ¥51,117 million increase in expenses for grant aid. Ordinary revenues totaled ¥218,791 million, decreasing ¥54,902 million year-on-year. The major factors of the decrease were the ¥104,937 million decrease in revenues from operational grants and the ¥51,117 million increase in revenues from grant aid.

(Unit: Millions of yen)

	Amount
Ordinary expenses	265,331
Operating expenses	253,465
Expenses for priority sectors and regions	74,602
Expenses for domestic partnership and acceptance of foreign human resources	13,009
Expenses for operation support	41,802
Expenses for grant aid	108,682
Others	15,369
General administrative expenses	11,856
Others	11
Ordinary revenues	218,791
Revenues from operational grants	103,454
Revenues from grant aid	108,682
Others	6,655
Extraordinary losses	87
Extraordinary income	86
Reversal of reserve fund carried over from the previous Mid-term Objective Period	49,217
Total income for the current fiscal year	2,675

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 2023 for detailed financial conditions.

Finance and Investment Account

1. Overview of Balance Sheet

For the fiscal year ended March 31, 2023, total assets amounted to ¥15,473,216 million, increasing ¥1,232,006 million from the previous fiscal year, primarily due to the ¥1,072,421 million increase in loans. Total liabilities were ¥5,258,958 million, increasing ¥1,127,034 million year-on-year, primarily due to the ¥927,822 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	
Cash and deposits	302,830	Current portion of borrowings from government fund for Fiscal Investment and Loan Program	141,879
Loans	15,125,568	Others	74,287
Allowance for loan losses	(240,443)	Non-current liabilities	
Others	84,993	Bonds	1,204,619
Non-current assets		Borrowings from government fund for Fiscal Investment and Loan Program	3,828,725
Tangible assets	9,137	Others	9,447
Intangible assets	9,227	Total liabilities	5,258,958
Investments and other assets		Net assets	
Claims probable in bankruptcy, claims probable in rehabilitation and other	87,063	Capital	
Allowance for loan losses	(87,063)	Government investment	8,296,278
Others	181,903	Retained earnings	
		Reserve fund	1,855,344
		Others	54,348
		Valuation and translation adjustments	8,288
		Total net assets	10,214,257
Total assets	15,473,216	Total of liabilities and net assets	15,473,216

2. Overview of Statement of Income

For the fiscal year ended March 31, 2023, ordinary expenses amounted to ¥112,819 million, decreasing ¥16,727 million from the previous fiscal year. The major factors of the decrease were the ¥37,633 million decrease in provision for allowance for loan losses and the ¥11,829 million increase in interest on bonds and notes. Ordinary revenues increased ¥14,757 million to ¥167,170 million. The major factor of the increase was the ¥8,759 million increase in interest on loans from the previous fiscal year. In addition to the ordinary income noted above, there were extraordinary losses of ¥9 million, including loss on disposal of non-current assets and other losses, and extraordinary income of ¥5 million as gain on sales of non-current assets. As a result, total income for the current fiscal year was ¥54,348 million, increasing ¥31,537 million from the previous fiscal year.

(Unit: Millions of yen)

	Amount
Ordinary expenses	112,819
Expenses related to operations of cooperation through finance and investment	112,819
Interest on bonds and notes	20,260
Interest on borrowings	16,902
Interest on interest rate swaps	6,350
Operations consignment expenses	21,899
Operating and administrative expenses	9,525
Others	14,294
Ordinary revenues	167,170
Revenues from operations of cooperation through finance and investment	161,290
Interest on loans	127,304
Dividends on investments	9,127
Others	24,859
Others	5,881
Extraordinary losses	9
Extraordinary income	5
Total income for the current fiscal year	54,348

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 2023 for detailed financial conditions.

Budget

1 General Account Revenue and Expenditure Budget (FY2023)

(¥ million)

Items	FY2023
Revenues	152,739
Operational grants	150,302
Subsidies for facilities, etc.	1,549
Interest income and miscellaneous income	298
Contracted programs	513
Donations	78
Other revenue	—
Reversal of reserve fund carried over from the previous Mid-term Objective period	—
Expenditures	152,739
Operating expenses	137,105
(Excluding special operating expenses)	136,225
Facilities	1,549
Contracted programs	513
Donation programs	78
General administrative expenses	13,494

Notes) 1. In some cases, the numbers do not correspond to the figures reflected in the "Total" section because of rounding estimates.

2. Because Grant Aid planning is determined by cabinet decision, the budget, income and expenditure plan, and financial plan prescribed in Article 13, Paragraph 1, Item 3 (i) of the JICA Act (Act No. 136 of 2002), are not included.

2 Financial Plan for the Finance and Investment Account (FY2023)

(¥100 million)

		FY2023
Investment and loan	ODA loans	17,685
	Private-sector investment finance	1,255
	Total	18,940
Source of funds	Capital investment from the Government of Japan (GOJ)'s General Account	478
	Borrowings from the Fiscal Investment and Loan Program (FILP)	12,686
	FILP Agency Bonds	800
	Other Own funds, etc.	4,976
	Total	18,940

Offices
(As of July 1, 2023)

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(Takebashi)

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Tokyo 100-0004, Japan

(Ichigaya/JICA Global Plaza)

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(Obihiro)

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Kanagawa 231-0001

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Aichi 453-0872

Kansai Center

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Hyogo 651-0073

Chugoku Center

TEL: +81-82-421-6300
3-1, Kagamiyama 3-chome, Higashi Hiroshima City,
Hiroshima 739-0046

Shikoku Center

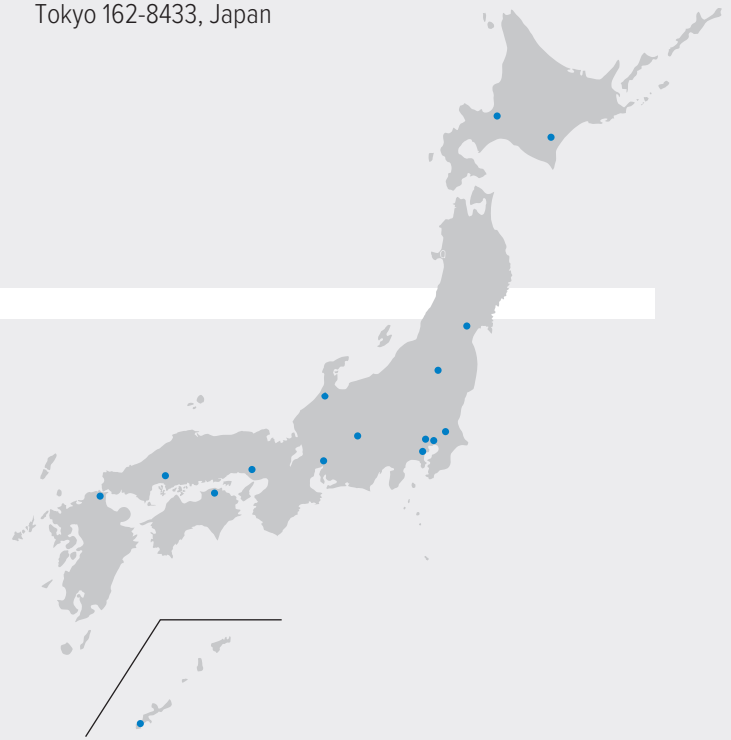
TEL: +81-87-821-8824
First Floor, Kagawa Sanyu Bldg., 3 Kajiya-machi, Takamatsu
City, Kagawa 760-0028

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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



Organization

Title	Japan International Cooperation Agency (JICA)
President	TANAKA Akihiko
	Headquarters (Kojimachi) Nibancho Center Building, 5-25 Niban-cho, Chiyoda-ku, Tokyo 102-8012, Japan Tel: +81-3-5226-6660 through 6663
	Headquarters (Takebashi) Takebashi Building, 4-1 Ohtemachi 1-chome, Chiyoda-ku, Tokyo 100-0004, Japan Tel: +81-3-5226-6660 through 6663
	Headquarters (Ichigaya) Ichigaya Building, 10-5, Ichigayahonmuracho, Shinjuku-ku, Tokyo 162-8433, Japan Tel: +81-3-3269-2911
Establishment	October 1, 2003
Capital	¥8,366 billion (as of July 2023)
Full-time Staff	1,968 (as of July 2023)
Objectives	Established as an Incorporated Administrative Agency under the Act of the Incorporated Administrative Agency - Japan International Cooperation Agency (Act No. 136, 2002), JICA aims to contribute to the promotion of international cooperation as well as the sound development of Japanese and global economy by supporting the socioeconomic development, recovery or economic stability of developing regions.

Guide to JICA's Website and Other Sources

For detailed information on JICA's activities, please see our website. JICA also publishes Sustainable Reports, which introduce JICA's efforts to support sustainable socioeconomic development in developing countries, including measures to fight climate change; and Annual Evaluation Reports, which provide information on current evaluation activities as well as summaries of evaluation results.

JICA's website

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



JICA Sustainability Report 2022

https://www.jica.go.jp/Resource/english/our_work/social_environmental/c8h0vm0000013og5-att/report_2022.pdf

JICA Annual Evaluation Report 2022

<https://www.jica.go.jp/english/activities/evaluation/reports/2022/index.html>

JICA Annual Report 2023 Figures

1. This annual report summarizes the activities of JICA in fiscal 2022 (April 1, 2022, to March 31, 2023).
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 2022 (January 1, 2022, to December 31, 2022) 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.

JAPAN INTERNATIONAL COOPERATION AGENCY ANNUAL REPORT 2023

Published in December 2023

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Edited in cooperation with

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