

The background of the cover is composed of several overlapping curved shapes. The top left shows a blue ocean surface. The top right shows a dense green forest. The bottom shows a blue sky with white clouds and water droplets. A large white oval shape is centered on the page, containing the title text.

# **JICA** 2015 **ANNUAL REPORT**

**JAPAN INTERNATIONAL COOPERATION AGENCY**

# JICA at a Glance

All data as of the end of March 2015

## JICA's Contributions in Figures

### 50 Years on: The Japan Overseas Cooperation Volunteers Program

The Japan Overseas Cooperation Volunteers (JOCV) program is the oldest among JICA's volunteer programs. The JOCV program started off with the dispatch of five volunteers to Laos in fiscal 1965. It achieved its 50th anniversary in 2015.

The JOCV program has three goals: (1) to contribute to the socioeconomic development and/or reconstruction of developing countries; (2) to strengthen friendship and mutual understanding between developing countries and Japan; and (3) to foster global perspectives in JOCVs and put their experiences to good use for the benefit of society after they return to Japan. In fact, former JOCVs are taking advantage of their experiences in developing countries to help address a number of challenges facing Japanese society, including multicultural coexistence and regional revitalization.

Related  
articles

Annual Report → pages 112–115

#### Europe

606 JOCVs  
1.5%

#### Middle East

2,701 JOCVs  
6.7%

#### Asia

11,740 JOCVs  
29.2%

#### Africa

13,112 JOCVs  
32.6%

#### The Pacific

3,431 JOCVs  
8.5%

### For Future Generations

#### 34 boards of education

A total of 34 boards of education across Japan has a screening system in place as part of their employment examination process that takes former JOCVs' experiences and communications competence into special account.

#### 936 teachers

The cumulative total of teachers who have participated in the JOCV program by taking advantage of the special program for teachers. It is a system established in 2001, whereby teachers can participate while maintaining their positions.

#### 203,154 students

The total number of students in Japan who, during fiscal 2014, learned about developing countries through lectures given primarily by former JOCVs.

### Expectations for Globally-Competitive Human Resources

#### 801 companies (1,952 jobs)

The number of companies that sought to hire former JOCVs and the number of vacancies they sought to fill with them during fiscal 2014. Many private companies want to hire former JOCVs for their capacity to revitalize their organizations and contribute to their global business.

## Cooperation in Human Resources Development by Personnel Other Than JICA Volunteers

Number of  
Experts Dispatched

**146,387**

The cumulative total of experts dispatched for technical cooperation in developing countries.

Number of  
Training Participants Accepted

**562,208**

The cumulative total of trainees who participated in JICA's training courses; among them, 325,102 attended courses in Japan. Many of the trainees were from administrative organizations in developing countries, including over 300 trainees who experienced serving as ministers and deputy ministers.

**40,247 JOCVs to  
88 countries**

The cumulative total of  
JOCVs dispatched by region

Currently, a total of 1,985 JOCVs, 859 men and 1,126 women, are in active service in 71 countries.

**Latin America and  
the Caribbean**

**8,657 JOCVs  
21.5%**

### Sport for Tomorrow

**71 athletes and  
some 60,000 participants**

The cumulative total of Olympic and Paralympic athletes who received training by JOCVs, and the total number of people who received training from them or participated in sport events they have held from January 2014 to March 2015. JICA will continue to support Sport for Tomorrow, a program the Japanese government endorses with an eye on the 2020 Tokyo Olympic and Paralympic Games.

### Helping to Reconstruct Communities Hit by the Great East Japan Earthquake

**111 JOCVs**

The number of JOCVs who have been dispatched to disaster-hit local governments as staff members of the Reconstruction Agency. They are in active service to help these governments with their knowledge, experience, and expertise, which have great potential to accelerate community development based on the reconstruction plans of these governments.

# HIGHLIGHTS 2014

## Major Topics of Fiscal 2014

September, 2014



### African Business Education Initiative for Youth (ABE Initiative)

The Master's Degree and Internship Program in Cooperation with Japanese Universities and Companies Launched

The welcoming and encouragement ceremony for the participants was attended by a total of 365 people, including officials at embassies of African countries in Japan as well as officials from the Japanese government, the universities, and the Japanese companies involved.

The African Business Education Initiative for Youth (ABE Initiative) is a program providing Africans with master course education and internship at companies in Japan, which Japan announced at the Fifth Tokyo International Conference on African Development (TICAD V). In September 2014, the first of 156 participants from eight African countries arrived in Japan. After obtaining master's degrees and completing their internships, the participants are expected to contribute to the development of African industries as key persons who can recognize and understand the contexts of Japanese technology, Japanese culture, and systems of Japanese enterprises.

**Related articles**

Annual Report  
→ page 83 (Case Study)  
JICA website  
→ News & Features > News >  
October 31, 2014, and October  
16, 2015

2014



Police officers learning how to put on and remove personal protective equipment in the police station at the Autonomous Port of Abidjan, Cote d'Ivoire.

### Assisting African Countries Affected by Ebola Outbreaks

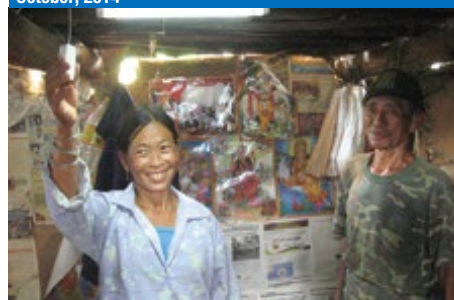
Extending Various Forms of Assistance to 16 Countries in Africa, Including Neighboring Countries

JICA extended various forms of assistance to contain Ebola Virus Disease, which broke out in West African countries in 2014, and tried to prevent it from spreading to surrounding countries. Such aid included emergency relief supplies, provision of personal protective equipment (PPE) donated by the Tokyo Metropolitan Government, dispatch of experts through the World Health Organization (WHO), and technical assistance through JICA cooperation partners such as the Noguchi Memorial Institute for Medical Research in Ghana and former participants in JICA training programs from Liberia and Sierra Leone. JICA's assistance in sectors other than health during fiscal 2014 included guidance on hand-washing to some 760,000 elementary school children in Burkina Faso and training for 1,014 police officers in Cote d'Ivoire.

**Related articles**

Annual Report → page 54 (Case Study)  
JICA website → News & Features > Focus on

October, 2014



LEDs light the night in a remote mountain village of Bhutan.

### Delivering Innovation

Japanese Innovation Spreads Throughout the World

The Nobel Prize in Physics for 2014 was awarded to Japanese scientists who had invented the blue light-emitting diode (LED), which provides energy-efficient and long-life lighting. The combination of LEDs and solar power generation provides a suitable lighting for mountainous areas, isolated islands, savannas, and other areas that are hard to access and deliver supplies.

JICA has supported the introduction of LEDs in more than 20 countries in the world, including Bhutan, Kenya, and Tonga, in over 30 projects. With the aim of changing the lives of people in developing countries using Japanese technologies, JICA will continue to deliver the benefits of innovation in collaboration with other development partners.

**Related articles**

Pamphlet → <http://www.jica.go.jp/english/publications/brochures/>

November, 2014



Symposium commemorating the 60th anniversary of Japan's ODA: "Growth and Poverty Reduction — The Role of Japan's ODA"

## Open Symposium Commemorating the 60th Anniversary of Japan's ODA

Reflecting on Japan's 60-year History in International Cooperation

In November 2014, JICA and the Ministry of Foreign Affairs co-organized a symposium titled "Growth and Poverty Reduction — The Role of Japan's ODA" in Tokyo to commemorate the 60th anniversary of Japan's official development assistance. The symposium started with keynote addresses by the Minister for Foreign Affairs Fumio Kishida, read by a MOFA official, and United Nations Development Programme (UNDP) Administrator Helen Clark. This was followed by a panel discussion involving Secretary of Foreign Affairs of the Republic of the Philippines Albert F. del Rosario, Cabinet Secretary of the Kenyan Ministry of Transport and Infrastructure Michael Kamau, JICA President Akihiko Tanaka, and Dr. John Page, Senior Fellow at the Brookings Institution. They reflected on the path that Japan has taken in international cooperation for the past 60 years and animatedly discussed the roles Japan is expected to play, among other issues.

Related articles

JICA website → News & Features>News>December 26, 2014

March, 2015



The International Symposium on Disaster Risk Reduction and International Cooperation, organized by JICA

## The Third UN World Conference on Disaster Risk Reduction

Incorporating Japan's Expertise and Experience into the New DRR Framework

March 14–18, 2015, the Third UN World Conference on Disaster Risk Reduction was held in Sendai City, Miyagi Prefecture, one of the major cities hit by the Great East Japan Earthquake, with the participation of 187 UN member states. The conference adopted "the Sendai Framework for Disaster Risk Reduction 2015–2030," which provides a set of guidelines on disaster risk reduction (DRR) for the next 15 years. The new framework incorporates many of the approaches JICA has long taken in DRR, including mainstreaming DRR, investment for DRR, and "Build Back Better." During the conference period, JICA organized symposiums and other events and shared its efforts and achievements in DRR. The Japanese government announced "the Sendai Cooperation Initiative for Disaster Risk Reduction" as a plan to contribute to the world based on Japan's experience. JICA will provide assistance in line with this and the Sendai Framework.

Related articles

Annual Report → page 93 (Case Study)  
JICA website → News & Features>Press Releases>March 20, 2015  
JICA website → News & Features>News>April 6, 2015

January, 2015



Nhat Tan Bridge, the largest multi-pylon cable-stayed bridge in Southeast Asia

## A New Terminal at Noi Bai International Airport, the Noi Bai–Nhat Tan Expressway, and Nhat Tan Bridge Open in Viet Nam

Integrated Construction Assistance from the Airport to the Urban District, Taking Advantage of Japanese Technology

JICA's integrated assistance to build three facilities in Hanoi, the capital city of Viet Nam, with ODA Loans — a new terminal at Noi Bai International Airport; the Noi Bai–Nhat Tan Expressway, which links the airport and the urban district; and Nhat Tan Bridge — culminated in the opening ceremony in January 2015, which was attended by Vietnamese Minister of Transport, Dinh La Thang and Japanese Minister of Land, Infrastructure, Transport and Tourism, Akihiro Ohta. The construction of Nhat Tan Bridge used Japanese advanced technologies such as the steel pipe sheet pile foundation method. The infrastructural facilities are expected to improve access between the airport and central urban area of Hanoi, alleviate congestion in Hanoi, and promote development in the northern part of Viet Nam.

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\* For statistics on program results, financial statements and financial conditions, please refer to the Supplement to the Annual Report.

## JICA Annual Report 2015 Figures and Maps

1. This annual report summarizes the activities of JICA in fiscal 2014 (April 1, 2014 to March 31, 2015)
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 2014 (January 1, 2014 to December 31, 2014) in the case of ODA. Please note that some figures are provisional values and figures may vary according to the timing and method of calculation.
3. All sums indicated with a dollar sign (\$) refer to US dollars and are calculated at an exchange rate of \$1.00 = ¥105.8 (the official Development Assistance Committee [DAC] rate in 2014).
4. All maps contained in the report are approximate. National borders that are under dispute or unclear have been entered merely for convenience.

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## JICA Websites and Others

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

### JICA Website

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



### ODA mieruka site

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



### Annual Evaluation Report 2014

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



# Toward a New Era of Development Cooperation

## Harnessing Japan's Knowledge and Experience to Meet Changing Realities



Last year was the 60th anniversary of Japan's international cooperation, and 2015 marks the 70th anniversary of the end of the Second World War.

Japan rose from the ruins after the war to become a safe and wealthy country. I believe that during this period, one of Japan's major postwar contributions to the global community has been international cooperation for developing countries, implemented primarily by JICA.

Today, though, the world is undergoing dramatic change. While some regions are showing positive developments toward peace and stability, other regions such as the Middle East continue to be plagued by terrorism and conflict. In addition, poverty, frequently occurring typhoons, earthquakes, and other natural disasters around the world threaten the lives and human dignity of large numbers of people.

Internationally, 2015 is the target year of the United Nation's Millennium Development Goals (MDGs), and also the year to set new development goals. On the domestic stage, a new Development Cooperation Charter was established, and clearly expressed the concept of human security as one of the principles and basic policies of Japan's ODA.

In the face of these changes, JICA will apply the basic policy of human security in its response to the broad-ranging challenges confronting developing countries. By expanding collaboration with private companies, NGOs, local governments, universities and research institutes, and other development partners, JICA will harness Japan's knowledge and experience to continue delivering "International Cooperation that Invigorates the World and Japan."

Thank you for your understanding and support for JICA's activities.

Akihiko Tanaka  
President  
Japan International Cooperation Agency (JICA)

**Q1** JOCV celebrated its 50th anniversary, so could you talk about how the program has evolved over this time, and its significance.

It has been 50 years since the Japan Overseas Cooperation Volunteers (JOCV) began in 1965 with the dispatch of five volunteers to Laos, and I believe JOCV activities have become one of the significant programs carried out by JICA. During the 1990s, JICA expanded the forms of volunteer dispatch to senior volunteers and youth and senior volunteers for Japanese descendant communities. As of the end of fiscal year 2014, more than 47,000 volunteers had been dispatched to 96 countries to be the face of Japan's international cooperation.

I meet JOCV members and volunteers around the world, and not only do they carry out their activities with tremendous enthusiasm, but they are also very highly regarded by the governments and local communities of the recipient countries.

The three pillars of JOCV activities are to “help local com-

JOCV celebrating its 50th anniversary. Working together hand-in-hand with local communities and local organizations has been very effective.

munities,” “strengthen friendship and mutual understanding between local communities and Japan,” and “develop Japanese full of vitality through the empowerment of the participating individual,” and outstanding results have been achieved in each aspect. In development cooperation, having volunteers working together hand-in-hand with local communities and local organizations has been very effective, and close ties are developed between Japan and the recipient country through the efforts of the volunteers. To the local people, Japanese seem to

#### 50 years of JOCV, and Japan's international cooperation activities

| History of JOCV |                                                                                                                                                                          | History of Japan's cooperation                                                      |                                                                                                              |
|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| 1954            |                                                                                                                                                                          | Japan joins the Colombo Plan, starts international cooperation                      |                                                                                                              |
| 1961            |                                                                                                                                                                          | Overseas Economic Cooperation Fund (OECF) established                               |                                                                                                              |
| 1965            | Japan Overseas Cooperation Volunteers (JOCV) program started; First five JOCV members dispatched (Laos)                                                                  |                                                                                     |                                                                                                              |
|                 |                                                                                       |  |                          |
|                 | Fiscal 1965 — Initial JOCV members dispatched (Philippines)                                                                                                              | 1966 — Dispatch of JOCV members to Africa commenced                                 | 1972 — Dispatch of JOCV members to Pacific countries commenced                                               |
| 1974            | Japanese name for JOCV changed                                                                                                                                           |                                                                                     | Japan International Cooperation Agency (JICA) is established                                                 |
| 1985            | Overseas Development Youth program established                                                                                                                           |                                                                                     |                                                                                                              |
| 1989            |                                                                                                                                                                          |                                                                                     | Japan becomes the world's leading ODA donor (Japan's ODA contribution is the largest in the world 1991–2000) |
| 1990            | Number of dispatched JOCV members exceeds 10,000<br>Programs for Senior Cooperation Experts and Senior Cooperation Experts for Overseas Japanese Communities established |                                                                                     |                                                                                                              |
| 1992            |                                                                                                                                                                          | 1992 — Dispatch of JOCV members to Eastern Europe commenced                         | ODA Charter formulated                                                                                       |
| 1996            | Programs except JOCV reformed as Senior Volunteers, Volunteers for Japanese Communities Overseas and Senior Volunteers for Japanese Communities Overseas                 |                                                                                     |                                                                                                              |
| 1999            |                                                                                                                                                                          |                                                                                     | The Japan Bank for International Cooperation (JBIC) established <sup>1</sup>                                 |
| 2000            | Number of dispatched JOCV members exceeds 20,000                                                                                                                         |                                                                                     | Millennium Development Goals (MDGs) established                                                              |
| 2003            |                                                                                                                                                                          |                                                                                     | ODA Charter revised                                                                                          |
| 2007            | Number of dispatched JOCV members exceeds 30,000                                                                                                                         |                                                                                     |                                                                                                              |
| 2008            |                                                                                                                                                                          |                                                                                     | New JICA Established <sup>2</sup>                                                                            |
| 2011            | Former JOCV members active in reconstruction assistance following the Great East Japan Earthquake                                                                        |                                                                                     |                                                                                                              |
|                 | Former JOCV members preparing meals outside for people of the areas affected by the Great East Japan Earthquake.                                                         |                                                                                     |                                                                                                              |
| 2012            | Private-Sector Partnership Volunteer Program established                                                                                                                 |                                                                                     |                                                                                                              |
| 2015            | Number of dispatched JOCV members exceeds 40,000; 50th anniversary of JOCV foundation                                                                                    |                                                                                     | Development Cooperation Charter established                                                                  |



1. Former organization of JICA (formerly JBIC) established through the merger of the Export-Import Bank of Japan and the Overseas Economic Cooperation Fund (OECF).  
2. Established through the merger of the former JICA, department in the former JBIC responsible for overseas cooperation (Loan Aid), and part of the Grant Aid implemented by the Ministry of Foreign Affairs.



JOCV member teaching (art) at a school in the Irbid Refugee Camp in Northern Jordan (run by the United Nations Relief and Works Agency for Palestine Refugees in the Near East). (Photo by Shinichi Kuno)

JICA's volunteer programs indeed typify what I would call "programs that invigorate Japan while invigorating the world."

be perceived as "volunteers who are always working with us."

Upon their return to Japan, JOCV members who have gained better communication and problem-solving skills and an inner strength are in turn sharing these skills and their experiences with Japanese society. In addition to their contribution to local communities in various fields, in recent years, many JOCV members are providing invaluable assistance in reconstruction efforts in the aftermath of the Great East Japan Earthquake. These days, Japanese companies are aware that former JOCV members have a global outlook that is effective around the world, and are providing a growing number of job opportunities for them. JICA established a private-sector collaborative volunteer system for contributing to the development of globally competent human resources together with companies. JICA takes into consideration recipient countries' needs and their request details with the individual companies, and dispatches the company employees as JOCV members. JICA's volunteer programs indeed typify what I would call "programs that invigorate Japan while invigorating the world."

**Q2** The JICA volunteer program including JOCV is a unique program not seen in other development aid organizations. What are the features and strength of the program?

The strength of the program is that the cooperation can meet local needs through the interaction between people. Volunteers working together with JICA technical cooperation and financial assistance can deliver the outcomes of cooperation at the central or regional governments to the local community level. There are also many volunteers undertaking other unique activities developed together with the local people, not previously considered the mandate of the volunteer program. Incorporating both of these aspects is, I believe, a feature of the volunteer program.



Returned JOCV member teaching about the environment at a nature school she established using the buildings of a closed primary school in a marginal village where she was born and raised.

Communication with local people is essential to bring out this feature to its fullest. Volunteers who are fluent in the local language as well as the official language such as English, French or Spanish can function as intermediaries between local people and the volunteer group, and between the government and private companies.

I believe another unique aspect of the program is that it stresses techniques and skills, and the use of these in the activities on the ground. At pre-departure training in Japan, the volunteers receive support not just in language, but on useful skills as well, and this enables the volunteers to cope with a shortage of funds and supplies, come up with creative ideas, and provide the necessary support in developing countries. This, too, is a strength that the JICA volunteer program has traditionally valued.

**Q3** What are some of the more prominent projects that JICA tackled in fiscal 2014?

Fiscal year 2014 was the 60th anniversary of Japan's international cooperation, and to mark this, JICA conducted joint international research and held seminars and symposiums that reflected on these six decades of cooperation.

Specifically, JICA implemented infrastructure projects to help resolve urban issues, one of the contemporary challenges developing countries face. One of the major projects is cooperation for urban traffic in Hanoi, Viet Nam. The completion of a new terminal at the Noi Bai International Airport, an expressway linking the airport and the city districts, and also the Nhat Tan Bridge with ODA Loans has made travel between the airport and the city much more convenient. In addition to such cooperation, JICA is also providing support for building a ring road to ease traffic congestion in Hanoi, and developing a traffic safety system to reduce traffic accidents, a serious social issue facing the city.

In human resources development, JICA started the African Business Education Initiative for Youth (ABE Initiative). Under this program, over a period of five years, 900 talented youth who will become leaders in African industrial development are invited to Japan to take a master's course at a university and internship at a Japanese company.

In March 2015, the Third UN World Conference on Disaster Risk Reduction was held in Sendai, Miyagi Prefecture. At the

conference, JICA gave an overview of cooperation that has effectively utilized Japan's extensive experiences and knowledge in disaster prevention, and shared cooperation outcomes and lessons learned, and the future direction of cooperation, especially in building resilient societies through mainstreaming of disaster risk reduction. It was a significant achievement that many of the ideas and policies for disaster prevention support implemented by JICA were included in the Sendai Framework for Disaster Risk Reduction and global action guidelines to 2030 adopted by the conference.

The outbreak of the Ebola disease in three countries in Western Africa became a global problem in fiscal year 2014. JICA provided emergency relief to combat the spread of this infectious disease to other countries, including the dispatch of experts, and provision of personal protective equipment and emergency

Within such efforts for peacebuilding, JICA faced great difficulty in implementing projects due to the deteriorating security situation, most evident in Afghanistan and Iraq. Against this backdrop, it is noteworthy that staff members who had evacuated from South Sudan were able to return and resume cooperation on a full scale in October 2014 as the situation became more stable, and in March 2015, they were able to realize the ground-breaking ceremony for the Nile River Bridge, a vital transport facility for the region.

It was also pleasing that the Japanese researchers who developed the LED were awarded the Nobel Prize in Physics, as JICA has used LED products in projects to improve the lives of people living in areas without electricity, promote energy conservation, and meet the needs for medical care and research equipment.

It was a significant achievement that many of the ideas and policies for disaster prevention support implemented by JICA were included in the Sendai Framework for Disaster Risk Reduction.

relief supplies. Special mention should also be made regarding the pivotal role played by former JICA training participants, the Noguchi Memorial Institute for Medical Research in Ghana, and other JICA cooperation partners and organizations in combatting the spread of the disease. JICA is using the experiences gained in this recent outbreak to examine how we can provide even faster and more effective support to deal with an infectious disease outbreak that can easily spread across borders.

Providing cooperation to countries and regions gripped by political instability, such as the conflict in Syria, was also a major challenge for JICA. Refugees from Syria flooded into Jordan and Turkey, while the invasion by ISIL (Islamic State of Iraq and the Levant) created countless internally displaced persons in Iraq. JICA continues to provide fiscal support to countries in the region that are accepting the refugees, and support for infrastructure development in the host communities. In Myanmar, progress is being made in reconciliation and ceasefire negotiations between the central government and various ethnic minorities, but the nation still faces some major challenges. It was significant that in addition to providing support for infrastructure development in Yangon and other cities, JICA was able to begin programs aimed at reducing poverty in rural areas, including areas that are home to ethnic minorities.

**Q4** In February 2015, the Japanese Cabinet endorsed the Development Cooperation Charter. In closing, could you talk about the future direction of JICA's international cooperation?

What is important to JICA is that the new Development Cooperation Charter clearly specifies the concept of human security as a guiding principle of Japan's development cooperation.



A new bridge over the Nile River under construction. Cooperation resumed on a full scale in South Sudan and the construction of the Nile River Bridge (Freedom Bridge), the symbol of peacebuilding, was also resumed in March 2015. (Photo credit: Dai Nippon Construction)

To date, we at JICA have placed the realization of human security as one of our guiding principles in implementing development cooperation. This has been set out more systematically in the Development Cooperation Charter, and we see this as a clear expression of Japan's commitment to further promoting this principle. JICA will continue to methodically implement its programs in line with this.

The Development Cooperation Charter states the diversity of the partner developing countries. Some are emerging countries that have achieved dynamic economic growth, while others are still vulnerable, gripped by conflict, internal instability, and constant poverty. For both, human security is crucial. In such a situation, it is therefore natural to provide support that places importance on the life, livelihood, and dignity of the individual in vulnerable countries or regions. In more developed countries as well, poverty still exists due to growing development disparity, and there is also an underlying risk of a sudden deterioration of living standards caused by drastic change in the economic environment, natural disaster, and infectious disease outbreak, among others. Stable growth is much more difficult if emphasis is not given to the principle of human security.

It is my understanding that the quality growth specified in the Development Cooperation Charter does not simply refer to expanding the amount of growth, but also means that the growth must be inclusive in the sense that the fruits of that growth must be shared among as many people as possible, leaving no one behind. Moreover, it must be sustainable over generations and maintain a balance with the environment, sustainable socioeconomic growth, and measures to counter global warming. Quality growth must also be resilient against natural disasters, economic crises, and other kinds of disturbance. We must bring about such growth, and through this, help to eradicate poverty.

The new Development Cooperation Charter clearly specifies the concept of human security as a guiding principle.

The Development Cooperation Charter also points to the increasing diversity of the various actors taking part in development cooperation. In the past, OECD member countries were referred to as donors, but these days, some of the emerging countries are also providing aid. The number of international organizations and international NGOs is also increasing, and similarly in Japan, NGOs, private companies, local governments, universities and research institutes are also showing a growing motivation toward international cooperation. As a focal point for utilizing Japanese knowledge, technology and human resources in international cooperation, JICA will strengthen the collaborative relationship with the various stakeholders to provide more effective cooperation.

In light of this, JICA volunteers will play a pivotal role. Those who have participated in the JICA volunteer program are active in NGOs, local governments, and private companies after they return to Japan, and we see them as important partners for promoting development cooperation. There are also many people who are interested in becoming involved in JICA's operations, so we can say the volunteer program is producing the personnel who can form a network among Japanese development cooperation actors. We will continue encouraging volunteers to share their experiences with society, and promote programs through which they can expand their areas of activity.



Bangladesh: President Tanaka (center) taking part in activities for rural women run by Shiseido Co., Ltd., which provides support for BOP business surveys.

# Program Goals and Overview



Ethiopia: Children running about and having fun (photo by Takeshi Kuno)

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# Japan's ODA

## ● What is ODA?

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

## ● Types of ODA

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

## ● JICA's Integrated Implementation of Assistance Schemes

In recent years, developed countries in Europe and North America have expanded ODA as a means of strengthening the efforts to address global issues such as climate change and poverty reduction. Furthermore, new donor countries including China and the Republic of Korea have emerged. Japan conversely, has decreased its ODA budget as a result of its severe financial circumstances.

In view of this international situation as well as the flow of domestic administrative reforms, the Japanese government has undertaken reforms that strategize ODA policies and strengthen implementation systems with the objective of further raising the quality of its ODA. With the aim of integrating ODA implementation organizations as part of these reforms, Overseas Economic Cooperation Operations of the Japan Bank for International Cooperation (JBIC) and Grant Aid Operations of the Ministry of Foreign Affairs of Japan (MOFA) (excluding those which MOFA continues to directly implement for the necessity of diplomatic

policy) were transferred to JICA as of October 1, 2008, thereby creating a "New JICA." Through this integration, the three schemes of assistance have become organically linked under a single organization, which better enables JICA to provide effective and efficient assistance. The principal schemes of assistance are outlined below.

## Bilateral Aid

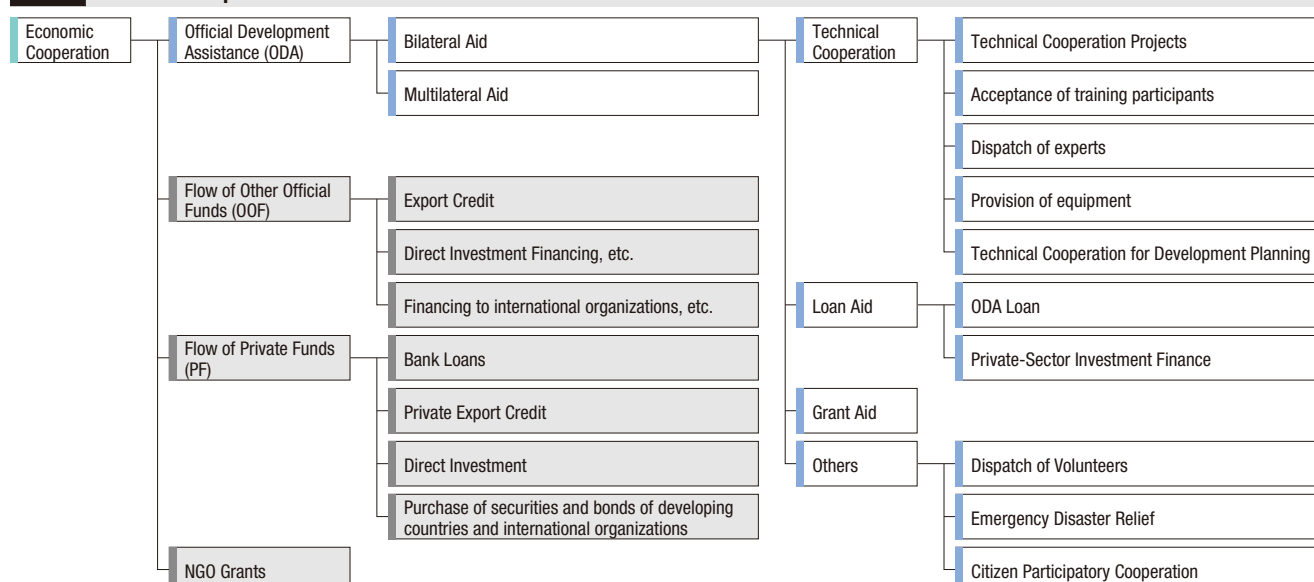
### ► Technical Cooperation

Technical Cooperation draws on Japan's technology, know-how and experience to nurture the human resources who will promote socioeconomic development in developing countries. Moreover, through collaboration with partner countries in jointly planning a cooperation plan suited to local situations, Technical Cooperation supports the development and improvement of technologies that are appropriate for the actual circumstances of these countries, while also contributing to raising their overall technology levels and setting up new institutional frameworks and organizations. These enable partner countries to develop problem-solving capacities and achieve economic growth. Technical Cooperation includes acceptance of training participants, dispatch of experts, provision of equipment and implementation of studies aimed at supporting policymaking and planning of public works projects (Technical Cooperation for Development Planning).

### ► Loan Aid

Loan Aid supports the efforts of developing countries to advance by providing these nations with the capital necessary for development under long-term and substantially lower interest rates than commercial rates. The primary types of Loan Aid are ODA Loans and Private-Sector Investment Finance. ODA Loans in particular enable the provision of finance in larger amounts compared with Technical Cooperation or Grant Aid, and therefore this form of aid has been well utilized for building large-scale basic infrastructure in developing countries.

**Table 1 Economic Cooperation and ODA**



Although Loan Aid requires full repayment by the recipient country, this encourages the beneficiary country to focus closely on the importance and priority of projects and to make efforts to allocate and utilize the funds as efficiently as possible.

#### ► Grant Aid

Grant Aid, which is an assistance method that provides necessary funds to promote socioeconomic development, is financial cooperation with developing countries with no obligation for repayment. Particularly in developing countries with low income levels, Grant Aid is broadly implemented for building hospitals, bridges and other socioeconomic infrastructure, as well as for promoting education, HIV/AIDS programs, children's healthcare and environmental activities, which directly support the improvement of living standards.

#### ● Providing Financing and Contributions to International Organizations through Multilateral Aid

Multilateral aid is an indirect method of providing assistance to developing countries by providing financing or donating funds to international organizations. Funds are contributed to the various bodies of the United Nations, including the United Nations

Development Programme (UNDP), United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF), while financing is provided to multilateral development banks (MDBs) such as the World Bank, the International Development Association (IDA, also known as the Second World Bank) and the Asian Development Bank (ADB).

#### ● International Trends in Development Assistance

As exemplified by the Millennium Development Goals (MDGs) [→ see pages 64–65], one of the recent international trends in aid has been the accelerating move toward the establishment of common goals by the international community, where various countries and organizations implement aid in coordination with each other to achieve goals. Compared with aid coordination in the past which emphasized cooperation and coordination on an individual project basis, development assistance in recent years has placed greater emphasis on ownership by partner countries, in which donor countries and aid agencies jointly support developing countries' own development plans and priorities and work together to achieve the development goals of these countries. Providers of aid thus need to offer assistance in accordance with

**Table 2 Japan's ODA in Calendar Year 2014 (According to Aid Type and Provisional Figure)**

| Type of Assistance                                                                      |                                                                                | Aid disbursements (Calendar Year 2014)                                  |                                    |                                   | Dollar Base (US\$ million) |                                    |                                   | Yen Base (¥ billion) |      |  | Percent of Total |
|-----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------------------------------------------------------------------|------------------------------------|-----------------------------------|----------------------------|------------------------------------|-----------------------------------|----------------------|------|--|------------------|
|                                                                                         |                                                                                | Disbursements                                                           | Disbursements in the Previous Year | Change from the Previous Year (%) | Disbursements              | Disbursements in the Previous Year | Change from the Previous Year (%) | ODA Total            |      |  |                  |
| ODA                                                                                     | Bilateral ODA                                                                  | Grant Aid                                                               | 2,402.72                           | 7,031.92                          | -65.8                      | 254.322                            | 686.252                           | -62.9                | 26.3 |  |                  |
|                                                                                         |                                                                                | Debt Relief                                                             | 0.00                               | 4,020.86                          | -100.0                     | 0.000                              | 392.400                           | -100.0               | 0.0  |  |                  |
|                                                                                         |                                                                                | Grants through International Organizations                              | 1,054.56                           | 1,636.33                          | -35.6                      | 111.623                            | 159.691                           | -30.1                | 11.5 |  |                  |
|                                                                                         |                                                                                | Grant Aid Excluding the Above                                           | 1,348.16                           | 1,374.73                          | -1.9                       | 142.699                            | 134.161                           | 6.4                  | 14.7 |  |                  |
|                                                                                         |                                                                                | Grant Aid (Excluding Disbursements for Graduate Countries)              | 2,402.46                           | 7,031.92                          | -65.8                      | 254.295                            | 686.252                           | -62.9                | 26.2 |  |                  |
|                                                                                         |                                                                                | Debt Relief                                                             | 0.00                               | 4,020.86                          | -100.0                     | 0.000                              | 392.400                           | -100.0               | 0.0  |  |                  |
|                                                                                         |                                                                                | Grants through International Organizations                              | 1,054.40                           | 1,636.33                          | -35.6                      | 111.606                            | 159.691                           | -30.1                | 11.5 |  |                  |
|                                                                                         |                                                                                | Grant Aid Excluding the Above                                           | 1,348.06                           | 1,374.73                          | -1.9                       | 142.689                            | 134.161                           | 6.4                  | 14.7 |  |                  |
|                                                                                         |                                                                                | Technical Cooperation*                                                  | 2,610.62                           | 2,808.94                          | -7.1                       | 276.327                            | 274.127                           | 0.8                  | 28.6 |  |                  |
|                                                                                         |                                                                                | Technical Cooperation (Excluding Disbursements for Graduate Countries)* | 2,606.86                           | 2,803.60                          | -7.0                       | 275.929                            | 273.606                           | 0.9                  | 28.4 |  |                  |
|                                                                                         | Grants Total                                                                   | 5,013.34                                                                | 9,840.86                           | -49.1                             | 530.649                    | 960.380                            | -44.8                             | 54.8                 |      |  |                  |
|                                                                                         | Grants Total (Excluding Disbursements for Graduate Countries)                  | 5,009.32                                                                | 9,835.52                           | -49.1                             | 530.224                    | 959.858                            | -44.8                             | 54.5                 |      |  |                  |
|                                                                                         | ODA Loan and Other ODA Credits                                                 | 884.42                                                                  | -1,317.25                          | 167.1                             | 93.614                     | -128.552                           | 172.8                             | 9.7                  |      |  |                  |
|                                                                                         | (ODA Loan and Other ODA Credits Excluding Debt Relief)                         | 884.42                                                                  | 518.67                             | 70.5                              | 93.614                     | 50.618                             | 84.9                              |                      |      |  |                  |
|                                                                                         | (Figures for Loans Provided)                                                   | 7,381.14                                                                | 9,748.31                           | -24.3                             | 781.275                    | 951.348                            | -17.9                             |                      |      |  |                  |
|                                                                                         | (Figures for Loans Repaid)                                                     | 6,496.72                                                                | 11,065.56                          | -41.3                             | 687.661                    | 1,079.900                          | -36.3                             |                      |      |  |                  |
|                                                                                         | (Figures for Loans Repaid Excluding Debt Relief)                               | 6,496.72                                                                | 9,229.64                           | -29.6                             | 687.661                    | 900.730                            | -23.7                             |                      |      |  |                  |
|                                                                                         | ODA Loan and Other ODA Credits (Excluding Disbursements of Graduate Countries) | 931.81                                                                  | -1,224.09                          | 176.1                             | 98.630                     | -119.460                           | 182.6                             | 10.1                 |      |  |                  |
|                                                                                         | (ODA Loan and Other ODA Credits Excluding Debt Relief)                         | 931.81                                                                  | 611.83                             | 52.3                              | 98.630                     | 59.709                             | 65.2                              |                      |      |  |                  |
|                                                                                         | (Figure of Loans Provided)                                                     | 7,373.06                                                                | 9,721.31                           | -24.2                             | 780.420                    | 948.712                            | -17.7                             |                      |      |  |                  |
|                                                                                         | (Figure of Loans Repaid)                                                       | 6,441.25                                                                | 10,945.40                          | -41.2                             | 681.790                    | 1,068.173                          | -36.2                             |                      |      |  |                  |
|                                                                                         | (Figure of Loans Repaid Excluding Debt Relief)                                 | 6,441.25                                                                | 9,109.48                           | -29.3                             | 681.790                    | 889.003                            | -23.3                             |                      |      |  |                  |
| Bilateral ODA Total                                                                     |                                                                                | 5,897.76                                                                | 8,523.61                           | -30.8                             | 624.263                    | 831.828                            | -25.0                             | 64.5                 |      |  |                  |
| Bilateral ODA (Total Excluding Disbursements for Graduate Countries)                    |                                                                                | 5,941.13                                                                | 8,611.43                           | -31.0                             | 628.853                    | 840.398                            | -25.2                             | 64.7                 |      |  |                  |
| Contributions and Financing to Multilateral Organizations                               |                                                                                | 3,247.16                                                                | 2,970.16                           | 9.3                               | 343.704                    | 289.861                            | 18.6                              | 35.3                 |      |  |                  |
| Gross ODA Total                                                                         |                                                                                | 15,641.64                                                               | 22,559.33                          | -30.7                             | 1,655.628                  | 2,201.588                          | -24.8                             |                      |      |  |                  |
| Gross ODA Total (Excluding Disbursements to Graduate Countries)                         |                                                                                | 15,629.54                                                               | 22,526.99                          | -30.6                             | 1,654.347                  | 2,198.431                          | -24.8                             |                      |      |  |                  |
| Net ODA Total (Net Disbursement Basis)                                                  |                                                                                | 9,144.92                                                                | 11,493.77                          | -20.4                             | 967.967                    | 1,121.688                          | -13.7                             | 100.0                |      |  |                  |
| Net ODA Total (Excluding Disbursements to Graduate Countries; Net Disbursement Basis)   |                                                                                | 9,188.29                                                                | 11,581.59                          | -20.7                             | 972.557                    | 1,130.259                          | -14.0                             | 100.0                |      |  |                  |
| Nominal Gross National Income (GNI) Figures for Each Category (US\$ billion, ¥ billion) |                                                                                | 4,798.16                                                                | 5,100.62                           | -5.9                              | 507,872.90                 | 497,774.40                         | 2.0                               |                      |      |  |                  |
| Proportion of GNI (%)                                                                   |                                                                                | 0.19                                                                    | 0.23                               |                                   | 0.19                       | 0.23                               |                                   |                      |      |  |                  |
| Proportion of GNI (%) (Excluding Disbursements to Graduate Countries)                   |                                                                                | 0.19                                                                    | 0.23                               |                                   | 0.19                       | 0.23                               |                                   |                      |      |  |                  |

Notes) 1. The following 19 countries are graduate countries other than OECD member states that have received ODA: Hong Kong, Singapore, Brunei, United Arab Emirates, Israel, Oman, Qatar, Kuwait, Saudi Arabia, Saint Christopher and Nevis, Trinidad and Tobago, Barbados, New Caledonia, French Polynesia, Estonia, Croatia, Hungary, Bulgaria, and Romania.

2. 2014 DAC designated exchange rate: US\$1.00=¥105.8475 (a depreciation of ¥8.2565 compared with 2013)

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

4. Debt relief includes waiver of ODA Loans and debt reductions of collateralized commercial obligations and sale receivables of rice, but excludes deferring of repayments.

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

6. Starting with 2011 results, NGO project grants have been included in the Grant Aid of individual countries.

\* Technical Cooperation includes administrative and development education expenses.

the priorities set out in the development strategies of developing countries.

### ● Japan's ODA Contribution Level

On a net disbursement basis, in 2014 Japan contributed approximately US\$5,941.13 million (approximately ¥628.9 billion) in bilateral ODA (excluding aid to graduate nations) and contributed and financed approximately US\$3,247.16 million (approximately ¥343.7 billion) to multilateral organizations. Accordingly, total ODA contributions amounted to approximately US\$9,188.29 million, down 20.7% from the previous year (a year-on-year decrease of 14.0% to ¥972.6 billion on a yen basis). With this amount, Japan ranked fifth among the member countries of the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD), after the United States, the United Kingdom, Germany, and France.

Historically, Japan became the world's top contributor of ODA

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

Meanwhile, Japan's ODA was equivalent to 0.19% of its gross national income (GNI), ranking it at the low level of 18th among the 28 DAC countries.

**Table 5 Overview of MOFA's ODA Budget**

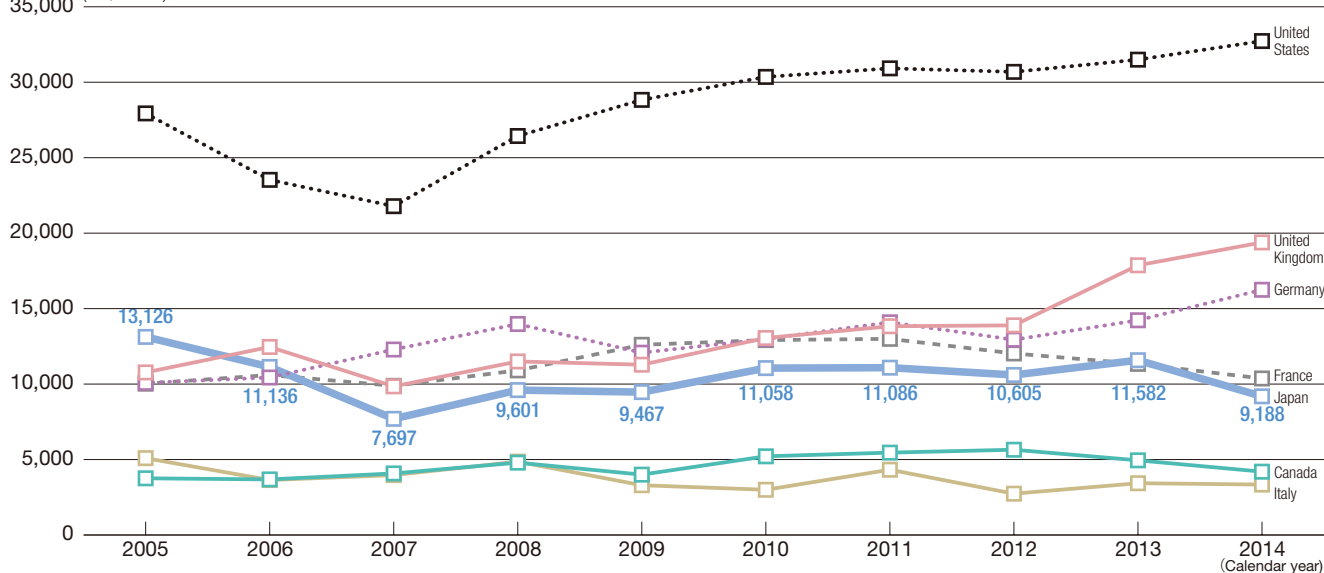
(Unit: ¥ billion)

|                                     | FY2014 |                     | FY2015 |                     |
|-------------------------------------|--------|---------------------|--------|---------------------|
|                                     | Budget | Percentage increase | Budget | Percentage increase |
| Entire government                   | 550.2  | -1.3%               | 542.2  | -1.5%               |
| Within the Ministry                 | 423.0  | 0.4%                | 423.8  | 0.2%                |
| Grant Aid                           | 166.7  | 1.5%                | 160.5  | -3.7%               |
| Management Grants (General Account) | 150.3  | 2.3%                | 146.4  | -2.6%               |
| Contributions and donations         | 43.1   | -13.8%              | 47.1   | 9.4%                |
| Aid for assistance activities       | 63.0   | 4.8%                | 69.8   | 10.8%               |

Source: Website of the Ministry of Foreign Affairs of Japan

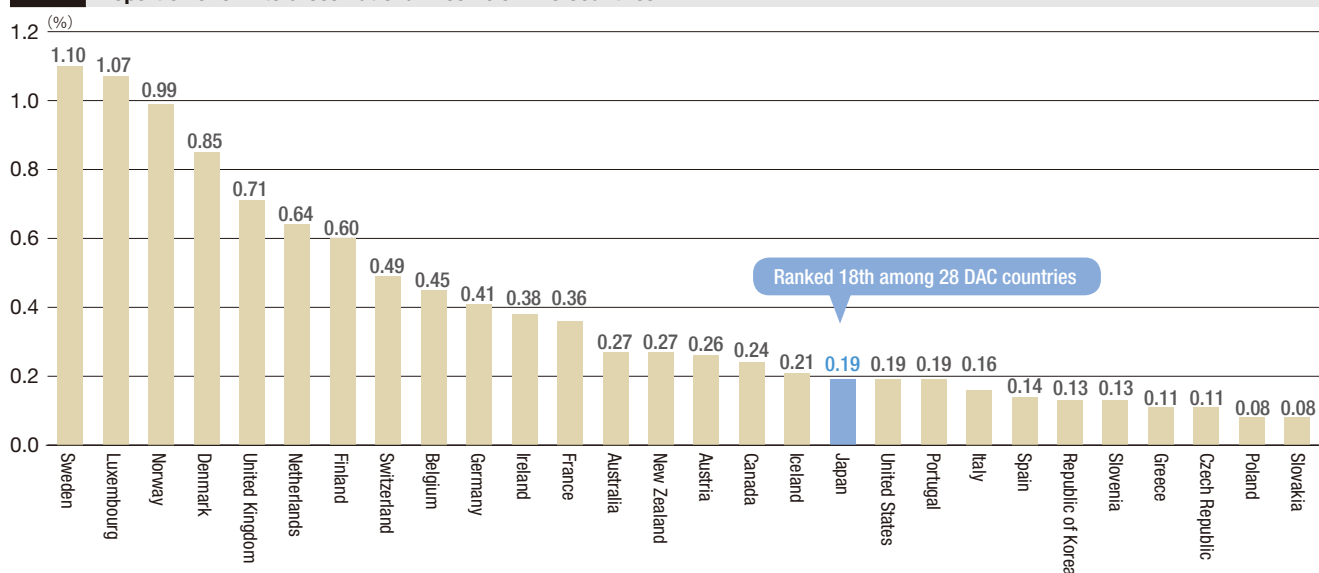
**Table 3 Trends in Major DAC Countries' ODA (Net Disbursement)**

(US\$ million)



Source: OECD DAC

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



Source: Website of the Ministry of Foreign Affairs of Japan

# An Overview of JICA's Programs

In fiscal 2014, JICA engaged in its assistance programs with focus on assistance for emerging and developing countries to grow together with Japan; promotion of human security and peacebuilding; initiatives toward

international cooperation and trends in international assistance; promotion of private sector collaboration and domestic collaboration; and support for women's empowerment and social involvement in developing countries.

## ● Assistance for Emerging and Developing Countries to Grow Together with Japan

- In line with Japan's Infrastructure Systems Export Strategy, JICA extended assistance designed to enable developing countries to share growth with Japan. Such assistance covered ASEAN connectivity, with projects for enhancing regional connectivity with focus on the East-West Economic Corridor and the Southern Economic Corridor, among others [→ see the Case Study on page 26]; the metropolitan area in Indonesia; the Thilawa Special Economic Zone (SEZ) in Myanmar [→ see the Case Study on page 102]; the digitalization of terrestrial television broadcasting in Sri Lanka; and the ABE Initiative in Africa [→ see the Case Study on page 83].

## ● Promotion of Human Security and Peacebuilding

- JICA had dialogue with the World Bank and other donors on Universal Health Coverage (UHC). It also conducted individual projects for UHC.
- JICA addressed the Ebola crisis. In addition to emergency relief to the countries hit hard by Ebola, JICA extended assistance aimed at preventing the infectious disease from spreading to neighboring countries from a middle- to long-term perspective. Such assistance was specifically designed to help build the crisis response capacity of these countries through dispatching experts and providing training [→ see the Case Study on page 54]. JICA also worked to reduce infection risk of the disease in Japan.
- JICA hosted a seminar on Consolidation for Peace for Mindanao and conducted reconstruction assistance in Northern Uganda. It also provided assistance for host communities of Syrian refugees in neighboring countries [→ see the Case Study on page 60], peacebuilding assistance for Gaza that included emergency relief, and assistance for stabilization in Ukraine [→ see the Case Study on page 63].
- To incorporate disability mainstreaming into its projects and programs, JICA revised its Thematic Guidelines.

## ● Initiatives toward International Cooperation and Trends in International Assistance

- JICA put forward its ideas on Sustainable Development Goals (SDGs) based on its experiences in its programs and projects. Some of these ideas were reflected in UN outcome documents on SDGs [→ see the Case Study on page 131].
- In accordance with the Japanese government's Proactive Diplomatic Strategy for Countering Global Warming, JICA supported the authorization of a project under the Joint Crediting Mechanism through a low-carbon development project in Indonesia, the first of its kind in the world. It also set up the Japan Public-Private Platform for REDD+ [→ see the Case Study

on page 88].

- JICA actively participated in the Third UN World Conference on Disaster Risk Reduction. Its approaches, such as prior investment in disaster risk reduction (DRR) and "Build Back Better," were reflected in the outcome documents of the conference [→ see the Case Study on page 93].
- JICA promoted cooperation with international organizations, including the World Bank, regional development organizations, and bilateral aid agencies. It also engaged with emerging donors and kept track of the latest developments of emerging donors.

## ● Promotion of Private Sector Collaboration and Domestic Collaboration

- JICA conducted studies for PPP infrastructure projects that will directly assist the activities of private sector companies; promotion of BOP business; projects for supporting SMEs; and the Collaboration Program with the Private Sector for Disseminating Japanese Technology [→ see the Case Study on page 109]. It also encouraged project outcomes to give rise to new ODA projects and projects to be undertaken by developing country governments or companies involved.
- JICA promoted the formulation and commitment of Private-Sector Investment Finance projects.
- JICA pushed ahead with the Overseas Volunteering Program in Collaboration with Private Sector by dispatching additional volunteers and holding consultations with individual companies.
- As part of its assistance to Japanese local governments' involvement in international activities and their efforts to revitalize their communities, JICA supported individual projects and organized seminars aimed at encouraging such involvement.
- JICA enhanced Volunteer Team Partnership Programs with universities in Japan. During fiscal 2014, it also achieved the goal of doubling the number of sports volunteers dispatched by the time of the 2020 Tokyo Olympic and Paralympic Games.

## ● Support for Women's Empowerment and Social Involvement in Developing Countries

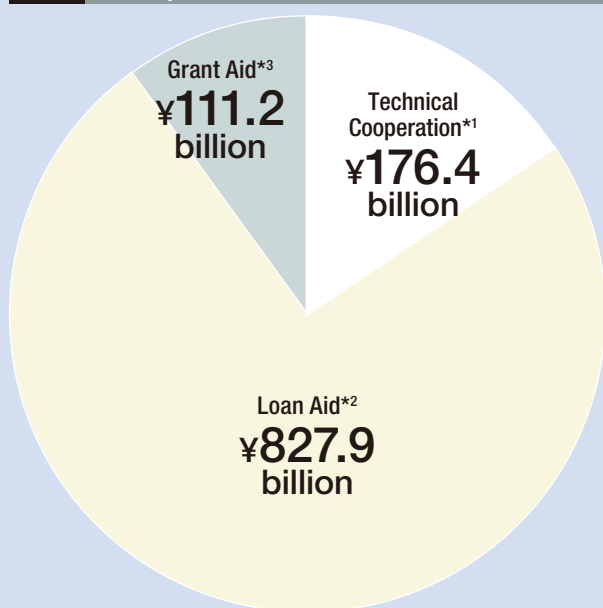
- JICA participated in the World Assembly for Women in Tokyo and delivered messages on the relationship between human security and gender/women and the importance of gender mainstreaming.
- JICA supported gender mainstreaming by developing guidelines on the issue, titled "Gender Equality and Women's Empowerment: JICA Strategies and Actions," and by compiling gender mainstreaming best practices in various sectors into brochures.
- JICA formulated and implemented gender-mainstreaming projects, including the Project on Capacity Development on Assisting Victims of Trafficking in the Greater Mekong Sub-regional Countries [→ see the Case Studies on pages 41 and 71].

## Overview of JICA's Activities in Fiscal 2014

### Overview of Disbursements in Fiscal 2014

Looking at JICA's disbursements in fiscal 2014 (Table 6 and Table 7), Technical Cooperation implemented by JICA amounted to ¥176.4 billion, a decrease of 0.5% from the previous fiscal year. Turning to Grant Aid, which JICA began implementing from October 2008, JICA implemented 159 projects amounting to ¥111.2 billion (Grant Agreement amount). ODA Loans disbursement amount totaled ¥827.3 billion and was provided to 52 countries and two organizations, and Private-Sector Investment Finance disbursement amount totaled ¥600 million and was provided to four organizations.

**Table 6 JICA's Operation Scale in Fiscal 2014**



\*1 Technical Cooperation expenses excluding management expenses.

\*2 Amount of Loan Aid disbursements.

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

**Table 7 Disbursements by Type of JICA Assistance in Fiscal 2014** (Unit: ¥ billion)

|                                                   | FY2014       | FY2013       |
|---------------------------------------------------|--------------|--------------|
| <b>Technical Cooperation *1</b>                   | <b>176.4</b> | <b>177.3</b> |
| Acceptance of training participants               | 17.3         | 17.6         |
| Dispatch of experts                               | 61.4         | 65.3         |
| Dispatch of study team members                    | 38.2         | 38.5         |
| Provision of equipment                            | 4.5          | 4.1          |
| Dispatch of Japan Overseas Cooperation Volunteers | 8.3          | 7.7          |
| Dispatch of other volunteers                      | 3.4          | 3.4          |
| Others                                            | 43.2         | 40.7         |
| <b>Loan Aid *2</b>                                | <b>827.9</b> | <b>749.8</b> |
| <b>Grant Aid *3</b>                               | <b>111.2</b> | <b>115.8</b> |

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

\*1 Technical Cooperation expenses excluding management expenses.

\*2 Amount of Loan Aid disbursements.

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

### Overview of Trends for the Past 10 Years

Tables 8 to 10 show trends in the scale of JICA's programs for Technical Cooperation, Loan Aid and Grant Aid over the past 10 years.

In fiscal 2014, the Loan Aid commitment amount increased from the previous fiscal year by 3.1%, totaling ¥1,015.9 billion. Meanwhile, the scale of Grant Aid decreased by 4.0% to a total amount of

¥111.2 billion in fiscal 2014.

**Table 8 Technical Cooperation Disbursements for the Past 10 Years** (Unit: ¥ billion)

|        |       |
|--------|-------|
| FY2005 | 153.9 |
| FY2006 | 151.2 |
| FY2007 | 146.1 |
| FY2008 | 150.8 |
| FY2009 | 176.0 |
| FY2010 | 168.8 |
| FY2011 | 188.9 |
| FY2012 | 167.8 |
| FY2013 | 177.3 |
| FY2014 | 176.4 |

**Table 9 Loan Aid Commitment Amounts for the Past 10 Years** (Unit: ¥ billion)

|        |         |
|--------|---------|
| FY2005 | 569.8   |
| FY2006 | 763.7   |
| FY2007 | 901.2   |
| FY2008 | 929.4   |
| FY2009 | 967.6   |
| FY2010 | 538.9   |
| FY2011 | 949.4   |
| FY2012 | 1,226.7 |
| FY2013 | 985.8   |
| FY2014 | 1,015.9 |

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

**Table 10 Scale of Grant Aid for the Past 10 Years** (Unit: ¥ billion)

|        |       |                                                                                                                                                               |
|--------|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FY2005 | 103.4 |                                                                                                                                                               |
| FY2006 | 110.4 | The total amount provided under Exchange of Notes concluded in the relevant year (that portion for which JICA was responsible for the promotion of Grant Aid) |
| FY2007 | 96.4  |                                                                                                                                                               |
| FY2008 | 74.0  | 37.1                                                                                                                                                          |
| FY2009 | 34.8  | 102.0                                                                                                                                                         |
| FY2010 | 12.9  | 105.2                                                                                                                                                         |
| FY2011 | 3.6   | 107.4                                                                                                                                                         |
| FY2012 |       | 141.6                                                                                                                                                         |
| FY2013 |       | 115.8                                                                                                                                                         |
| FY2014 |       | 111.2                                                                                                                                                         |

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

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

**Disbursements by Region**

Looking at disbursements of Technical Cooperation by geographic region, Asia accounted for 35.3%, Africa 23.0% and North and Latin America 8.3%, in descending order. The 24.2% in "Others" include disbursements for international organizations and worldwide projects across countries and regions.

Looking at commitment amounts for new Loan Aid by region

in fiscal 2014, Asia accounted for 57.7%, Africa 7.8% and North and Latin America 7.5%. Continuing from fiscal 2013, Asia's share has been considerably high.

On the other hand, as for Grant Aid, Asia accounted for 51.1%, Africa 39.3% and North and Latin America 4.9%. As in fiscal 2013, Asia and Africa accounted for a large proportion of Grant Aid.

**Table 11 Composition of Disbursements by Region in Fiscal 2014**

(Unit: %, ¥ billion)

|                                |                          |                               |                           |                                        |                          |                            |
|--------------------------------|--------------------------|-------------------------------|---------------------------|----------------------------------------|--------------------------|----------------------------|
| <b>Technical Cooperation*1</b> | Asia<br>35.3%<br>(62.3)  | Middle East<br>5.1%<br>(9.0)  | Africa<br>23.0%<br>(40.5) | North and Latin America<br>8.3% (14.7) | Europe<br>1.5%<br>(2.6)  | Others<br>24.2%<br>(42.7)  |
|                                |                          |                               |                           | Pacific 2.6% (4.6)                     |                          |                            |
| <b>Loan Aid*2</b>              | Asia<br>57.7%<br>(585.8) | Middle East<br>7.3%<br>(74.6) | Africa<br>7.8%<br>(78.9)  | North and Latin America<br>7.5% (76.3) | Europe<br>1.0%<br>(10.0) | Others<br>18.7%<br>(190.4) |
|                                |                          |                               |                           | Pacific 0.0% (0.0)                     |                          |                            |
| <b>Grant Aid*3</b>             | Asia<br>51.1%<br>(56.8)  | Middle East<br>0.8%<br>(0.9)  | Africa<br>39.3%<br>(43.6) | North and Latin America<br>4.9% (5.5)  | Europe<br>0.0% (0.0)     | Others<br>4.0% (4.4)       |
|                                |                          |                               |                           | Pacific 0.0% (0.0)                     |                          |                            |

\*1 Expenses that include expenses required for dispatching volunteers and Japan Disaster Relief Team.

\*2 Total Commitment Amounts of ODA Loan and Private-Sector Investment Finance.

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

**Disbursements by Sector**

Disbursements of Technical Cooperation by sector were, in descending order, 17.5% for public works and utilities, 13.0% for planning and administration, 12.9% for agriculture, forestry and fisheries, and 9.7% for human resources.

For Loan Aid, a large portion, i.e., 33.7% was allocated for projects in the electric power and gas sector. This was

followed by commodity loans, etc. at 21.8% and 15.1 % for the transportation sector, including railways, roads and ports.

For Grant Aid, the largest share was made to public works and utilities at 53.8%, followed by health and medical care at 12.1% and human resources at 10.9%.

**Table 12 Composition of Disbursements by Sector in Fiscal 2014**

(Unit: %, ¥ billion)

|                                |                                             |                                            |                                                     |                                 |                                        |                                         |                              |
|--------------------------------|---------------------------------------------|--------------------------------------------|-----------------------------------------------------|---------------------------------|----------------------------------------|-----------------------------------------|------------------------------|
| <b>Technical Cooperation*1</b> | Planning and administration<br>13.0% (23.0) | Public works and utilities<br>17.5% (30.8) | Agriculture, forestry and fisheries<br>12.9% (22.7) | Energy<br>4.5% (7.9)            | Human resources<br>9.7% (17.1)         | Health and medical care<br>6.2% (10.9)  | Others<br>30.4% (53.6)       |
|                                |                                             |                                            | Mining and industry 1.5% (2.7)                      | Business and tourism 2.8% (4.9) | Social welfare 1.6% (2.8)              |                                         |                              |
| <b>Loan Aid*2</b>              | Electric power and gas<br>33.7% (341.8)     | Transportation<br>15.1% (153.6)            | Irrigation and flood control<br>11.0% (111.9)       | Social services<br>7.8% (79.4)  | Commodity loans, etc.<br>21.8% (221.9) | Others<br>3.0% (30.7)                   |                              |
|                                |                                             | Communications 2.4% (24.2)                 | Agriculture, forestry and fisheries 2.1% (21.3)     |                                 |                                        |                                         |                              |
| <b>Grant Aid*3</b>             | Planning and administration<br>3.0% (3.3)   | Public works and utilities<br>53.8% (59.8) | Agriculture, forestry and fisheries<br>10.1% (11.2) | Energy<br>4.7% (5.3)            | Human resources<br>10.9% (12.1)        | Health and medical care<br>12.1% (13.5) | Social welfare<br>5.3% (5.9) |

\*1 Expenses that include expenses required for dispatching volunteers and Japan Disaster Relief Team.

\*2 Total Commitment Amounts of ODA Loan and Private-Sector Investment Finance.

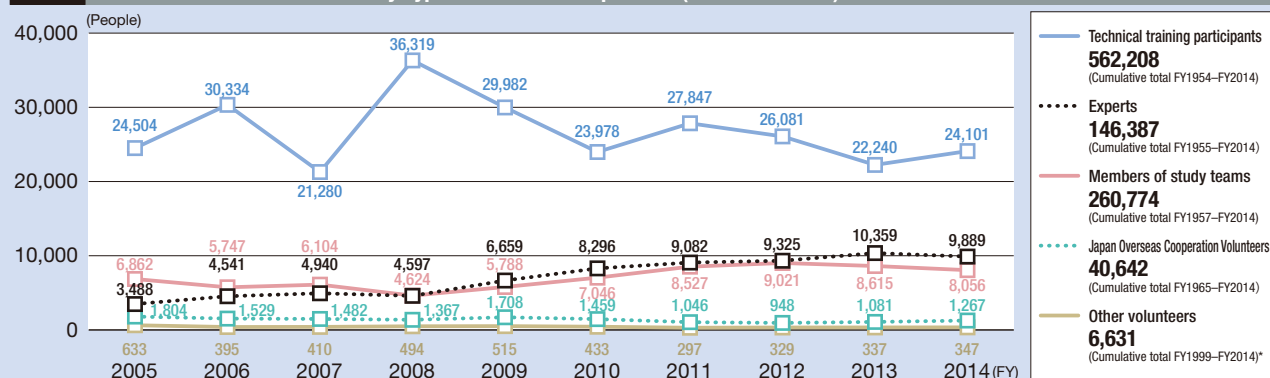
\*3 Amount of concluded Grant Agreements. However, for projects running over several fiscal years, the maximum amount allowed for each fiscal year is counted for that fiscal year.

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

The number of newly dispatched personnel by type of JICA program in fiscal 2014 was as follows. The number of technical training participants was 24,101, while JICA dispatched 9,889 experts, 8,056 study team members, 1,267 Japan Overseas Cooperation Volunteers and 347 other volunteers. As a result, to date JICA has accepted a total of 562,208 technical training participants (FY1954–FY2014) and dispatched a

total of 146,387 experts (FY1955–FY2014), 260,774 study team members (FY1957–FY2014), 40,642 Japan Overseas Cooperation Volunteers (FY1965–FY2014), and 6,631 Other Volunteers (FY1999–FY2014).

Trends in the number of personnel by type of cooperation since fiscal 2005 are shown in Table 13.

**Table 13 Trends in Number of Personnel by Type of Technical Cooperation (cumulative total)**

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

Note) The dispatch of emigrants ended in FY1995. The cumulative total from fiscal years 1952 to 1995 was 73,437.

## Overview of Financial Statements

### General Account

#### 1. Overview of Balance Sheet

For the business year ended March 31, 2015, total assets amounted to ¥238,498 million, increasing ¥15,573 million from the previous business year, primarily due to the ¥19,860 million increase in cash and bank deposits. Total liabilities were ¥186,872 million, increasing ¥18,325 million year-on-year, primarily due to the ¥14,509 million increase in operational grant liabilities, and the ¥2,348 million increase in accounts payable.

(Unit: Millions of yen)

| Assets                       | Amount         | Liabilities                                | Amount         |
|------------------------------|----------------|--------------------------------------------|----------------|
| Current assets               |                | Current liabilities                        |                |
| Cash and deposits            | 74,554         | Operational grant liabilities              | 46,241         |
| Securities                   | 99,000         | Funds for grant aid                        | 116,676        |
| Others                       | 20,055         | Others                                     | 21,145         |
| Non-current assets           |                | Non-current liabilities                    |                |
| Tangible assets              | 42,426         | Contra accounts for assets                 | 2,162          |
| Intangible assets            | 7              | Others                                     | 649            |
| Investments and other assets | 2,456          |                                            |                |
|                              |                | <b>Total liabilities</b>                   | <b>186,872</b> |
|                              |                | <b>Net assets</b>                          |                |
|                              |                | Capital                                    |                |
|                              |                | Government investment                      | 63,217         |
|                              |                | Capital surplus                            | (16,743)       |
|                              |                | Retained earnings                          | 5,151          |
|                              |                | <b>Total net assets</b>                    | <b>51,625</b>  |
| <b>Total assets</b>          | <b>238,498</b> | <b>Total of liabilities and net assets</b> | <b>238,498</b> |

#### 2. Overview of Statement of Income

For the business year ended March 31, 2015, ordinary expenses amounted to ¥253,319 million, increasing ¥18,982 million from the previous business year. The major factor of the increase was the ¥21,105 million increase in expenses for grant aid. Ordinary revenues increased ¥21,928 million to ¥254,339 million. The major factor of the increase was the ¥21,105 million increase in revenues from grant aid.

(Unit: Millions of yen)

|                                                                                       | Amount       |
|---------------------------------------------------------------------------------------|--------------|
| Ordinary expenses (A)                                                                 | 253,319      |
| Operating expenses                                                                    | 244,331      |
| Expenses for technical cooperation projects                                           | 71,068       |
| Expenses for public participation-based cooperation                                   | 15,723       |
| Expenses for operation support                                                        | 28,483       |
| Expenses for grant aid                                                                | 106,528      |
| Others                                                                                | 22,530       |
| General administrative expenses                                                       | 8,843        |
| Financial expenses                                                                    | 23           |
| Others                                                                                | 122          |
| Ordinary revenues (B)                                                                 | 254,339      |
| Revenues from operational grants                                                      | 144,189      |
| Revenues from grant aid                                                               | 106,528      |
| Others                                                                                | 3,623        |
| Extraordinary losses (C)                                                              | 89           |
| Extraordinary income (D)                                                              | 40           |
| Reversal of reserve fund carried over from the previous Mid-term Objective period (E) | 465          |
| <b>Total income for the current business year (B-A-C+D+E)</b>                         | <b>1,436</b> |

Note) Because the amounts are rounded to the nearest million, the total amount does not always match the sum of each amount.

### Finance and Investment Account

#### 1. Overview of Balance Sheet

For the business year ended March 31, 2015, total assets amounted to ¥11,336,721 million, increasing ¥182,873 million from the previous business year, primarily due to the ¥154,812 million increase in loans. Total liabilities were ¥2,200,570 million, increasing ¥44,174 million year-on-year, primarily due to the ¥107,305 million increase in bonds.

(Unit: Millions of yen)

| Assets                                                                     | Amount            | Liabilities                                                                               | Amount            |
|----------------------------------------------------------------------------|-------------------|-------------------------------------------------------------------------------------------|-------------------|
| Current assets                                                             |                   | Current liabilities                                                                       |                   |
| Loans                                                                      | 11,223,481        | Current portion of borrowings from government fund for Fiscal Investment and Loan Program | 244,355           |
| Allowance for loan losses                                                  | (145,267)         | Others                                                                                    | 71,906            |
| Others                                                                     | 198,384           | Non-current liabilities                                                                   |                   |
| Non-current assets                                                         |                   | Bonds                                                                                     | 417,305           |
| Tangible assets                                                            | 8,742             | Borrowings from government fund for Fiscal Investment and Loan Program                    | 1,459,231         |
| Intangible assets                                                          | 1                 | Others                                                                                    | 7,773             |
| Investments and other assets                                               |                   | <b>Total liabilities</b>                                                                  | <b>2,200,570</b>  |
| Claims probable in bankruptcy, claims probable in rehabilitation and other | 68,325            | <b>Net assets</b>                                                                         |                   |
| Allowance for loan losses                                                  | (60,989)          | Capital                                                                                   |                   |
| Others                                                                     | 44,045            | Government investment                                                                     | 7,813,898         |
|                                                                            |                   | Retained earnings                                                                         | 1,255,358         |
|                                                                            |                   | Reserve fund                                                                              | 114,438           |
|                                                                            |                   | Others                                                                                    | (47,542)          |
|                                                                            |                   | Valuation and translation adjustments                                                     | (47,542)          |
|                                                                            |                   | <b>Total net assets</b>                                                                   | <b>9,136,152</b>  |
| <b>Total assets</b>                                                        | <b>11,336,721</b> | <b>Total of liabilities and net assets</b>                                                | <b>11,336,721</b> |

#### 2. Overview of Statement of Income

For the business year ended March 31, 2015, total income amounted to ¥114,438 million, decreasing ¥11,131 million from the previous business year. This decrease resulted from ordinary revenues which decreased ¥8,703 million to ¥209,144 million and ordinary expenses which increased ¥2,410 million to ¥94,688 million. The major factors of decrease in ordinary revenues were the absence of reversal of provision for contingent losses which was ¥10,877 million in the previous year and the ¥9,321 million increase in provision for allowance for loan losses.

(Unit: Millions of yen)

|                                                                              | Amount         |
|------------------------------------------------------------------------------|----------------|
| Ordinary expenses (A)                                                        | 94,688         |
| Expenses related to operations of cooperation through finance and investment | 94,688         |
| Interest on bonds and notes                                                  | 5,431          |
| Interest on borrowings                                                       | 24,068         |
| Interest on interest rate swaps                                              | 9,291          |
| Operations consignment expenses                                              | 18,978         |
| Operating and administrative expenses                                        | 13,068         |
| Provision for allowance for loan losses                                      | 17,076         |
| Others                                                                       | 6,776          |
| Ordinary revenues (B)                                                        | 209,144        |
| Revenues from operations of cooperation through finance and investment       | 208,688        |
| Interest on loans                                                            | 169,039        |
| Dividends on investments                                                     | 36,187         |
| Others                                                                       | 3,463          |
| Others                                                                       | 456            |
| Extraordinary losses (C)                                                     | 19             |
| Extraordinary income (D)                                                     | 1              |
| <b>Total income for the current business year (B-A-C+D)</b>                  | <b>114,438</b> |

Note) Because the amounts are rounded to the nearest million, the total amount does not always match the sum of each amount.

# JICA's Path for Development Activities

JICA will develop and implement specific programs and projects based on the Development Cooperation Charter, which was endorsed by the Cabinet in February 2015.

Specifically, it will focus on promoting human security further, encouraging “quality growth,” and strengthening cooperation with various actors.

## ● “Quality Growth” and Mitigating Disparities

- From the perspective of human security, JICA will offer assistance that will contribute to quality growth that is inclusive, sustainable, and resilient as well as poverty eradication through such growth. Specifically, JICA will assist in delivery of basic social services, climate change mitigation and adaptation, human resources development aimed at strengthening self-help efforts and governance capacity of partner countries, and socioeconomic infrastructure development, with special focus placed on reducing disparities, creating employment opportunities, self-reliant development of partner countries, disaster risk reduction (DRR) mainstreaming, and the quality of infrastructure in terms of life cycle cost and safety.
- To take advantage of Japan’s experience, expertise, and technology for quality growth, JICA will encourage infrastructure export, promote the international deployment of the Japanese Model, assist SMEs in expanding their business operations overseas, and further go ahead with Private-Sector Investment Finance projects, public-private partnership (PPP) infrastructure projects, and other PPP projects.
- Regarding regions and development issues, JICA will take special note of connectivity within the region and between

regions and the rest of the world in terms of physical, institutional, and people-to-people linkages as well as assistance that transcend countries or issues.

- JICA will extend necessary cooperation even to countries that have attained a certain level of per capita income but generated considerable internal disparities, those with special vulnerabilities such as small island countries, and those with a relatively high level of income as represented by ODA graduates, based on their actual development needs and affordability.

## ● Promoting Peacebuilding and the Sharing of Universal Values

- In its projects that build on the principle of human security, JICA will focus on people with particular vulnerabilities, including children, women, persons with disabilities, the elderly, refugees and internally-displaced persons, and ethnic minorities. JICA will design and implement specific assistance both for the achievement of the Japan’s Strategy on Global Health Diplomacy and Universal Health Coverage and for food security in various sectors.
- To establish and promote values such as democracy and the



Brazil: Students learning welding skills in the Project on Promotion and Capacity Development of Professionals for Shipbuilding Industry and Offshore Development. (Photo by Atsushi Shibuya)

rule of law, JICA will provide assistance both in governance, including democratization, and in the development of legal and judicial systems that regard issues such as anticorruption measures.

- JICA will further enhance its efforts to improve its capacity to respond to peacebuilding and humanitarian needs as soon as possible, even before a peace agreement is reached in post-conflict settings, as well as its capacity to provide seamless assistance from emergency assistance and reconstruction to development.
- Based on careful assessment of political and security situations, JICA will provide timely and appropriate peacebuilding support to Afghanistan, Iraq, the Palestinian Authority, South Sudan, the Horn of Africa, the countries surrounding the Sahel, Myanmar's ethnic minority groups, consolidation of the peace in the Mindanao region of the Philippines, and the countries surrounding Syria with a view to achieving regional stability that encompasses surrounding countries as well.

#### ● **Strengthening its Operational Engagement on Global Issues and the International Aid Agenda**

- JICA will increase its assistance in sectors where the current Millennium Development Goals (MDGs) — which need to be achieved by 2015 — have not been attained yet. It will also review its contribution to the achievement of the MDGs and communicate its findings.
- JICA will embrace global trends in development assistance, including the Sustainable Development Goals (SDGs), by capitalizing on Japan's expertise and experience. It will contribute to deepening international discussions on such issues and reflect the outcomes of these discussions in its activities.
- JICA will proactively work with the international community to address global issues such as climate change and infectious diseases. To address infectious diseases, JICA will work to strengthen the foundations for controlling emerging and reemerging infectious diseases from the perspective of global health security.
- JICA will reflect the outcomes of the Third UN World Conference on Disaster Risk Reduction in its activities. It will also engage appropriately in such international conferences as the Seventh Pacific Islands Leaders Meeting, the 21st Conference of the Parties to the UN Framework Convention on Climate Change (COP21), and the Sixth Tokyo International Conference on African Development (TICAD VI).

#### ● **Expanding and Deepening Strategic Partnerships**

- In order to identify new development resources and maximize development effectiveness, JICA will expand and deepen strategic partnerships with private companies, local governments, universities and research institutions, NGOs and civil society, other public organizations, other donors, regional organizations, and emerging countries.
- In view of the Japanese government's moves to promote regional revitalization, JICA will seek out new partners from among local governments and private companies while taking into account the potential of its domestic offices to serve as

hubs for revitalizing regional communities.

- JICA will actively disseminate and utilize Japan's experiences, expertise, and technologies that are internationally competitive in light of global trends in order to maximize its operational effectiveness and play a leading role in shaping global trends in development assistance. To these ends, JICA will sort out its past projects with a high problem-solving capacity, and disseminate them as "Japan Brand ODA" models. It will also formulate and implement its own projects based on these models.
- JICA will develop the human networks and strategic partnerships that have been built both in Japan and abroad so that they will contribute to mutual learning and development. In this way, JICA will also further promote South-South cooperation and triangular cooperation that will nurture new development partners.
- JICA will actively communicate the experience and expertise the Japan Overseas Cooperation Volunteer program has accumulated for the past 50 years and further deepen the program's values of developing globally competent human resources, empowering women, and other purposes. It will also take advantage of the JOCV and other volunteer programs to increase its assistance for development through sports.

#### ● **Supporting an Active Role for Women and Their Empowerment in Developing Countries**

- Based on the Japanese government's commitment on women-related policies in its assistance to developing countries, JICA will offer policy and institutional support that enhances gender equality and also formulate and implement projects where women are major beneficiaries. In addition, JICA will implement high quality operations by incorporating gender mainstreaming in any of its projects, regardless of the sector or issue it is designed to address.
- With regard to the implementation and monitoring of the National Action Plan on Women, Peace and Security that the Japanese government is developing, JICA will take into account not only gender equality and women's empowerment but also women's participation and leadership in formulating and implementing projects.



Chile: A Japan Overseas Cooperation Volunteer teaching volleyball to women in a village (photo by Kazuyoshi Nomachi)

# Concrete Initiatives



Cote d'Ivoire: A woman carrying a basin on her head stacked with bread she sells at the market (photo by Masataka Otsuka)

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# Southeast Asia and the Pacific

To Contribute to the Diversity of Development Needs and Enhancement of Growth in the Region as well as in Each Country

## Director General's Message

Hidetoshi Irigaki Director General, Southeast Asia and Pacific Department



## Regional Issues

- ➔ With annual average economic growth forecast at around 5%, the countries of Southeast Asia are facing challenges as to how they can best meet their massive infrastructure development and investment demand. There is also a need for action to ensure this economic growth is maintained, including measures to deal with aging and urbanization, narrowing the development gap within individual countries, and securing quality higher education.
- ➔ For the Pacific island countries, the challenge is vulnerability to climate change and environmental issues.

## Fiscal 2014 Initiatives

- ➔ JICA focused on providing support consistent with the various development needs of each country within the region through enhanced policy dialogue, and also consistent with Japanese government policy.
- JICA continued to conduct policy dialogue (Indonesia, Philippines), strengthen disaster management cooperation with ASEAN, provide support for establishing customs systems (Myanmar, Viet Nam), provide support for developing economic corridors including the construction of the Tsubasa Bridge (Cambodia), and boost support for the Pacific region.

## Future Cooperation

- ➔ In tackling infrastructure development based on the government's Infrastructure Systems Export Strategy, human resources development, and support for women's empowerment, JICA is aiming at "quality growth" in Southeast Asia and the Pacific region.
- ➔ In fiscal 2015, JICA will focus on formulating and implementing programs that strengthen physical, institutional, and people-to-people connectivity within the region with a view to the establishment of the ASEAN Community at the end of 2015, and that work toward narrowing the development gap within individual countries, as well as programs based on the declaration of support made at the Seventh Pacific Islands Leaders Meeting (PALM7).

pick up  
A look at  
programs by  
numbers

1/80

During busy times, boarding a ferry to cross the Mekong River on Cambodia's National Road No.1 could require a wait of anything up to seven hours, but with the opening of the Tsubasa Bridge in April 2015, the time it now takes to cross the river has been drastically reduced to about five minutes (during normal times), or about 1/80th of the previous time. This has helped to alleviate a former bottleneck on National Road No.1, an important route in southern Indochina.

Morning and evening traffic congestion in Jakarta, Indonesia is unrelenting. (Photo by Shinichi Kuno)

# Southeast Asia

Capacity Development to Support Sustainable Development of the Region Growing Up with Japan

## Key Aid Strategies

**“Quality Growth” and Mitigating Disparities, Promoting Peacebuilding and the Sharing of Universal Values, Strengthening Operational Engagement on Global Issues and the International Aid Agenda, Expanding and Deepening Strategic Partnerships, and Supporting an Active Role for Women and Their Empowerment in Developing Countries**

There are growing expectations for Southeast Asia, a region embracing an estimated population of about 630 million, to become the center of growth for the global economy.

JICA views Southeast Asia as a community and region that will grow up with Japan, and is providing cooperation that focuses on regional capacity development to support the extensive socioeconomic transformation and diversity in development needs, and that is in line with the Development Cooperation Charter announced in

February 2015.

In particular, JICA is extending support for developing soft and hard infrastructure and narrowing the development gap within the Southeast Asian region and in individual countries in order for the countries to achieve sustainable economic growth. It also cooperates in various fields such as disaster risk reduction, maritime safety, the rule of law, health, women's empowerment, and peacebuilding utilizing Japanese knowledge, technology, and experience.

### ● “Quality Growth” and Mitigating Disparities

ASEAN, which comprises 10 of the 11 countries that make up Southeast Asia (excluding Timor-Leste), is moving toward the establishment of the ASEAN Community at the end of 2015. In order for ASEAN countries to develop and intensify as the ASEAN Community, it will be necessary to strengthen connectivity within ASEAN Member States, between ASEAN and Japan, and between ASEAN and the world, both in hard and soft aspects.

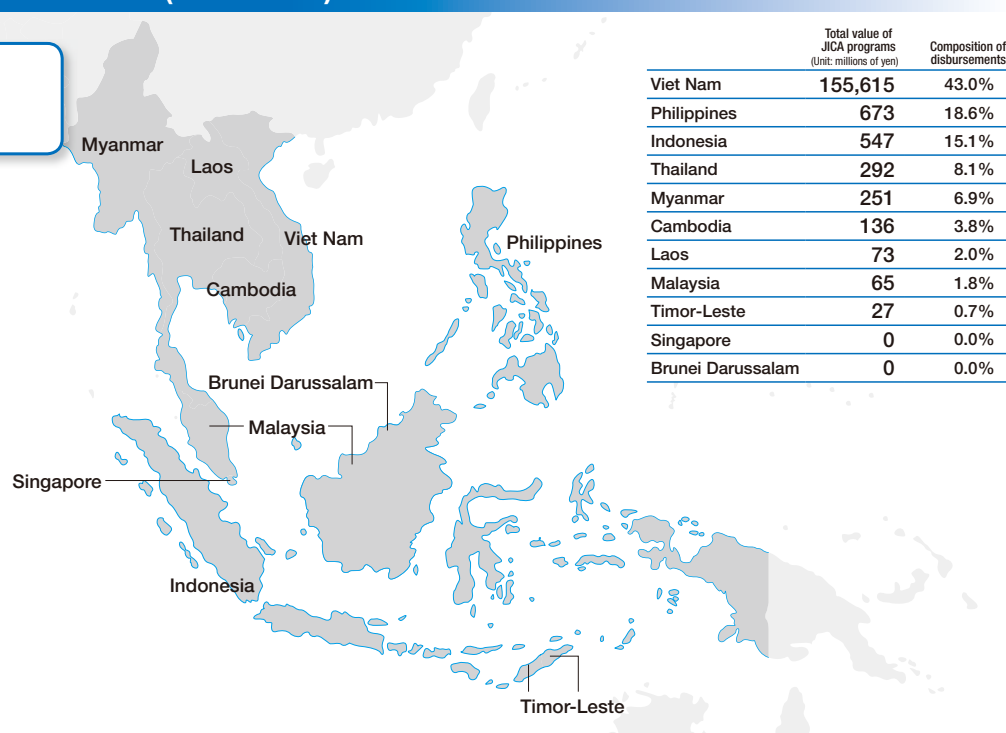
The original ASEAN Member States (Brunei, Indonesia, Malaysia, the Philippines, Singapore, and Thailand) will have to achieve sophistication of trade, investment, and logistics toward

the establishment of the ASEAN Community. It is necessary for these countries to promote high-value-added industries in order to sustain economic growth and to avoid the so-called middle-income trap.<sup>1</sup> The newer ASEAN members (Cambodia, Laos, Myanmar, and Viet Nam), have recently been enjoying high economic growth with the evolution of the ASEAN economic community network. In order to further improve national living standards and reduce the development gap with the original ASEAN members, they need to maintain current economic growth

<sup>1</sup> A situation where a country that has overcome poverty and reached the middle-income level loses its competitiveness due to rising wages and other reasons.

## JICA Programs in Southeast Asia (Fiscal 2014)

**Southeast Asia**  
**Total: 361,946**  
(Unit: millions of yen)



The figures show the total value of JICA programs in each country including Technical Cooperation (Training Participants, Experts, Study Teams, Provision of Equipment, JOCV and Other volunteers, and Other costs), Loan Aid (Disbursements), and Grant Aid (Newly concluded G/A agreements) in fiscal 2014. Note: Figures exclude JICA's cooperation for multiple countries and/or multiple regions and international organizations. Note: The value of JICA programs in Brunei Darussalam: ¥384,000 is rounded off to the nearest million yen.

by making use of connectivity in the region.

JICA, together with Japanese government ministries and agencies and private-sector organizations, is participating in the joint public-private sector taskforce to support the strengthening of ASEAN connectivity with the aim of quality growth in the region that combines inclusivity, sustainability, and resilience. As well as involvement in various policies and master plans in sectors relating to connectivity from the formulation stage through dialogue with ASEAN members, JICA is providing support in such areas as individual infrastructure development projects, improving the soft aspects of the investment climate, and developing legal systems. JICA is also providing support in such sectors as basic education, health, agriculture, and water supply to the newer ASEAN members with a view to narrowing the development gap within the region and within individual countries, and is also promoting South-South cooperation and triangular cooperation.

In Timor-Leste, JICA is providing cooperation for the formulation of comprehensive urban master plans that cover multiple sectors, including transportation and water supply needed for sustainable economic growth.

Still, infrastructure demand in Southeast Asia is huge and will require the kind of infrastructure development that uses not only public funds but also public-private partnerships (PPPs) and other private-sector resources. As well as providing assistance for establishing the institutions necessary to promote PPP projects and supporting privately funded development, JICA is providing support for operating overseas business expansion and promoting overseas investment to Japanese private companies, including small and medium-size enterprises, and is working to make the necessary system improvements that can boost project outcomes.

### ● Promoting Peacebuilding and the Sharing of Universal Values

JICA projects aiming at human security in Southeast Asia are focusing on ethnic minorities, the elderly, human trafficking, and other similar issues. Specifically, JICA is providing support for ethnic minorities in Myanmar; capacity development of administrative organs in Mindanao, Philippines, where a peace agreement has been reached; formulation of policy proposals for nursing care services for elderly persons needing long-term care and others in need in Thailand [→ see the Case Study on page 84]; and border control measures in Viet Nam to combat human trafficking. JICA is also providing cooperation on the regional issue of strengthening maritime Coast Guard capabilities and for global health.

### ● Strengthening its Operational Engagement on Global Issues and the International Aid Agenda

Southeast Asia is a region beset by frequent natural disasters, so measures to reduce the impact of global issues, and especially disasters, are crucial not just from a social safety perspective, but also in terms of sustaining economic growth. To contribute to the building of a resilient society that can withstand disasters in line with the “Sendai Cooperation Initiative for Disaster Risk Reduction” announced by Prime Minister Abe at the Third UN World Conference on Disaster Risk Reduction in March 2015,

JICA provides humanitarian aid when a natural disaster occurs and support during the recovery and reconstruction stages, and, focusing on disaster prevention and pre-disaster measures, JICA also extends support for evaluating risks associated with natural disasters, drawing up disaster preparedness and response plans, and establishing early warning systems using Japanese knowledge and experience [→ see the Case Study on page 91].

### ● Expanding and Deepening Strategic Partnerships

By promoting collaboration with the civil society, local governments, private-sector entities, universities, and other partners, JICA extends its support utilizing Japanese technologies and experience for emerging issues as a country that faced similar challenges, such as aging of the population, slightly earlier. The number of collaborating partners is expanding with the increase in open-application-type projects, and JICA is promoting the implementation of quality projects while strengthening the implementation structure.

The World Bank, Asia Development Bank (ADB) and other donors are also providing cooperation in this region, and there is a need to continue exchanges and collaboration with these donors through regular meetings also from the viewpoint of keeping pace with the establishment of the Asia Infrastructure Investment Bank (AIIB) and the resulting developments within ASEAN.

### ● Supporting an Active Role for Women and Their Empowerment in Developing Countries

In fiscal 2014, JICA jointly hosted the Japan-U.S. Cambodia Women’s Entrepreneurship Seminar with the aim of promoting women’s empowerment in the region. JICA is also providing support for training female police officers in Indonesia, and for women’s entrepreneurship as a part of support for industrial development promotion in the Philippines. JICA plans to implement projects that incorporate a gender perspective for all sectors and issues.

## Country Overviews and Priority Issues

### ● Indonesia

Although Indonesia’s real GDP growth rate in 2014 decelerated slightly to 5.02%, with the nation’s young population of about 250 million, the growth is expected to remain strong in the medium term, with a per capita GNI of \$3,650 in 2014. To ensure Indonesia’s stable economic growth, it is necessary to improve the investment climate and narrow regional disparity by promoting infrastructure development that supports economic activities as well as human resources development with advanced knowledge and skills.

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

Indonesia also frequently suffers from natural disasters, and based on Japan’s experience with similar disaster-prone



A disaster management drill was conducted at North Sulawesi Province, Indonesia. JICA is supporting the enhancement of disaster management capacities of Regional Disaster Management Agencies.

settings, JICA is providing support for measures to reduce the risk of disasters as well as countermeasures for climate change issues by strengthening regional connectivity, promoting regional development, reducing regional disparity, and strengthening the social security system.

Inaugurated in October 2014, the Joko Widodo administration has set infrastructure and maritime development as priority policy issues, and JICA will align its cooperation to the new government's development priorities through policy dialogue.

#### ● Philippines

In 2014, the Philippines economy continued its steady growth with GDP rising by 6.1% (per capita GNI of \$3,440 in 2014). Philippines does, however, face a number of challenges for sustainable development, including a lack of infrastructure

investment, frequent natural disasters, and the unstable security situation.

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

As well as starting to provide technical support for capacity-building with the aim of promoting infrastructure investment under a public-private partnership (PPP), JICA provided support for the formulation of the "Roadmap for Sustainable Urban Development" in Metro Cebu, the second-largest metropolitan area in the Philippines, in collaboration with Yokohama City. At the Third UN World Conference on Disaster Risk Reduction, JICA and the World Bank co-hosted a public forum dealing with disaster risk reduction and management to improve resilience as well as the role of finance in investment in disaster reduction as an initiative for realizing a disaster resilient society from the viewpoint of "Build Back Better." JICA also tackled regional peace and stability, such as holding a Mindanao peacebuilding seminar in Hiroshima in June 2014, providing support for developing systems for the establishment of a new autonomous government, and support for medium- and long-term regional development.

#### ● Thailand

With a GNI per capita of \$5,410 in 2014, Thailand has joined the ranks of upper-middle income countries. However, many issues still need to be addressed to achieve sustained social and economic development: making industries more competitive, measures for an aging population, and environmental problems and climate change. In addition, there are several issues common

#### Case Study Philippines: Environmental Development Project

### Japanese Company Awarded the Development of a Sewage Treatment Plant by Tender Based on Life-Cycle Cost Evaluation

In recognition of Japanese expertise in maintenance and management technologies and life-cycle cost (LCC), in January 2015, a Japanese company was awarded a sewage treatment plant development project in Manila. In this project, Maynilad, the water and sewerage services provider in the West Zone of Metro Manila, will build a sewage treatment facility with funding for construction provided by the Environmental Development Project.

#### Highlighting Japan's Technical Expertise

There are concerns in the Philippines about the impact that population growth and expanding economic activities in Metro Manila

in particular are having on the natural environment. Capital investment in improving the environment tends not to deliver a profit, so private-sector financial institutions are generally reluctant to provide medium- and long-term loans for this. So in September 2008, JICA signed an ODA Loan agreement with the Development Bank of the Philippines (DBP) to support environmental preservation in the Philippines, and through the DBP, JICA is funding medium- and long-term loans to local governments, private companies and others for capital investment in the environmental sector.

Rapid urbanization in Metro

Manila has exacerbated water shortages, water pollution and various other issues, and this sewage treatment plant development project is one of the projects falling under this ODA Loan arrangement.

Maynilad aimed at the construction of high-quality and cost-efficient sewage treatment facilities, and in evaluating tenders for the project, the company not only looked at initial costs such as design and construction costs, but assessed LCC including maintenance and management costs as well. JFE ENGINEERING Corporation was awarded the contract, and stated, "Competitive maintenance and management costs are the strength of our company, and this was central to our bid and highlighted our expertise."

JICA will continue to contribute to improving the environment in the Philippines through ODA Loans, and will provide indirect support for the implementation of overseas projects using Japan's comparative advantages and technical expertise.



Conceptual drawing of the Parañaque Sewage Treatment Plant  
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throughout the ASEAN region, such as strengthening ASEAN connectivity and narrowing the development gap.

JICA is extending cooperation to Thailand in three priority areas. First is sustainable development of the economy and coping with a maturing society, and here, JICA is continuing to extend cooperation for the development of a mass-transit rail network to alleviate traffic congestion in Bangkok. In December 2014, the Nonthaburi Bridge across the Chao Phraya River was opened. In food security and energy, JICA is promoting joint research between Japanese and Thai universities, and is also providing cooperation using Japanese expertise for measures to tackle issues concerning the elderly and also measures to counter environmental pollution [→ see the Case Studies on pages 84 and 99].

The second is coping with common issues in ASEAN countries, and for this, JICA is providing support for human resources development concerning customs systems and measures to counter climate change. In the third priority area of promotion of cooperation toward countries outside the ASEAN region, JICA is actively accepting trainees from Africa and other areas in cooperation with Thai aid agencies. Thailand is continuing to grow in importance as a base for support both within and outside ASEAN.

## ● Cambodia

Cambodia's economy has been achieving steady growth with real GDP rising by an annual average of about 7% since 2010, and per capita GNI reaching \$1,010 in 2014. While foreign investment

has increased, Cambodia still faces many challenges in power generation and roads, which are fundamental requirements for industry and people's daily lives, and other aspects of infrastructure development. Moreover, although the school attendance rate and indices relating to health and sanitation are on an upward trend, Cambodia still lags behind the other ASEAN member countries.

JICA is providing support in three priority areas in order to contribute to Cambodia's nation-building: (1) strengthening the economy's foundations, (2) promoting social development, and (3) strengthening governance.

In the lead-up to the launch of the ASEAN Economic Community, Cambodia has reached the stage where it can strive for further economic development through the diversification and upgrading of its industries. In providing support for the reinforcement of the Southern Economic Corridor extending from Ho Chi Minh City in Viet Nam to Bangkok in Thailand through construction of the Tsubasa Bridge and improvement of National Roads No. 1 and No. 5, JICA is contributing to strengthening connectivity within the Mekong region, and economic growth within Cambodia [→ see the Case Study below]. In rapidly growing Phnom Penh, JICA is providing support for stable power supply, formulation of an urban transport master plan, and the trial introduction of buses for a public transportation system. JICA is also contributing to the strategic and sustainable development of Cambodia through human resources development in various sectors.

### Case Study

#### Cambodia: Project for Construction of the Neak Loeung Bridge

### Linking Viet Nam, Cambodia and Thailand with a Single Road

**In April 2015, the Tsubasa Bridge spanning the Mekong River was opened for traffic. Funded by Japanese Grant Aid, construction took ten years, and with the opening of the bridge, the main bottleneck along the Southern Economic Corridor was removed.**

#### Strengthening ASEAN Connectivity

Currently being upgraded with Japanese cooperation, National Road No.1 is not only Cambodia's most important arterial highway, but in forming a part of the Southern Economic Corridor between Ho Chi Minh City

and Bangkok, it is also a vital route for the entire Mekong region. National Road No.1 was, however, cut at Neak Loeung, and the ferries across the Mekong River did not operate at night. During busy times, crossing the river could require a wait of up to seven hours.



The Tsubasa Bridge from the eastern bank of the Mekong River. The crane used during construction was removed just before the bridge was opened. (Photograph March 2015)

This project was for the construction of a long-span bridge at Neak Loeung where National Road No. 1 crosses the Mekong River, and the total length of the bridge including access roads is 5,400m. The opening of the bridge has enabled traffic to cross the river at any time of the day or night, and this, in turn, has greatly improved access to hospitals, schools, and

places of work for residents in the surrounding area.

The establishment of the ASEAN Economic Community at the end of 2015 is expected to lead to the much more active movement of people and products across national borders, and the completion of this bridge is of great significance in strengthening ASEAN connectivity. Along with National Road No.5, for which Japan is also providing support, National Road No.1 is expected to become a vital part of the Southern Economic Corridor linking Viet Nam, Cambodia and Thailand, and also function as a major arterial route underpinning economic growth in the Mekong region.

The bridge was named the Tsubasa Bridge (Spian Tsubasa\*) as it has the appearance of two birds spreading their wings. The new 500 riel note issued to mark the opening of the Tsubasa Bridge features the bridge together with the Kizuna Bridge, which was completed in 2001 with support provided by Japan and was the first bridge spanning the Mekong River in Cambodia.

\* "Spian" is the Cambodian word for bridge and "tsubasa" is for wings in Japanese.

## ● Laos

The real GDP of Laos has been increasing in a stable manner at an annual rate of between 7% and 8% as the country makes progress toward graduating from the ranks of least developed countries and achieving the Millennium Development Goals (MDGs), with a GNI per capita of \$1,600 in 2014.

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

Laos has recently been attracting attention for its investment opportunities. Savannakhet is particularly appealing for Japanese companies because of its location on the East-West Economic Corridor linking Viet Nam, Laos, and Thailand. JICA has to date extended cooperation for improving the investment climate, including development of the East-West Economic Corridor through ODA Loans and Grant Aid. JICA is also extending cooperation for improving public transport, water supply, and waste disposal with the aim of realizing a better urban environment in the capital, Vientiane, and regional core cities, which are central to the socioeconomic development of Laos.

## ● Myanmar

It has been four years since Myanmar embarked on a process of reform for democratization and national reconciliation in 2011, and with general elections due to be held, 2015 is a crucial year for the nation. To support reforms enacted by the Government of Myanmar, JICA extends its cooperation with emphasis on three areas in line with the Japanese government's economic cooperation policy.

First is assistance for improvement of people's lives in Myanmar, and to facilitate this, JICA, in collaboration with Japanese NGOs and international organizations, is providing a broad range of support, including support for ethnic minorities, development of rural areas, support for the poor, agricultural development, and improvement of health care. Second is assistance for development of systems and institutions to sustain the economy and society. This includes assistance for economic reforms in the form of policy recommendations and capacity development for policy-makers in the fields of economy and finance; trade, investment, and SME growth; and agriculture and rural development, as well as assistance in establishing legal systems [→ see the Case Study below]. JICA is also providing advice on organizational structure and support for capacity development in relation to the establishment of a stock exchange in Myanmar in 2015. The third area is support for the improvement of infrastructure and related systems necessary for sustainable economic development. JICA's support for infrastructure development includes the formulation of master

### Case Study

#### Myanmar: The Project for Capacity Development of Legal, Judicial, and Relevant Sectors

### Providing Support for Capacity Development in Legal and Judicial Organizations

**It is necessary for Myanmar to achieve rapid progress in the reform of its legal systems toward ASEAN integration in 2015. JICA is supporting organizational capacity development and human resources development of legal, judicial, and other relevant authorities in Myanmar so that they will be able to develop and implement laws that can respond to contemporary needs.**

#### Development of Economic Law is an Urgent Task

Since the transition to civilian rule in March 2011, the Government of Myanmar has been pushing ahead with reforms in various sectors. Establishing the rule of law through reform of the legal and judicial sector is a vital element for promoting these reforms. Reform of legal and judicial systems to promote a market economy and attract foreign investment is a top priority for the government, especially with the approaching establishment of the ASEAN Economic Community in 2015.

In this cooperation, JICA will provide support for improving the legislative-screening capabilities in the Union Attorney General's Office and the legislative-drafting capabilities in the Supreme Court of the Union, while undertaking activities to meet the challenges of drafting and revising economic law and other laws in Myanmar. From a medium- to long-

term perspective, JICA will provide support for improving the basis of human resources development for prosecutors, judges, and other officials at both organizations, and for examining the mutual consistency of targeted laws and regulations, and the legislative order of precedence.

Three Japanese experts are stationed in the Myanmar capital, Nay Pyi Taw, where they discuss issues with officials from both organizations on a daily basis.

#### Based on Knowledge Gained in Japan

With general elections scheduled for November 2015, a large number of laws are newly being enacted or amended, but progress is slow. In March 2015, JICA conducted training in Japan to introduce the legislative processes of Japan and other countries, and through discussions with Japanese experts, examine the most suitable for Myanmar. The training

was extremely fruitful as participants were also invited from other related organizations, and this enabled participants to discuss not only the screening processes for draft laws submitted to the government, but all aspects of the legislative process.

Participants from the Union Attorney General's Office held a debriefing session soon after returning to Myanmar, and proposed the involvement of experts and the use of public comments in the drafting process in individual ministries and agencies to make the legislative process more efficient. Reform of the legislative process is gradually beginning to move ahead.



JICA long-term experts give lectures on criminal law during training for judges newly appointed by the Myanmar Supreme Court.

plans for the development of Greater Yangon and major sectors, transportation including railroads, communications, water supply, and electricity [ → see the Case Study on page 79].

### ● Viet Nam

Viet Nam is continuing to achieve stable economic growth through the transition to a market economy and the policy of openness toward other countries under the Doi Moi (renovation) policy, with GNI per-capita of \$1,890 in 2014 and an annual real GDP growth rate of 5–6% in recent years. Meanwhile, abolishment of customs within the ASEAN region during 2015 has made strengthening industrial competitiveness an urgent task for Viet Nam. There is also a need to redress regional disparities between rural areas, which account for roughly 70% of the population, and urban areas; as well as to improve the urban public health environment; to reduce risks of natural disasters, including climate change; and to enhance medical services and the social security system.

The goal of the national development strategy of Viet Nam is industrialization of the country by 2020, putting priority on developing institutions, human resources, and infrastructure. In this regard, JICA is extending cooperation with a focus on (1) promotion of economic growth and strengthening international competitiveness; (2) response to fragility, the negative impacts brought by economic development; and (3) good governance. Specifically, JICA is extending cooperation over a broad range of fields, including infrastructure development, reforms of state-owned enterprises and the banking sector, enhancement of university education and vocational training, improvement of the urban environment, countermeasures against climate change, promotion of high-value-added agriculture, development of the systems in the fields of the health-care sector, and improvement of the judiciary and administrative functions.

### ● Timor-Leste

In Timor-Leste, which achieved independence in 2002, a transition from reconstruction to development is ongoing. Although its per-capita GNI reached \$3,120 in 2014 with stable economic growth, the reality is that the majority of national revenue depends on oil and natural gas. One of the urgent issues is to diversify industry and create job opportunities in order to reduce the overreliance on revenue from natural resources. In

order to achieve all this, developing human resources is key.

JICA has three cooperation programs: (1) establishing foundations for promoting economic activities, (2) agriculture and rural development, and (3) capacity development of the government and public sector. The specific activities include: development of transportation infrastructure, such as roads; development of human resources in the area of engineering; technical cooperation and policy recommendations to promote agriculture; and technical cooperation for the government's capacity development in formulation and implementation of development plans.

### ● Malaysia

The Malaysian government is now putting forth efforts to join the ranks of developed countries with a GNI per capita of \$15,000 or more by 2020. Malaysia has attained stable economic growth of 5.9% in 2014. However, several issues must be resolved in order to achieve this goal: transformation into a high-value-added economy; harmonization of development and environmental protection; and protection of the socially vulnerable.

Under such circumstances, JICA's cooperation to Malaysia focuses on three priority areas: (1) supporting balanced development toward Malaysia becoming a high-income nation and contributing to the mutually beneficial relations between Malaysia and Japan; (2) responses to common issues in the Southeast Asian region; and (3) Japan-Malaysia Development Partnership beyond the Southeast Asian region.

JICA is implementing projects in the following fields: development of human resources for industry with advanced technological skills; higher education for utilizing advanced scientific technologies; infrastructure development; protection of socially vulnerable people including persons with disabilities; and cooperation for environmental conservation, including climate change measures. JICA is also assisting Malaysia in providing South-South cooperation to ASEAN, African, and Islamic countries and supporting such countries by utilizing Malaysia's development experience.

### ● Singapore

After concluding the Japan-Singapore Partnership Programme in 1993, Singapore and JICA have been cooperating as partners in conducting approximately 10 to 15 training courses a year since fiscal 1994 covering various fields mainly for other ASEAN member states. In addition to courses provided with a view to the establishment of the ASEAN Economic Community in 2015, including courses on intellectual property rights, customs operations, maritime safety management, border controls, and other areas for strengthening ASEAN connectivity, and courses for newer ASEAN Member States (Cambodia, Laos, Myanmar, and Viet Nam) aimed at narrowing the development gap within the ASEAN region, Singapore and JICA are also running courses for Africa, Small Island Developing States, Timor-Leste, and the Palestinian Authority. By fiscal 2014, 350 courses had been conducted, with participation of about 6,100 trainees from 95 countries.



Water supply improvement advisor repairing deteriorated water pipes in Dili (Timor-Leste).

# The Pacific

Cooperation Focused on Dealing with Small Size, Isolation and Remoteness Issues

## Key Aid Strategies

### Providing Effective Cooperation by Applying Japanese Knowledge and Experience

The Pacific island countries have a number of common characteristics. They have small-scale domestic markets due to small land areas and populations (small size), are comprised of many islands separated by vast expanses of ocean (isolation) and have limited access to international markets (remoteness). In addition, this region is vulnerable to natural disasters and the impacts of climate change as well as environmental degradation associated with modernization. Furthermore, the Pacific island countries

have very little resilience to economic crises such as sharp increases in the price of fuel or food.

JICA is providing a wide range of cooperation to overcome each country's priority issues. JICA is also extending region-wide cooperation to address common concerns throughout the region, such as disaster risk management, climate change measures and environmental protection.

JICA provides assistance to the following Pacific island countries: Fiji, Papua New Guinea, the Solomon Islands, Vanuatu (in the Melanesian region), Samoa, Tonga, Tuvalu, the Cook Islands, Niue (in the Polynesian region), Kiribati, the Marshall Islands, Micronesia, Palau, and Nauru (in the Micronesian region). These countries with diverse languages also have their own distinctive cultures and customs.

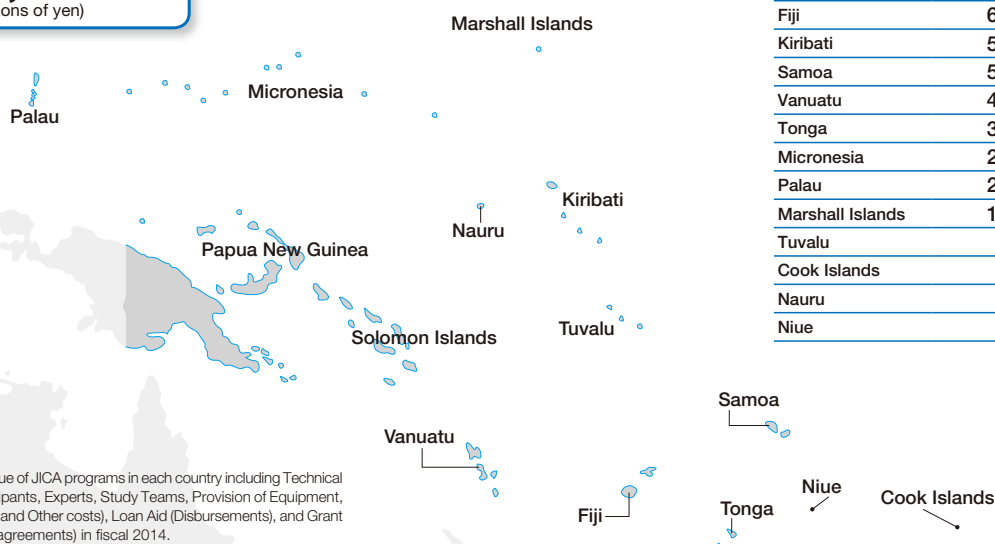
The Pacific island countries used to live a traditional self-sufficient lifestyle. However, the influx of modern economics and culture made their economic structure more import-dependent; consequently, this condition resulted in creating chronic trade deficit in these countries. They have also faced natural environmental issues, including ecosystem degradation, due to

urbanization and environmental pollution. Furthermore, these small islands hardly receive the benefit of necessary social services such as education and health care and transportation infrastructure connecting islands and countries is insufficient. These problems have made it difficult for these countries to achieve socioeconomic development and self-reliance.

JICA is providing region-wide cooperation to these island states to address common issues. In this case, JICA's approach to cooperation involves dispatching experts to key countries to create development models that suit common regional needs. These models are then extended to neighboring countries through such schemes as third country training programs. JICA is also providing cooperation that applies Japanese knowledge and

## JICA Programs in the Pacific (Fiscal 2014)

The Pacific  
Total: **9,242**  
(Unit: millions of yen)



The figures show the total value of JICA programs in each country including Technical Cooperation (Training Participants, Experts, Study Teams, Provision of Equipment, JOCV and Other volunteers, and Other costs), Loan Aid (Disbursements), and Grant Aid (Newly concluded G/A agreements) in fiscal 2014.

Note: Figures exclude JICA's cooperation for multiple countries and/or multiple regions and international organizations.

Note: The regional total includes JICA's costs for dispatching Study Teams to developed countries.

experience, such as Okinawa's experience in overcoming issues unique to islands.

## Priority Issues and Activities

### ● Environmental Management

Waste management is a problem common to the small islands of the Pacific region. Since 2011, JICA, in cooperation with the Secretariat of the Pacific Regional Environment Programme (SPREP),<sup>1</sup> has provided assistance for developing sustainable waste management systems and human resources to 11 countries in the region. Cooperation is provided at the regional level and country level toward the implementation of the Pacific Regional Solid Waste Management Strategy 2010-2015, a common regional goal. By conducting these activities, JICA is assisting in a reduction of the environmental impact of human activity, such as solid waste disposal, and helping to establish a sound material-cycle society on these islands.

Focusing on the oceans around the islands, the people of the Pacific are highly dependent on coral reef ecosystems for a variety of things, such as fishery and tourism resources and disaster prevention. However, in recent years, the coastal ecosystems have been damaged by multiple factors, including overfishing, environmental pollution caused by coastal development and the impact of climate change. JICA and the Vanuatu Fisheries Department have carried out technical cooperation to achieve sustainable management of coastal resources. In the Micronesia region, JICA has utilized the Palau International Coral Reef Center as a project base for technical cooperation in order to improve the research capabilities of coral reef ecosystems and achieve sustainable management of its ecosystems. The project is being carried out jointly with the University of the Ryukyus and the Japan Science and Technology Agency (JST) [[see the Case Study on page 31](#)].

### ● Disaster Risk Management and Climate Change

The Pacific island countries are highly vulnerable to natural disasters such as cyclones, floods, earthquakes, and tsunamis. Due to the large number of remote islands and limited communication and transportation, there is difficulty in spreading disaster warnings and also in delivering emergency aid to residents.

JICA has provided Technical Cooperation, Grant Aid and other cooperation to reinforce disaster prevention measures at the regional level. One specific area of cooperation involves enhancing weather observation and forecast and warning capabilities. JICA is conducting training programs at the Fiji Meteorological Service for experts from each of the countries in the region, as well as developing weather observation facilities in Samoa. In Tuvalu and the Solomon Islands, JICA provides assistance to set up radio broadcast networks for disaster information to give residents quick access to the information. In Fiji and the Solomon Islands, JICA has also engaged in technical cooperation that enables residents to evacuate properly according to information received. Overall, JICA is supplying a broad range of cooperation for disaster prevention in the region.

The Pacific island countries also are vulnerable to the impacts of climate change. In particular, Tuvalu and other low-lying atoll countries are vulnerable to sea level rise and other impacts associated with climate change. With the cooperation of the University of Tokyo and JST, JICA is providing Science and Technology Cooperation for eco-technological research to analyze the biogenic mechanism of production, transportation, and accumulation of sand by coral reefs and foraminifera.

### ● Maritime Transportation

Maritime transportation is essential for the Pacific island countries to ferry people and cargo back and forth between the islands since the territories cover a vast area of ocean. From the perspective of providing access to education and medical services, maritime transportation is truly a lifeline for these countries. Up to now, JICA has provided Grant Aid for rehabilitation of harbors and provision of passenger and cargo vessels in Micronesia, Marshal Islands, Samoa, Tuvalu, Tonga and other countries in this region. In June 2012, JICA signed a loan agreement with Vanuatu as its first ODA Loan, which is to be used for the construction of an international cargo wharf in Port Vila.



Rendering of the Port Vila Lapetasi International Wharf

### ● Stable Supply of Energy

The Pacific island countries, with limited natural energy resources, face the challenges of the reduction of reliance on an imported diesel oil supply that is easily affected by outside conditions such as steep rises in oil prices in international markets, and the introduction of stable energy sources that have low impact on the environment. In response to this, the Pacific island countries are promoting introduction of renewable energy, such as solar power generation and wind power generation. However, there is a concern about overreliance on renewable energy systems because they have wide output variations that may bring instability into electric power systems.

JICA assists in the stabilization of electric power systems and efficient usage of the existing electric sources such as diesel power generation while conducting studies on the power mix to optimize the effects of introducing renewable energy. In more precise terms, JICA supports installation of solar power systems as well as introduction of micro-grid control equipment and power

<sup>1</sup> A regional organization in the Pacific guiding environmental policies established in 1980. The organization consists of 21 Pacific island countries and Australia, France, New Zealand, the United Kingdom, and the United States.

system stabilization equipment, which enable stable usage of renewable energy and maintenance of a good balance between supply and demand of domestic electricity [ → see the Case Study on page 104].

### ● Social Services

Because many Pacific island countries lack the proper supply and storage systems to ensure safe immunization programs, they require the establishment of a “cold chain” to provide safe supplies of vaccines. Toward that goal, in 2004, JICA committed itself jointly with the World Health Organization (WHO) to cooperation for the Pacific Immunization Programme Strengthening (PIPS). Since then, JICA has been providing support for the dissemination of technology and human resources development related to the management of immunization projects and vaccines in the Pacific region. In response to the increasing disorders and deaths caused by non-communicable diseases (NCDs), such as diabetes and cardiovascular diseases, and the consequent structural transition of diseases from communicable to NCDs, JICA has started technical cooperation to establish measures against NCDs in 2015.

Limited access to education is also a serious issue for remote areas and islands. JICA is providing cooperation in the region to increase opportunities for and the quality of education through the use of television, radio and satellite communication networks, and other methods. Through Grant Aid and Technical Cooperation,



Installation of a micro-grid system under Grant Aid in Tonga

JICA is assisting with the establishment of an information and communication technology (ICT) center and the training of ICT staff at the University of the South Pacific (the main campus in Fiji), which was established by 12 countries in the Pacific region. Among other examples, in Papua New Guinea, where the primary education enrollment rate is low, JICA has constructed a national education media center and provided aid for the production of educational programs. Aid has also been given for delivering model school classes via television to elementary and junior high schools in other areas of the country.

#### Case Study

#### Project for Sustainable Management of Coral Reef and Island Ecosystems: Responding to the Threat of Climate Change

### Understanding the Mechanism of Coral Reef and Island Ecosystems for Continuous Protection

JICA extends assistance in improving Palau's capabilities to research and maintain its coral reef and island ecosystems through joint research on the ecosystems.

#### Providing Policy Proposals for the Preservation of Ecosystems

Palau is one of the countries with the highest diversity of marine life in the world. Palau positions the development of tourism, with a focus on its rich natural environment, including coral reefs, as a main pillar of its economic development. However, in addition to the recent conversion of natural forests into farmland,

excessive fishing, and land development, there are concerns about a negative influence on the environment from global climate change, including rising seawater temperatures and ocean acidification. The protection of coral reef ecosystems has become an important issue.

In the project that started in 2013, joint research was conducted by the University of the Ryukyus, which has a strong reputation in

research on coral reef and island ecosystems, and the Palau International Coral Reef Center (PICRC). Influences from climate change and influences from the land areas on coral ecosystems are evaluated from a viewpoint of natural science throughout Palau. At the same time, influences of the changes in ecosystems on the economy and the society of Palau are studied and analyzed from the viewpoint of social science.



A Japanese researcher investigating coral damage conditions



Researchers of the Palau International Coral Reef Center monitoring coral reefs

Currently, marine life is collected and coral communities are monitored at 40 points that include three core research areas. Through the joint research, research techniques are being transferred to young members of the PICRC, who will be responsible for maintenance of the coral reef and island ecosystems in future. Exhibitions, workshops, and others are also planned in the days ahead in order to promote understanding of the coral reef and island ecosystems by local people.

Results of these research projects are expected to be reflected in the establishment and implementation of overall measures and policies that aim to maintain the coral reef and island ecosystems in the future.



# East Asia and Central Asia

Providing Support that Meets the Needs of Each Country and Improves Regional Connectivity

## Director General's Message

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



### Regional Issues

- Most countries in this region are land-locked, and those countries that are poor in natural resources struggle with insufficient basic social services, while those that are rich in natural resources face the challenge of widening economic disparity and the economic vulnerability of fluctuating resource prices.
- Development of human resources with a global perspective continues to be important for further transition to market economies.

### Fiscal 2014 Initiatives

- JICA launched its first ever Sector Project Loan in Uzbekistan, which comprehensively supports the expansion of the power supply, including several advanced power-generation projects.
- Continuous efforts have been made by Japan and China on common challenges that the two countries directly face, including air pollution. The outcome of this continuous cooperation was reflected in the first major revision in 25 years of China's Environment Protection Law.

### Future Cooperation

- JICA will provide support according to the needs and circumstances of each country, including reducing poverty and minimizing disparity through rural development and employment promotion, as well as industrial diversification. In addition, JICA will also support infrastructure development that will contribute to improving economic connectivity in the region.
- As for China, JICA will promote cooperation in selected areas where both Japan and China face common challenges, and that have direct impacts on Japan.

pick up  
A look at  
programs by  
numbers

**505** persons

This is the number of qualified mediators that the Project for Strengthening the Mediation System in Mongolia has supported to date. JICA assisted in the formulation of the Mediation Law, enacted in May 2012, and raised the capacity of relevant personnel. JICA has been continuously supporting the introduction of a mediation system in Mongolia that facilitated early and rational dispute resolution through negotiations that are satisfactory to the citizens. To date 9,908 cases of mediation have been implemented at the courts of first instance throughout Mongolia.

The Kyrgyz Republic: Japanese experts and their counterparts in a drifting-snow zone consider suitable road maintenance and management. (Photo by Kaku Suzuki)

# East Asia

## Strengthening Strategic Partnerships Aiming for Mutually Beneficial Relationships

### Key Aid Strategies

#### Support Regional Stability and Growth that is Sound and Sustained

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

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

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

### Country Overviews and Priority Issues

#### ● China

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

In this situation, and in line with policies of the Japanese government, JICA's cooperation is currently extended to the common challenges faced by both countries. Examples include measures against cross-border pollution, infectious diseases, and food safety-related issues. Furthermore, implementation of technical cooperation projects is also in progress in areas other than those mentioned above, with expenses being covered by China in principle, as a new approach of Japan-China cooperation.

Major projects in this region for priority issues include the

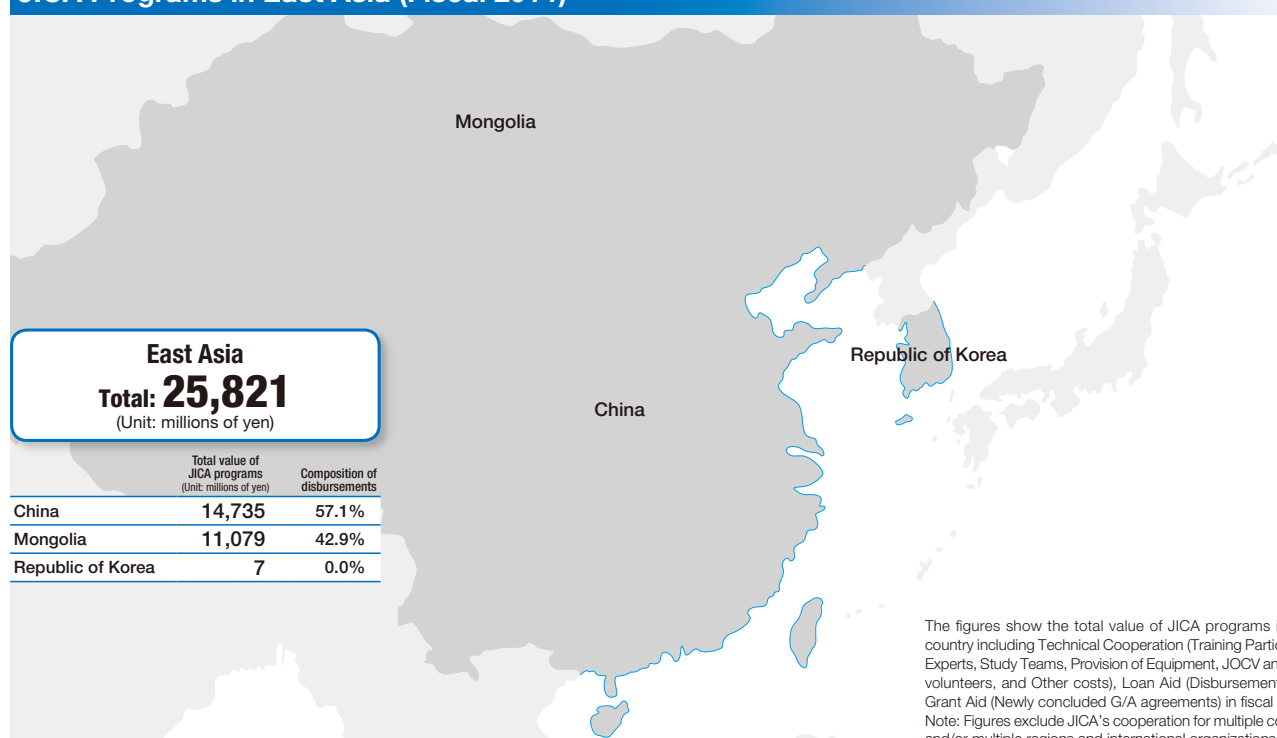
Project for Total Emission Control of Nitrogen Oxide in Atmosphere. Based on Japan's experience with pollution, this project aims to find ways to reduce the emissions of nitrogen oxide, a causative agent for 2.5-micron particulate matter (PM2.5), which, among airborne particles, is particularly damaging to health. To that end, the project is investigating technological measures and public policies and systems and spreading the use of practical control technologies and methods.

#### ● Mongolia

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

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

### JICA Programs in East Asia (Fiscal 2014)



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

- (2) Assisting inclusive growth: creating employment primarily at micro, small and medium-sized enterprises to diversify industrial activities, and improving basic social services.
  - (3) Enhancement of the capacity and function of Ulaanbaatar as an urban center: improving the city's infrastructure facilities, and upgrading urban planning and management capabilities.
- Major projects in Mongolia for priority issues are as follows.

The New Ulaanbaatar International Airport Construction Project: Construction of a new airport in the suburbs of Ulaanbaatar will improve the safety and reliability of air access for the capital city and provide greater convenience for travelers,

contributing to further economic development in Mongolia. JICA is also extending technical cooperation for establishing smooth management and maintenance systems to be applied when the airport starts operations.

Two-Step-Loan Project for Small and Medium-Scaled Enterprises Development and Environmental Protection, Phase II: JICA assists development of SMEs by providing them with low-interest and long-term financing and supports job creation and diversification of industries. JICA also provides financing for environmental improvement efforts by these enterprises such as equipment investment for the measures against urban air pollution. JICA has provided financing for over 480 companies by 2014, and created new jobs for over 2,000 people.

#### Case Study Mongolia: Higher Engineering Education Project

### ODA Loan Project Aims to Strengthen Industrial Human Resources to Promote Sustainable Economic Growth

Needs for development of human resources in the field of engineering and strengthening of research capabilities are increasing in Mongolia, where rapid economic growth is being achieved through the development of mineral resources. JICA supports the sustainable economic growth of Mongolia by enhancing the functions of educational institutions in the field of engineering, and developing human resources in the field by providing education in Japan for Mongolians.

#### Supporting the Development of 1,000 Engineers

While the number of new students entering the engineering departments of higher educational institutions in Mongolia increased by 40% in the five years from 2007 to 2012, there is a lack of instructors. Action must be taken to meet this rapidly increasing need in human resources development. Enhancement of educational quality is another challenge. For example, curricula at universities consist mainly of theory-intensive lectures, and there is a lack of practical studies. Currently the ratio of university faculty members with doctoral degrees is only about 20%,<sup>1</sup> a number that is almost 100%<sup>2</sup> in Japan.

In this project, the following three programs are implemented to resolve these issues.

##### 1. The Twinning Program with Japanese universities, aimed at quality improvement in undergraduate education

In order to improve the curricula of the Mongolian University of Science and Technology by introducing practical content to develop human resources that meet industrial needs, new curricula are being developed jointly with Japanese universities. Necessary educational materials are provided and lecturers are dispatched for implementation of the new curricu-



People scheduled to study in Japan who have received certification from the Minister for Education, Culture and Science of Mongolia

la. Meanwhile, under the Twinning Program, 320 Mongolian students are to be admitted to the third year of relevant departments at Japanese universities after two and a half years of education given in accordance with the new curricula in Mongolia; they will receive undergraduate degrees.

##### 2. Studying in Japan and conducting joint research to enhance educational and research capacities of university teachers

A total of 160 instructor candidates, including teaching assistants from the National University of Mongolia and the Mongolian University of Science and Technology, are scheduled to study in Japan either for master's or doctoral degrees. Additionally, a total of 320 non-degree students are to be accepted to study in Japan. Furthermore, 20 joint research projects are to be conducted to strengthen research expertise, for which necessary materials and equipment will be provided and teachers will be dispatched from Japan to Mongolia.

##### 3. Studying at Japanese colleges of technology (*Kosen*) to supply immediately effective engineers

To develop engineers who are immediately ready to lead Mongolian industries, a total of

200 students are to be admitted to *Kosen* in Japan. At the same time, to prepare for the implementation of *kosen* education system in Mongolia, a country-focused training, the Enhancement of Teachers' Capacities toward the Implementation of *Kosen* Education System, is being conducted separately for the purpose of developing necessary human resources, including personnel for the Ministry of Education, Culture and Science of Mongolia as well as colleges of technology.

This project, which sends over 1,000 students to Japan, is widely known as the "Project to Develop 1,000 Engineers in Mongolia," on which high expectations have been placed.

Japan and Mongolia signed the Economic Partnership Agreement (EPA) in February 2015, and the accelerating economic relationship between the two countries is drawing attention. It won't be long before the graduates of this project play an active part as Mongolian partners to Japanese companies.

1. Statistical Year Book on Education, Culture, Science and Technology (2011–2012)

2. Results of the Survey of Research and Development (2011) by the Ministry of Internal Affairs and Communications

# Central Asia and the Caucasus

An Internationally Spotlighted Resource-Rich Region Open to Asia and Europe

## Key Aid Strategies

### Supporting Intraregional Cooperation for Stable Economic Development

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

former Soviet Union in 1991.

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

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

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

## Country Overviews and Priority Issues

### Uzbekistan

Uzbekistan maintains a robust economic growth rate underpinned by high international commodity prices for natural resources such as natural gas and gold. To ensure the country's continued firm development, JICA is providing aid in three areas: (1) improving and building economic infrastructure for

### Kazakhstan

Kazakhstan, endowed with abundant natural resources, including the world's second-largest uranium reserves is seeking to change its resource-dependent economic structure, and pursuing industrial diversification to achieve balanced and sustained economic growth. The level of Kazakhstan's economic development is high, and JICA selects and implements projects

## JICA Programs in Central Asia and the Caucasus (Fiscal 2014)



in the sectors where Japan's knowledge and technology can be utilized, including disaster risk management, energy conservation, and production and quality management, with an eye to strengthening business relationships between Kazakhstan and Japan. Further, rapidly developing Kazakhstan is building a system to provide support to other countries and play the role of a donor country. In fiscal 2014 JICA also started providing assistance to Kazakhstan for this "donorization" [[→ see the Case Study below](#)].

### ● Tajikistan

Neighboring Afghanistan with a lengthy 1,344-km border, Tajikistan is positioned at the juncture of Central Asia and Southwest Asia. A civil war broke out in the year following independence from the former Soviet Union. The country's economy and society deteriorated until the 1997 peace accord that ended the war. Currently Tajikistan is working on achieving economic and social stability, enacting structural reforms, and improving the living standard of its people. JICA's basic policy is to assist the path of departure from poverty and transition to growth by building a foundation for sustainable economic growth through correction of disparities in living standard and the building of infrastructure. JICA priority areas for assistance include (1) improving rural development, including essential social services in Khatlon Province, bordering on Afghanistan; and (2) establishing transportation and small-scale electric power

infrastructure at the crossroads of Central Asia and Southwest Asia. In addition, JICA cooperates with other international organizations to achieve safety and stabilization, and to improve people's lives, in the border regions of Tajikistan and Afghanistan.

### ● The Kyrgyz Republic

After its independence from the former Soviet Union, the Kyrgyz Republic was one of the first countries in the region to actively pursue a market economy. However, as a mountainous country with few significant natural resources other than gold, the Kyrgyz Republic has been unable to attain stable economic growth. The goal of JICA's assistance is to achieve "economic development and poverty eradication by strengthening export competitiveness and promoting business." With that in mind, JICA is focusing on the priority fields of (1) building transportation infrastructure and (2) developing agriculture and business. Therefore, JICA is providing aid such as road and bridge improvements, aid to strengthen road administrative and maintenance capacity [[→ see the Case Study on page 37](#)], the One Village One Product Project, support for agriculture promotion, and human resources development for the business sector through the Japan Center for Human Resources Development.

### ● Turkmenistan

Turkmenistan has been strengthening ties with the United States, Europe, and its neighboring countries, with its economy

#### Case Study Kazakhstan: ODA Scheme Seminar

### From the Supported Side to the Supporting Side — Assisting Kazakhstan's Donorization

**Kazakhstan, whose economy has been rapidly developing in recent years, enacted the Law on Official Development Assistance in December 2014 and is planning to establish an ODA executing agency in order to fulfill the country's obligations, which correspond with its economic growth. JICA invited officers of the related ministries of Kazakhstan, a country accelerating its efforts toward donorization, and conducted an ODA scheme seminar for them in December 2014.**

#### Aiming to Join the World's Top 30 Developed Countries by 2050

With the surge in oil prices as the driving force, Kazakhstan has sustained steady economic growth since the 2000s, and GNI per capita reached \$11,380 in 2013, according to the World Bank. In December 2012, President Nursultan Nazarbayev announced the country's long-term goals, which included the objective to join the world's top 30 developed countries by 2050. Kazakhstan is now entering a new phase of nation building that has continued since its independence in 1991.

As part of the efforts to achieve its goals, the Government of Kazakhstan has set forth a policy to enhance the country's role in the international community by becoming a donor country in the field of international cooperation. Kazakhstan is currently reviewing the ODA cases of other countries and building its own structure for ODA execution.

To support these donorization endeavors, JICA invited seven officers from government institutions that are involved in establishing an ODA executing agency, such as the Ministry of Foreign Affairs and the Ministry of Finance, and conducted a seminar for them in December 2014. The presentations in the two-week seminar included an overall picture of Japanese ODA, with its 60-year history, as well as the process of JICA's establishment, its

organizational structure, and its schemes.

#### A New Cooperation Partner

Kazakhstan faces many challenges that are similar to what its neighboring countries face, including development of preventive measures against natural disasters such as earthquakes, construction and maintenance of transportation infrastructure, and improvement in health care services, so it has the advantage of understanding these countries' needs better than Japan does.

To make use of this advantage and extend more effective cooperation in Central Asia, JICA expects to conduct joint projects with Kazakhstan as a cooperation partner in the future.

Participants in the seminar visiting JICA's Global Plaza



supported by large reserves of natural gas. JICA's cooperation concentrates mainly on supporting the development of the economy and society through providing training in such fields as transportation, health care, agricultural development, and promotion of small and medium-sized enterprises (SMEs). The Technical Cooperation Agreement was signed between the governments of Japan and Turkmenistan in September 2013, and it is expected to facilitate smooth implementation of technical cooperation more than ever. Based on this agreement, discussions are currently ongoing to start the first technical cooperation project in Turkmenistan.

### ● Azerbaijan

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

### ● Armenia

Linking Central Asia, the Caspian Sea region, and Europe, Armenia has proactively pursued democratization and a market economy since its independence from the former Soviet Union. Given the dilapidated infrastructure built during the Soviet era and the country's location in an earthquake zone, the issues facing Armenia are infrastructure development and the strengthening of measures to reduce the impact of disasters. Therefore, JICA is focusing on assistance for economic infrastructure, rural development and strengthening of disaster prevention measures, guided by a basic policy of achieving balanced, sustainable economic growth in Armenia.

### ● Georgia

Situated at the crossroads of Asia and Europe, Georgia is becoming increasingly important as a route for exporting Caspian Sea oil and gas to Europe. Georgia's issues, therefore, revolve around leveraging its geographically advantageous position to develop its trade and transportation industries and to foster the export industry. JICA is giving priority to building economic and social infrastructure, and agriculture and rural development as a basis for economic development. JICA is providing assistance for the improvement of the East-West Highway which plays an essential role in transportation; and training programs for local industry development and the creation of a more attractive business environment.

#### Case Study

#### The Kyrgyz Republic: Comprehensive Cooperation in the Transport Sector

### To Remove Bottlenecks in the Landlocked Mountain Country

**Securing smooth transportation is a big challenge in the Kyrgyz Republic, a landlocked mountain country hemmed in by high mountains to the north and the south. To overcome this challenge, JICA extends comprehensive cooperation that combines enhancement of policy development and road maintenance management expertise through technical cooperation, as well as improving transportation infrastructure through ODA Loans and Grant Aid.**

#### Deteriorating Infrastructure and Frequent Disasters

In the landlocked Kyrgyz Republic, 95% of the transportation of people and goods relies on roads. However, necessary road maintenance management was absent after the country's independence that came with the collapse of the Soviet Union, due to an insufficient national budget, an outflow of engineers, etc.

Deterioration of transportation infrastructure is progressing, and enhancement and proper maintenance management of this infrastructure is of high importance. Furthermore, because of the severe natural environment, even major trunk highways are closed by natural disasters such as mudslides, landslides, rock falls, avalanches, and drifting snow; human casualties are also seen.

#### Cooperation in Human Resources Development and Infrastructure Development

For enhancement of local expertise, JICA

currently supports the strengthening of government officers' policy planning capabilities by dispatching a road administration advisor (2014–2016). JICA also provides training on inspections and implementation of preventive measures against accidents, and assists in drawing up medium- to long-term maintenance management plans for bridges and tunnels, through the Project for Capacity Development for Maintenance Management of Bridges and Tunnels (2013–2016).

For infrastructure development, JICA provides materials and equipment for road repairs, recovery from disasters, snow removal, and snow melting under the Project for Improvement of the Equipment for Road Maintenance in Osh, Jalal-Abad, and Talas Oblasts (2014–2015). In a series of projects, including this project, maintenance management equipment will be provided to all oblasts (provinces), except for Batken Province, among the seven oblasts in the Kyrgyz Republic.



Personnel of the Ministry of Transport and Communications learning bridge inspection methods from a Japanese expert. (The Project for Capacity Development for Maintenance Management of Bridges and Tunnels)

#### ODA Loan Restarted after 16 Years

In July 2014, Fumio Kishida, Minister for Foreign Affairs of Japan, visiting the Kyrgyz Republic to attend the 10th anniversary of the Foreign Ministers' Meeting of the Central Asia Plus Japan Dialogue, announced a new ODA Loan for about ¥12 billion. The loan is to be used for the improvement of the Osh-Batken-Isfana Road that crosses the Fergana Valley, in the southern part of the country, and for the implementation of disaster prevention measures for the Bishkek-Osh Road, a trunk highway that runs from the north to the south of the country, which was supported by a past ODA Loan. These initiatives are expected to remove the geographical bottlenecks of the landlocked mountain country.



# South Asia

Revealing the Hidden Potential of  
the Indian Ocean-Rim Economic Region

## Director General's Message

Toru Arai Director General, South Asia Department



### Regional Issues

- ➔ Approximately one-third of the world's poor, who survive on less than \$1.25 a day, live in South Asia.
- ➔ Ending poverty in South Asia requires dynamic and quality growth that takes human security into account and gives consideration to the development of the overall Indian Ocean-Rim Economic Region.

### Fiscal 2014 Initiatives

- ➔ JICA promoted economic corridor development that boosts the economic activities of the private sector, including the Delhi-Mumbai Industrial Corridor Project (India) and the Bay of Bengal Industrial Growth Belt Initiative (Bangladesh).
- ➔ JICA implemented peacebuilding and reconstruction initiatives, including providing support for female police officers in Afghanistan and strengthening community mediation capacity in Nepal.
- ➔ JICA also provided support for strengthening public health in individual countries to facilitate inclusive development.

### Future Cooperation

- ➔ The Indian Ocean-Rim Economic Region, centered on South Asia and with a population of 1.6 billion, is expected to become the core of global economic growth. Together with support for quality growth in individual countries, JICA will promote cooperation that will contribute to the enhancement of connectivity within South Asia and also between South Asia and other regions.
- ➔ JICA will continue providing humanitarian aid and support for reconstruction in the aftermath of the earthquake that hit Nepal in April 2015.

pick up  
A look at  
programs by  
numbers

**23.72** million persons

This is the number of people who have gained access to safe drinking water through water supply development projects implemented with JICA support in South Asian countries since 1999. JICA is providing extensive support not just for facilities development with financial aid, but also through technical cooperation for the maintenance and management of water supply facilities, establishment of fee-charging systems, and education in public health and sanitation for local communities.

Bangladesh: Computer training at the Women Technical Training Center, Dhaka. JICA Volunteers provide support at the Center. (Photo by Mika Tanimoto)

# South Asia

Cooperation for Long-Term Growth in Asia While Reflecting the Region's Diversity

## Key Aid Strategies

- Quality Growth and Poverty Reduction
- Countermeasures on Environmental Concerns and Climate Change, and Disaster Risk Reduction
- Peacebuilding and Reconstruction Aid

The South Asian Region, where 1.6 billion people live in an area about the size of Europe, embraces a variety of religions, races, cultures, and languages. Situated between the Pacific Ocean and the Middle East and Africa, this region has great potential for growth, but at the same time, contains income disparities and religious conflicts arising alongside development, instability caused by natural disasters, etc.

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

JICA has set the following three priority areas for its aid programs in South Asia:

### 1. Quality Growth and Poverty Reduction

Although the impoverished population in South Asia is decreasing, partly due to recent economic growth, the region is still home to hundreds of millions of impoverished people, a number second only to Sub-Saharan Africa, creating a common problem across all the countries. JICA firmly supports the development of the region by building infrastructure such as transportation systems, electricity, water supply and sewerage services, and also by strengthening political systems and promoting cooperation with Japanese private companies.

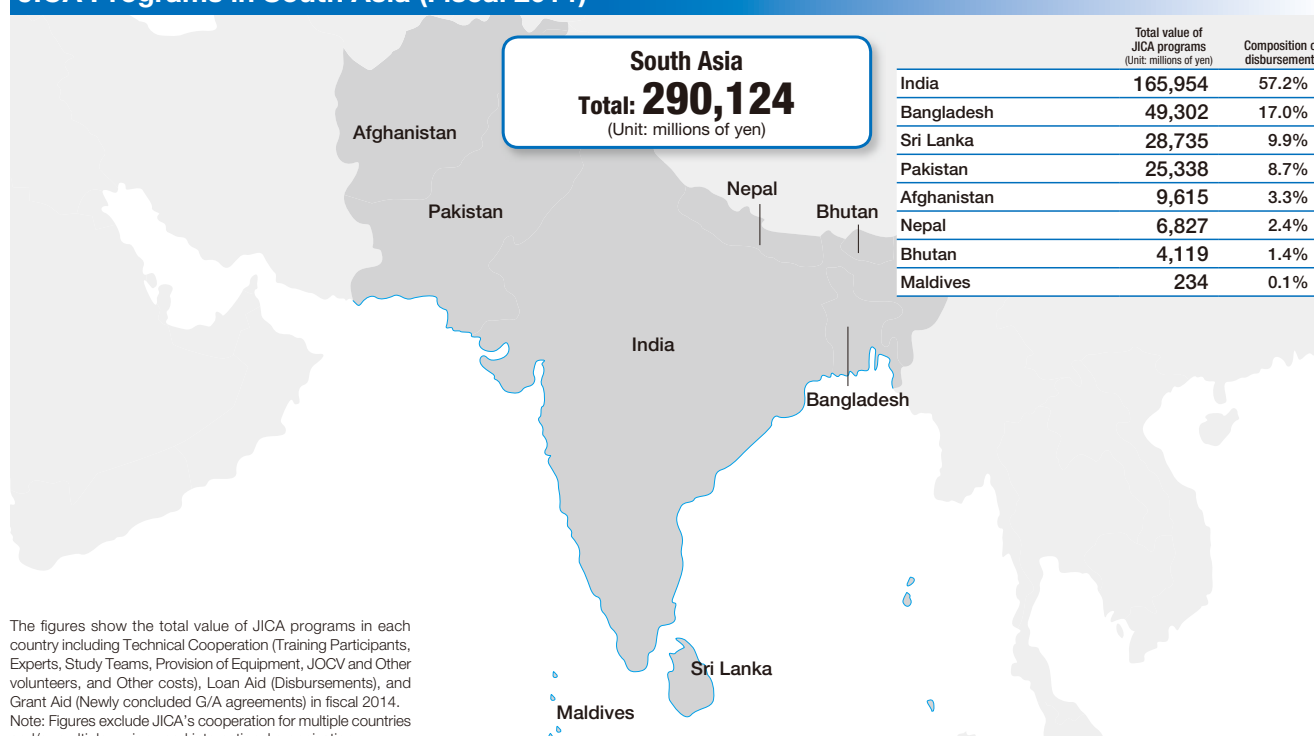
Also in other fields such as health and medical care, education, agriculture, and rural development, JICA has been making

efforts in achieving fair and high-quality growth that enables sustained poverty reduction by delivering projects that take into consideration the socially vulnerable and impoverished segments of the societies. The gender gap is also a major issue in South Asia, hindering growth and poverty reduction. JICA is engaged in gender-related assistance, such as improving women's status and social empowerment.

### 2. Peacebuilding and Reconstruction Aid

JICA aims to contribute to the peace and stability of countries and areas in the South Asian Region. There are programs in Afghanistan and Pakistan as well as in Sri Lanka, which has been shifting to the development stage from the early reconstruction stage, 30 years after the internal conflict, in May 2009. JICA is

## JICA Programs in South Asia (Fiscal 2014)



also active in Nepal, which is in the process of establishing a government under a new constitution.

### 3. Countermeasures on Environmental Concerns and Climate Change, and Disaster Risk Reduction

South Asia is a region strongly influenced by natural disasters, including cyclones, floods, and earthquakes. In Nepal, where a great earthquake hit in April 2015, emergency support was provided through the Japan Disaster Relief Team, followed by JICA's support in restoration and reconstruction of the country, in cooperation with international organizations and other partners and in accordance with the Sendai Framework for Disaster Risk Reduction. Also, especially in the mountain, delta, and island areas in the South Asian Region, influences from climate change are expected to be high. JICA is providing support for measures on climate change and for protecting the environment.

## Country Overviews and Priority Issues

### ● India

India has been increasing its global presence in past years. Its growing population exceeded 1.2 billion in 2010, and its economic growth rate in fiscal 2015 is expected to surpass China's rate, according to the International Monetary Fund (IMF). The new Prime Minister Modi visited Japan in September 2014 and the Tokyo Declaration for Japan-India Special Strategic and Global Partnership was announced, maintaining a close relationship between the two nations after the inauguration of the new government.

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

India estimates that \$1 trillion of investment is necessary for infrastructure development. Prime Minister Modi is also promoting the "Make in India" initiative to lure manufacturers to India in order to develop India's manufacturing sector, which currently accounts only for 30.7% of Indian GDP. Under these circumstances, JICA not only supports this initiative through individual projects but also contributes to the improvement of the overall investment environment by combining policy reform support and infrastructure building, such as the Delhi-Mumbai Industrial Corridor,<sup>1</sup> the Chennai-Bengaluru Industrial Corridor,<sup>2</sup> and the Tamil Nadu Investment Promotion Program.

To improve the logistics network, India also considers it important to strengthen connectivity with other South Asian countries and the Southeast Asian Region, and JICA is expanding the scope of Japan-India cooperation through activities for the Northeast Connectivity Improvement Project [[→ see the Case Study below](#)].

### ● Bhutan

Bhutan is a landlocked country located at the eastern tip of the Himalayas, with a population of about 760,000. Bhutan is known for its commitment to the fundamental concept of Gross National Happiness (GNH). The concept aims to create a society that focuses not only on economic growth but also on people's happiness. Bhutan's average GDP growth rate has been approximately 8% from 2009 to 2013, and this high economic growth was achieved based on supplies of hydroelectric power utilizing the country's abundant water resources. On the other

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

#### Case Study **India: Support to the Northeastern States**

### From India's Remote Region to a Gateway to Southeast Asia

**JICA extends support to northeast India (the northeastern states), which connects India with Southeast Asia.**

#### **An ODA Loan Project to Improve the Road Network is in Preparation**

The northeastern states of India, located in an area surrounded by Bangladesh, China, and Myanmar, fall behind India's economic and social development due to issues that include its location distant from other regions in India, inconvenience in internal transportation due to the mountainous terrain, and the unstable security situation in part of the region. As a result, the per capita GDP of the region stays at less than 60% of the Indian average.

JICA has supported the enhancement of livelihoods of the residents in the region through initiatives such as the ODA Loan project Tripura Forest Environmental Improvement and Poverty Alleviation Project. It also has supported income increase and enhancement of electric power

conditions in the northeastern states through four projects that built and repaired hydroelectric plants, including the ODA Loan project Lower Borpani Hydroelectric Project.

In recent years, northeast India is drawing attention for its role as a gateway to the Southeast Asian Region because of its ethnic and cultural similarity and closeness to Southeast Asia. The Indian government regards this region as an important developing area and is improving the infrastructure of the region for the purpose of revitalizing cooperation with neighboring countries, including trade.

Japan was requested to provide support to improve 1,200 kilometers of national highways in the region, and is currently conducting the Preparatory Survey for Northeast Connectivity Improvement Project. Road improvement in this



**National highway in a northeastern state damaged by severe rain**

region is not progressing, with the paved road ratio less than half that of the Indian average, and the rate of highways with two lanes or more at less than 70% of the Indian average. Roads are often closed due to the effect of the pluvial climate, and time-consuming transportation is an issue in the region.

This project is expected to secure a regional lifeline that is resistant to disasters, and also to revitalize the regional economy and expand trade with neighboring and Southeast Asian countries, by improving the internal and external transportation network.

hand, a number of challenges have emerged in recent years, such as issues related to urban environment due to rapid urbanization, job creation, regional disparities, and diversification of the economy.

Based on the priority areas of the Government of Bhutan, JICA is focusing aid programs on the following four main sectors: (1) agricultural and rural development, (2) local infrastructure improvement, (3) building foundations for industrial development, and (4) environmental issues and climate change.

### ● Afghanistan

Afghanistan is a land-locked country with a population of 30 million, located in a key area that connects South Asia, Central Asia, and the Middle East. 80% of the population is engaged in agriculture, while the population is rapidly increasing, especially in urban areas, since the beginning of the reconstruction aid at the end of 2001.

JICA, together with the Afghan government, has been extending its assistance in two priority areas: infrastructure development, mainly in the Kabul metropolitan area, and agriculture and rural development. It is also pursuing projects that contribute to Afghanistan's economic growth, including job creation and the stabilization of the lives of citizens in the country. For the Kabul metropolitan area, development of social and economic infrastructure such as highways and electric power, construction of a new city in the Dehsabz district, and redevelopment of Kabul city are in progress. For agricultural and rural development, JICA extends its assistance in strengthening administrative functions and capacities, human resources development, development and management of water resources, and improvement of agricultural

productivity, along with others. In addition, JICA runs the Project for the Promotion and Enhancement of the Afghan Capacity for Effective Development (PEACE). This Project sends up to 500 training participants to Japanese graduate schools for medium- and long-term human resources development. JICA has also been cooperating closely with international organizations such as the United Nations Children's Fund (UNICEF) and international NGOs including the Aga Khan Foundation in order to extend our assistance to areas that have been difficult to reach in the past.

### ● Pakistan

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

Consequently, the emphasis of JICA's assistance for Pakistan is centered on three themes: (1) improvement of economic infrastructure, (2) ensuring human security and improvement

#### Case Study

#### Afghanistan: Supporting Female Afghan Police Officers

### Holding a Workshop in Turkey on Gender Issues

**JICA held a workshop to improve the capabilities of the female police officers who support Afghan women living under severe conditions on the front lines.**

#### How to Cope with Violence as a Female Police Officer

Women in Afghanistan live under severe conditions. While violence against women, including domestic violence, sexual violence, sexual harassment, child marriages, and honor killings<sup>1</sup> are widespread, social standards such as male-female segregation are deeply rooted in the society, making it difficult for women to directly consult with male police officers.

This leads to high expectations of the roles of female police officers. However, the female officers themselves also suffer from prejudice, discrimination, sexual violence, and so on, and in some cases being police officers can put their lives in danger.

To support Afghan female police officers who work under such circumstances, the Japanese government, with other cooperating parties that included the Turkish government and the United

Nations Development Program, conducted a four-month training in police work starting in November 2014 in Turkey. JICA dispatched three specialists in gender issues to this training and held a workshop titled "Thinking about Violence against Women," in which a lecture was given on the current situation and the causes of violence, and group works were conducted to help the participants realize the connection between gender inequality and violence and understand how to deal with women who have experienced violence.

Despite the worries of the specialists prior to the training, participants surprised the specialists by being very active and vocal in the workshop. The participants made comments such as "As a police officer, I would like to support women who have experienced violence," and "I would like to have opportunities to talk with influential people in our area, because



Female police officers actively participated in the workshop

their understanding is important to prevent violence against women."

The participants had various backgrounds in becoming police officers. One person became an officer despite opposition from her family. Another said that she had herself been a victim of violence and wanted to prevent the recurrence of similar cases. Listening to such views of each participant and guiding them to become aware of the situation led to the healing of the participants themselves.

After returning to Afghanistan, we expect that the participants will firmly support local women in the future, making use of the knowledge and the learning that they have obtained in the workshop.

1. In general, "honor killing" refers to the homicide of a woman by members of her family and relatives due to the perpetrators' belief that the victim has brought shame upon the family, for reasons such as having sex before or outside marriage or refusing to enter a marriage arranged by her parents.

of social infrastructure, and (3) stabilization and balanced development of the Pakistan-Afghanistan border areas. JICA is placing priority on the assistance for solving energy shortages, which have been a bottleneck for economic activity, and for enabling the domestic manufacturing industry to produce value-added content. In other areas, JICA is strengthening polio countermeasures and vaccination programs by combining technical cooperation and financial support in a single program and also building infrastructure and establishing frameworks for water and sewer systems in urban areas. Furthermore, JICA supports the overall disaster prevention sector in accordance with the National Disaster Management Plan, which JICA assisted in drawing up, utilizing Japan's own knowledge, and is also engaged in anti-terrorism measures for security improvement and support for internally displaced people.

### ● Sri Lanka

Sri Lanka is an island in the Indian Ocean with a population of 20.48 million. Ever since the end of the 26-year conflict in 2009, post-conflict reconstruction demand is stimulating economic growth. Sri Lanka is maintaining a high real GDP growth rate of 7.3%, and its GNI per capita has reached \$3,170 in 2013; Sri Lanka is now recognized as a middle-income country.

However, at the same time, Sri Lanka still faces challenges, such as infrastructure improvement for further economic development, fixing economic disparities among regions, and promoting interracial harmonization after the conflict. Disaster prevention is another important challenge for Sri Lanka, where natural disasters such as landslides and floods often occur.

As part of the measures to overcome these challenges, JICA signed an ODA Loan agreement for Digitalization of Terrestrial TV Broadcasting Project in September 2014. This project aims

to effectively utilize the country's limited frequency resources, as well as to provide access to a variety of information through multilingual broadcasting, disaster news, and so on. Multilingual broadcasting will also contribute to interracial harmonization between the Sinhalese and the Tamils, who fought against each other during the civil war. Furthermore, JICA engages in activities to build infrastructure for transportation, electricity, water supply, and sewerage, to reduce the risks of disasters, to achieve better livelihoods in the least developed areas, and to improve productivity in agriculture [→ see the Case Study below and on page 76].

### ● Maldives

The Maldives is a small island country comprising 1,190 islands, with a population of 350,000 in 2013. Per capita GNI was \$5,600 in 2013, the highest in South Asia. However, the economy of the Maldives relies largely on tourism and fisheries, and it is vulnerable to external influences such as natural disasters and the market trends of the world economy.

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

### ● Bangladesh

Bangladesh has the eighth-largest population in the world, approximately 160 million people, and through development of industries that include garments and apparel, the country has kept economic growth at an annual average rate of 6% in the past 10

#### Case Study **Sri Lanka: Improvement of the Transportation Network Program**

### **A Bridge of Peace That Supports Reconstruction**

**In Sri Lanka, JICA supports the efforts for reconstruction after the ethnic conflict and the tsunami disasters, as well as for economic growth, through the improvement of the transportation network.**

#### **Improvement of the Transportation Network after Conflicts and Disasters**

Fishery and rice cultivation used to be prosperous in Sri Lanka's Eastern Province. However, the region became a battlefield of the ethnic conflict that lasted for 26 years from 1983. Many people were killed and injured, major infrastructure was destroyed, and the economy deteriorated during the conflict. Moreover, the damage caused by the Sumatra Earthquake and the Indian Ocean Tsunami in 2004 further widened the economic disparities between the Eastern Province and the Western Province, where the metropolis of Colombo is located.

Under such circumstances, JICA has supported improvement of the poor transportation

infrastructure network within the province, and also with the other regions, for the purpose of reconstructing the Eastern Province and narrowing the disparities between the Eastern and the Western provinces.

The ODA Loan project Pro-Poor Eastern Infrastructure Development Project has enabled, for example, stable transportation of the rich agricultural products of the region to large-scale markets through initiatives such as the restoration of a total of 100 kilometers of the province's national road, the major traffic route there. Meanwhile, the Project for Construction of Manmunai Bridge under Grant Aid has made it possible to travel 24 hours a day between the inland area and the coastal area, which



The Manmunai Bridge, completed in April 2014. Many local people attended the opening ceremony.

are separated by a lagoon and used to rely on ferries that stopped at night and during floods. The travel time was also shortened from 60 minutes to one minute. The Manmunai Bridge is a symbol of peace and reconstruction, connecting the inland side, which suffered from the ethnic conflict as well as from tsunami and flood damage and had fallen behind in reconstruction efforts, and the coast side, where reconstruction was progressing.

Six years have passed since the end of the ethnic conflict. JICA will continue to support Sri Lanka for further reconstruction, economic growth, and reduction of the disparities among the regions through assistance in the improvement of the transportation network, making full use of Japan's advanced technologies and knowledge.

years. Recently, Bangladesh is emerging as a fascinating market and a destination for investment, due to its advantages such as rich reserves of low-cost labor and its potential market size. However, the country's investment climate is not necessarily all favorable, due to inadequate infrastructure development in areas such as electricity, transportation, water supply, and sewerage systems. The country is also highly vulnerable to natural disasters such as cyclones, floods, and earthquakes. Reducing poverty is an enormous challenge, as approximately one-third of the population is impoverished.

JICA is providing assistance to accelerate economic growth and to overcome the vulnerabilities of the society. The ultimate goal of JICA's assistance is to achieve sustainable economic growth and alleviate poverty in Bangladesh.

For economic growth, JICA is extending its assistance for developing an urban railroad system to relieve traffic congestion in the capital city of Dhaka and transportation infrastructure between Dhaka and Chittagong, building power plants to solve the problem of electricity shortages, improving urban infrastructure such as water supply and sewerage systems and waste management, and developing special economic zones for the improvement of the investment environment, toward the realization of the Bay of Bengal Industrial Growth Belt (BIG-B) concept discussed at the Japan-Bangladesh Summit Meeting in 2014.

From the perspective of overcoming the vulnerabilities of Bangladesh's society, JICA is providing assistance to strengthen the country's capability to cope with natural disasters, to improve safety in construction, and also to improve basic education and maternal and child health care [→ see the **Case Study below**]. Furthermore, JICA is providing assistance in building infrastructure in rural areas that have been left behind in economic growth, enhancing local governments' administrative capabilities, as well as giving support to human resources development and anticorruption measures for public officials to

improve governance by the Government of Bangladesh.

## ● Nepal

A landlocked state located between China and India, Nepal is one of the poorest countries in South Asia. Featuring great geographic and climatic diversity, Nepal is situated between the Himalayas' 8,000-meter peaks in the north and flat lowlands with an elevation of around 60 meters in the south.

The Maoist Communist Party of Nepal formally began a civil war in 1996, which lasted for 10 years. Since the signing of a comprehensive peace agreement in November 2006, the peace process has progressed steadily. The 2nd Nepalese Constituent Assembly was held in November 2013 for the purpose of drafting a new constitution, and a new government was established. To support the new Nepalese government's target of graduating from the Least Developed Country category and to achieve equitable and sustainable economic growth, JICA's assistance to Nepal covers infrastructure development, steady transition to a democratic state, and poverty reduction in rural areas. Above all, the full 160 kilometers of the Sindhuli Road, regarded as a symbol of Japan's support to Nepal, was completed in March 2015 after a total of approximately 20 years of construction.

However, a major earthquake with a magnitude of 7.8 hit Nepal in April 2015, causing tremendous damage in the capital city of Kathmandu and the surrounding area. JICA has provided seamless support, starting with the dispatch of the Japan Disaster Relief Team right after the earthquake and continuing on to the following reconstruction process. JICA will continue to support Nepal's reconstruction activities in the future, through funding for the public infrastructure that is essential for reconstruction as well as through restoration and reconstruction planning based on experiences of earthquakes in Japan, and also through initiatives such as technical cooperation for disseminating earthquake-resistant technology.

### Case Study Bangladesh: Safe Motherhood Promotion Project (Phase 2)

## Expanding the Narsingdi Model Nationwide to Save Lives of Mothers and Children

JICA supports maternal, neonatal, and child health improvement by combining technical cooperation and an ODA Loan.

### Highly Evaluated by the Government of Bangladesh

In order to achieve the United Nations' Millennium Development Goals, the Government of Bangladesh has strengthened its efforts in the field of maternal, neonatal, and child health. Although improvement is seen in indexes such as infant mortality, in Bangladesh pregnancy and delivery still bear high risks, with the ratio of births attended by skilled birth attendants staying at 31.7%.

In the Safe Motherhood Promotion Project, a technical cooperation project that started in 2006, JICA worked on raising awareness

of the residents, establishing a community-level supporting system, promoting childbirth preparation, and enhancing health care facilities in the Narsingdi district in central Bangladesh. The results of these efforts included a reduction in the infant mortality rate at medical facilities, through promotion of utilization of medical examinations in abnormal cases and emergency obstetric care.

The Government of Bangladesh highly evaluated these efforts, calling them the Narsingdi Model. The government has placed community support and the total quality management (TQM) at medical facilities as a national program, and plans to expand them across the country. JICA



Community group training conducted at an *upazila* (sub-district) hospital in the Munshiganj District

supports the government's plan with Phase 2 of the technical cooperation that started in 2011, as well as with Japan Overseas Cooperation Volunteers (rural community development officers and nurses).

In January 2012, an ODA Loan for the Maternal, Neonatal, and Child Health Improvement Project (Phase 1) was agreed for the purposes of providing equipment and materials, improving facilities, and conducting training for safe motherhood. With a combination of technical cooperation and the ODA Loan, JICA has so far given training to over 770,000 people and is working on establishing community-level support systems in approximately 40,000 locations nationwide.



# Latin America and the Caribbean

Supporting Dynamic Development through Japanese Public and Private Technologies

## Director General's Message

Takeshi Takano Director General, Latin America and the Caribbean Department



### Regional Issues

- ➔ Improving economic infrastructure and human resources development in the automotive, shipbuilding, and other industries.
- ➔ Striving to contribute to resolving the global issues such as climate change by promoting the use of renewable energy and energy efficiency, as well as disaster risk reduction by measures against earthquakes, tsunamis, and floods.
- ➔ Promotion of inclusive development, including support for the financial independence of women and for the poor.

### Fiscal 2014 Initiatives

- ➔ JICA and the Government of Chile signed a memorandum of cooperation to provide a regional hub for human resources development in the area of disaster risk reduction in Latin America and the Caribbean.
- ➔ JICA strengthened support for the energy sector in the Caribbean Island States, including ODA-graduate countries.
- ➔ JICA also provided direct support for private businesses in the energy sector and conducted surveys on advanced medical care in Mexico and other countries, on demand for logistic infrastructure for grain, and on the development of a superconducting power transmission system in Brazil.

### Future Cooperation

- ➔ JICA will expand support in medical care, agriculture, infrastructure, energy, and investment promotion sectors in Cuba, and to this end, will conduct the necessary surveys and invite government officials from each sector to Japan. JICA will also establish an office in Cuba.
- ➔ JICA will provide support for alleviating urban issues such as urban transportation and water supply, making the best use of Japanese public and private technologies, assisting in areas of high need, such as geothermal development and strengthening disaster risk reduction measures. JICA will also promote business partnerships with *Nikkei* communities in Latin America and the Caribbean.

pick up  
A look at  
programs by  
numbers

**33** countries

With a population of 600 million and roughly 1.6 million people of Japanese descendants, Latin America and the Caribbean is a very important region to Japan in terms of resources, food supply, and mutual cooperation in the international arena. In 2014, Prime Minister Abe announced aid for ODA-graduate countries in the Caribbean during his visit to Latin America and the Caribbean. JICA will now provide cooperation to all 33 countries in the region and actively contribute to the region's stability and prosperity.

Peru: National Emergency Operations Center. The center detects earthquakes and other disasters and issues relevant advice and warnings to all parts of Peru. Japan provides support for the development of the emergency alert system. (Photo by Kosuke Okahara)

# Central America and the Caribbean

Aiming for “Quality Growth” and “Correction of Disparities”

## Key Aid Strategies

### Improvement of the Economic Infrastructure, Response to Global Issues and Inclusive Development

The Central America and the Caribbean region, consisting of 23 countries — Mexico, Central America, and the CARICOM countries<sup>1</sup> — has generally been enjoying relatively steady economic development, while a portion of people still remain living in poverty and many countries in the region are vulnerable to natural disasters and other risks.

Taking into consideration the unique context of each

country as well as their respective countermeasures against common development issues, JICA is supporting the Central America and the Caribbean region based on the following three pillars of cooperation: (1) improvement of quality economic infrastructure that contributes to overcome the “Middle-Income Trap,”<sup>2</sup> (2) building a sustainable and resilient society by addressing global issues, and (3) advancement of inclusive development.

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

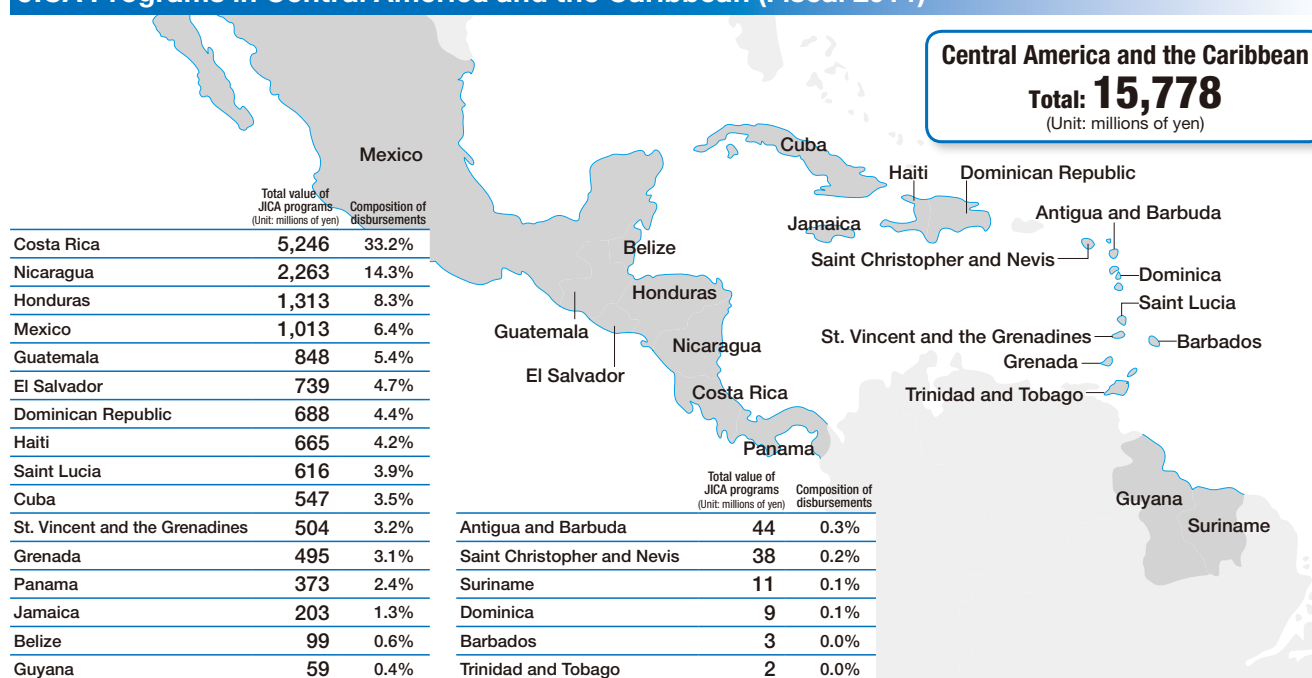
While many countries have broken out of extreme poverty and achieved medium income levels, some countries have faced an uncertain economic situation, mainly due to the delayed economic recovery of advanced Western nations. Even worse, some countries also have fallen into the “Middle-Income Trap;” in this context, JICA is engaged in supporting development of

quality economic infrastructure to help these countries get out of the trap.

In this region, with a number of natural disasters that include hurricanes, volcanic eruptions, and earthquakes, it is an urgent task to establish a sustainable and resilient society to also cope with climate change. Prime Minister Abe, who visited the CARICOM region for the Japan-CARICOM Friendship Year 2014, offered a new direction to support for ODA-graduate countries in consideration of such vulnerability to natural disasters and climate change specific to small island states. Addressing climate

1. Antigua and Barbuda, Bahamas, Barbados, Belize, Costa Rica, Cuba, Dominica, Dominican Republic, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Saint Christopher and Nevis, Saint Lucia, Saint Vincent, Surinam, and Trinidad and Tobago.
2. A situation where a country that has overcome poverty and reached the middle-income level loses its competitiveness due to rising wages and other reasons.

## JICA Programs in Central America and the Caribbean (Fiscal 2014)



The figures show the total value of JICA programs in each country including Technical Cooperation (Training Participants, Experts, Study Teams, Provision of Equipment, JOCV and Other volunteers, and Other costs), Loan Aid (Disbursements), and Grant Aid (Newly concluded G/A agreements) in fiscal 2014.

Note: Figures exclude JICA's cooperation for multiple countries and/or multiple regions and international organizations.

change is a borderless global-scale issue. JICA is providing support for each country or more widely through cooperation with regional organizations, including Sistema de la Integración Centroamericana (SICA) and the Caribbean Community (CARICOM) as well as international organizations, such as the World Bank and the Inter-American Development Bank (IDB).

Despite the economic growth of the Central America and the Caribbean region, basic education, health care services, and safe water are still not provided to a number of people there. Coupled with other issues, such a disparity has also adversely influenced the growth quality of each country. Accordingly, advancement of inclusive development has been an important issue to allow people to enjoy the benefits equally and widely. Having conducted surveys on inclusive development in the region, JICA is currently planning to publish a report in 2015 jointly with SICA that summarizes the survey outcomes. Such an effort is expected to play a role in extracting findings and issues that can be utilized for our future cooperation activities.

## Priority Issues and Activities

### ● Economic Infrastructure

In the situation where many countries have fallen into the “Middle-Income Trap” and faced sluggish economic growth, JICA has worked on developing tangible and intangible economic foundations, including infrastructure improvement and human resources development in order for each country to achieve quality growth. Furthermore, JICA has also promoted support with consideration for mutually beneficial relationships with each country, through utilizing Japanese companies’ outstanding technologies for addressing developmental issues.

In Mexico, cardiac diseases are the leading cause of death. Taking this situation into account, through the technical cooperation for the Project for Promotion of Minimally Invasive Techniques<sup>3</sup> Focused on TRI Method,<sup>4</sup> JICA carried out a detailed design survey in 2014 so as to assist in introducing minimally invasive medical techniques jointly with the Japanese private sector that can reduce patients’ physical burden and extra costs arising from long hospital stays.

In Panama, known as a logistics hub in Latin America and the Caribbean, JICA is currently initiating a project to develop the Metro Line 3 as a monorail system that connects urban areas at the western part of the canal with the downtown area. Monorail is a transportation mode that has demonstrated sufficient track records in Japan and elsewhere. JICA implemented a preparatory survey and submitted the survey results to the Panamanian government in September 2014. The Line 3 project is expected to progress with consultations between both governments to carry out the plan.

### ● Addressing Global Issues

#### Climate Change Countermeasures:

#### Renewable Energy and Disaster Risk Reduction

To contribute to addressing climate change in the Central America and the Caribbean region, JICA is promoting the shift toward renewable energy and energy efficiency for a stable

supply of electricity and reduction in dependence on fossil fuels. In January 2011, a memorandum was signed between JICA and the Inter-American Development Bank (IDB) to realize the enhancement of comprehensive cooperation, such as promotion of cofinancing and joint surveys in the fields of renewable energy and energy efficiency. In March 2012, both parties also agreed to the framework for implementing the Cofinancing for Renewable Energy and Energy Efficiency (CORE). Under this scheme, the following two ODA Loan projects commenced in 2014.

For Costa Rica, a loan agreement for the Las Pailas II Geothermal Project (Guanacaste Geothermal Development Sector Loan), was signed in August 2014. In this project, a geothermal power plant with an output of 55MW will be built in Las Pailas, Guanacaste Province. For Honduras, the loan agreement for Cañaveral and Río Lindo Hydropower Strengthening Project was signed in March 2015 for renovation and reinforcement of the existing hydropower plants in Cañaveral and Río Lindo.

In Central America and the Caribbean region, it has been pointed out that damage from natural disasters has been expanding due to climate change; therefore, mitigation of vulnerability to natural disasters has been a major issue in the region. JICA is working on projects intended to mainstream the concept of disaster risk reduction under the keywords *bosai* and *gensai*. In El Salvador, susceptible to hurricanes and earthquakes, JICA carried out a technical cooperation project from December 2012 to develop engineers for the Department of Adaptation for the Climate Change and Strategic Risk Management, as well as to build up the framework for disaster prevention, disaster reduction, and emergency recovery operations in the event of natural disasters. The seminar held in December 2014 at the completion of this project had a total of 230 participants, including deputy ministers and directors-general from both El Salvador and abroad, leaving a huge favorable footprint.

### ● Inclusive Development

In Haiti, which has been in transition from post-disaster recovery toward development since after the 2010 earthquake, JICA is extending support to improve the quality of public services and make recognizable achievements in the fields of health care and education. In the health care field, for example, JICA is assisting the restoration of the water supply system in Leogane, rehabilitation of the Hospital in Jacmel, as well as jointly working with the UN Children’s Fund (UNICEF) in order to reinforce cholera prevention through its Grant Aid projects. In the educational field, JICA has implemented a preparatory survey for a project for building primary and secondary schools in Central and Artibonite Departments and is also extending technical cooperation for necessary capacity building.

In the Central American region, JICA is assisting in developing infrastructure to provide public services for less-developed rural areas. In El Salvador, a loan agreement was signed in August 2014 for the San Miguel Bypass Construction Project that is intended to enhance the transportation capacity in the less-developed eastern region. Japan has, to date, constructed as many as 58 bridges in

3. Treatment technique that reduces patients’ physical burden as much as possible in medical tests and treatments.

4. Technique to insert a catheter from the blood vessel of the wrist.

the Central American region, including rebuilding and renovation projects. In Nicaragua, with poor roadway infrastructure due to past disasters, a bridge newly constructed under the Project for Construction of the Santa Fe Bridge was inaugurated in August 2014, contributing to accelerating international logistics for the country and the region. Moreover, through the Project for Construction of Paso Real Bridge in Nicaragua, the bridge on the major highway that connects the capital city Managua with the Caribbean seaside regions, is currently being rebuilt.

Regarding gender and development in Central America, there are good practices that include the government's one-stop service for women in El Salvador ("Ciudad Mujer"), and JICA is working with the Salvadoran Institute for the Advancement of Women (ISDEMU) on their efforts and dissemination to encourage women to be actively involved in their communities.

Lastly, 2015 marks the 80th anniversary of the Japan-SICA Friendship Year, commemorating the establishment of the diplomatic relations between Japan and the five Central American



The Santa Fe Bridge, spanning the border between Nicaragua and Costa Rica, is expected to play a role in accelerating international logistics. (Project for Construction of the Santa Fe Bridge in Nicaragua)

countries (Guatemala, El Salvador, Honduras, Nicaragua, and Costa Rica). In this milestone period, JICA will provide new cooperation programs focused on key aid strategies.

#### Case Study

#### Cuba: Accelerated Assistance for Cuba

### For Promotion of Public-Private Partnership in the Health Care Field

**Since the announcement of diplomatic normalization talks between Cuba and the United States in December 2014, Cuba has been increasingly receiving global attention. JICA has commenced consideration of public-private cooperation in the health care field in addition to the conventional fields of agricultural development and environmental conservation.**

Japan's first economic assistance for Cuba dates back to the 1960s, when Japan started to receive training participants from Cuba. In addition to this, JICA commenced a technical cooperation project from 2007 and has expanded its cooperation activities mainly into agricultural development and environmental conservation. Specifically, in the situation that Cuba's food self-sufficiency rate is around 20–40%, JICA has provided technical cooperation

to improve the productivity of rice as a staple food, strengthened countermeasures against saltwater intruding into underground water and the underground water control system, and also carried out technical cooperation in waste management in Havana.

Since 2011, the Cuban government has been working on easing the restrictions on the expansion of self-employed businesses, facilitating foreign investment in light of the New

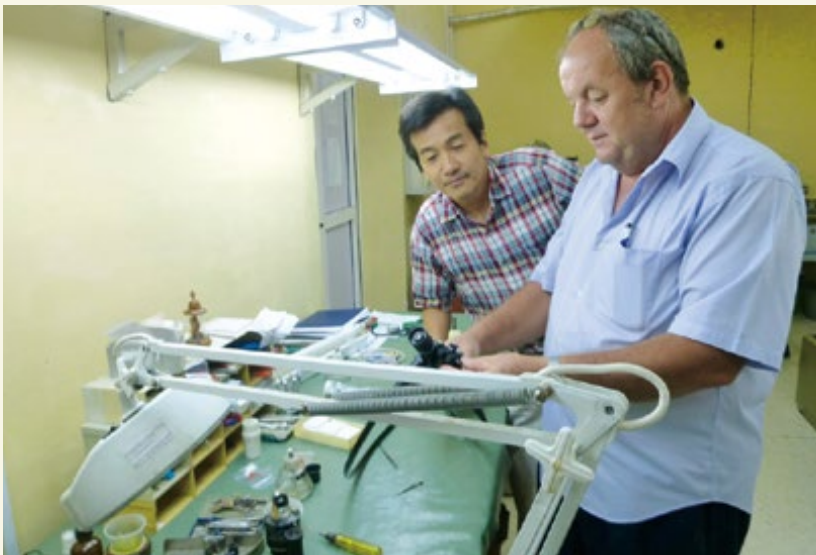
Foreign Investment Law that came into force in April 2014, and introducing new technologies in the fields of health care and renewable energy. In response to this movement, JICA has initiated consideration of private-public cooperation in light of the Cuba's prioritized development needs and the possibility of utilizing the Japanese private sector's highly advanced technologies and abundant experience.

#### High Expectations for Japan's Medical Technologies

One of the fields for which public-private cooperation is expected is the medical field, where Japan's technologies have been highly evaluated for more than 30 years in Cuba. In 2013 and 2014, Cuban high-level officials from the Ministry of Public Health and the Ministry of Foreign Trade and Investment were invited to Japan in order to enrich their understanding of the Japan's health care system and the latest medical technologies by visiting hospitals and several medical equipment manufacturers.

Foreign Minister Kishida, who visited Cuba in May 2015, announced the commencement of Grant Aid programs. JICA will conduct a survey for new cooperation in the medical field.

In addition to the medical field, Cuba also shows a strong interest in the JICA's cooperation activities in the fields of energy, transportation, and investment promotion. Along with reviewing possible cooperation activities for new fields, JICA will also contribute to building an environment where Japanese companies can help develop Cuba.



Japan's latest medical equipment and technologies have attracted a lot of interest.

# South America

## Implementing Effective Cooperation with Various Partners

### Key Aid Strategies

#### Developing Economic Infrastructure, Addressing Global Issues and Inclusive Development

Composed of 10 countries\* (Colombia, Ecuador, Chile, Bolivia, Peru, Venezuela, Argentina, Uruguay, Brazil, and Paraguay), South America, with a population of 400 million, has 1.7 million Japanese immigrants and their descendants (*Nikkei*) and a deep historical relationship with Japan. In recent years, South America has achieved robust economic growth, and many countries there have reached a certain income level, while the economy of this region is significantly influenced by the world economy and market trends, since most of these countries greatly rely on the production and export of primary commodities.

In addition, South America is one of the regions in the world facing considerable disparity. Behind such economic growth, the regional and domestic economic gaps have also triggered social unrest in the region.

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

South America, gifted with abundant natural and mineral resources and fertile soil, is achieving steady economic growth spurred by the increases in worldwide demand for resources and foods. On the other hand, some countries with high potential have struggled with stagnant international competitiveness due to a delay in shifting from their conventional industrial structure that is dependent on primary commodities, resulting in sluggish economic growth. In order for these countries to break out of the “Middle-Income Trap” and achieve further economic growth, JICA is providing support for improving the lagging infrastructure development and creating an investment environment. Furthermore, JICA is assisting these countries

in enhancing their administrative capability as a foundation to facilitate private economic activities and ensure public security, as well as improving the urban environment, which has become increasingly severe along with the economic growth of today.

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

Natural disasters that claim many lives and cause considerable

\* JICA classifies Suriname and Guyana into the Central America and the Caribbean region.

### JICA Programs in South America (Fiscal 2014)

South America  
Total: **23,647**  
(Unit: millions of yen)

|           | Total value of<br>JICA programs<br>(Unit: millions of yen) | Composition of<br>disbursements |
|-----------|------------------------------------------------------------|---------------------------------|
| Brazil    | 12,741                                                     | 53.9%                           |
| Peru      | 5,155                                                      | 21.8%                           |
| Ecuador   | 1,889                                                      | 8.0%                            |
| Paraguay  | 1,537                                                      | 6.5%                            |
| Bolivia   | 1,037                                                      | 4.4%                            |
| Colombia  | 464                                                        | 2.0%                            |
| Argentina | 368                                                        | 1.6%                            |
| Chile     | 260                                                        | 1.1%                            |
| Uruguay   | 113                                                        | 0.5%                            |
| Venezuela | 83                                                         | 0.4%                            |

The figures show the total value of JICA programs in each country including Technical Cooperation (Training Participants, Experts, Study Teams, Provision of Equipment, JOCV and Other volunteers, and Other costs), Loan Aid (Disbursements), and Grant Aid (Newly concluded G/A agreements) in fiscal 2014.

Note: Figures exclude JICA's cooperation for multiple countries and/or multiple regions and international organizations.



economic losses in an instant are a common issue among countries in South America. JICA is also contributing to addressing such global issues by, for example, carrying out disaster risk reduction activities and emergency disaster relief, providing technical cooperation and financial assistance for developing countries to make prompt responses to disasters, and conserving forests in the Amazon basin, etc., that have an immense impact on the global environment.

Working jointly with various development partners, including *Nikkei*, the private sector, and universities, JICA is engaged in coping with these issues, with a focus on the following three pillars of aid: development of economic infrastructure contributing to avoiding the “Middle-Income Trap,” establishment of a sustainable and resilient society through efforts on global issues, and promotion of inclusive development in light of human security. With development partners, such as Brazil, Chile, and Argentina, JICA is also supporting the triangular cooperation for countries within and beyond the region.

## Priority Issues and Activities

### ● Development of Economic Infrastructure Contributing to Avoiding the “Middle-Income Trap”

Some countries in South America, although they successfully broke out of being low-income countries, have fallen into the “Middle-Income Trap,” since not only is their price competitiveness weaker than low-income countries, but also their technical skills are far from those of advanced nations, and this situation has led them into stagnant economic growth. For further economic development, JICA is undertaking support for development of economic infrastructure in these countries.

Energy development, such as electricity, is one of the important improvements of economic infrastructure. In Bolivia, aiming at responding to future increases in electricity demand and promoting economic development through stable power supply, JICA commenced support in July 2014 for the Laguna Colorada Geothermal Power Plant Construction Project (Phase 1 of First

#### Case Study Bolivia: Laguna Colorada Geothermal Power Plant Construction Project (Phase 1 of First Stage)

### The First Japanese ODA Loan in 22 Years for Construction of the First Geothermal Power Plant in South America

**Aiming at responding to future electricity demand and stabilize Bolivia's domestic power supply through geothermal power plant construction, JICA signed an ODA Loan agreement with the Government of Bolivia in July 2014.**

#### Electricity Demand Growing Each Year

Potosi, a department located in the southern part of Bolivia, is one of the world's largest producers of zinc, lead, and silver. Due to the active mining development, electricity demand is growing each year. However, since the southwest area of the Potosi department is situated at high altitude of 3,600 meters and above, not only is it difficult to implement large-scale thermal power generation, but hydroelectric power generation is also not suitable for the area. This situation has resulted in an absence of power-generating facilities that satisfy the electricity demand. Although power is currently supplied to the area via long-distance power transmission, this system, accompanied by

significant electricity loss, causes power outages when a transmission line accident occurs.

Mineral resources and related products are Bolivia's core export goods, and a slowdown in mine development due to an unstable power supply can inflict a serious impact on the country's economy. Thus, it is important to ensure a stable power supply. In this context, the Bolivian government is promoting diversification of power sources, and the introduction of renewable energy is regarded as one of the key pillars for that effort.

In such circumstances, it has been confirmed that the southwest area of Potosi department has a potential for geothermal resources development, and the Bolivian

government drew up the Laguna Colorada Geothermal Power Plant Construction Project to utilize these resources. In this project, aimed at establishing a 100-MW-scale power-generating facility, it was planned that a 50-MW power plant be constructed as the first stage. The support for this project was officially endorsed in the Japan–Bolivia Joint Statement signed in December 2010 by then Japanese Prime Minister Naoto Kan and Bolivian President Evo Morales, who was visiting Japan at the time.

In response to this move, JICA provided an ODA Loan for the Phase 1 of the first stage of this project. JICA will facilitate the development of renewable energy and help mitigate climate change under this project by easing the urgent electricity demand and stabilizing the power supply in Bolivia.

#### The World's First Geothermal Development at High Altitude of More Than 5,000 Meters

Construction of the Laguna Colorada Geothermal Power Plant is the world's first geothermal development at high altitude of more than 5,000 meters. The atmospheric pressure of the area is about half that of sea level. Therefore, customization is required for some equipment, and it is also essential to ensure the safety of workers. Prior to providing an ODA Loan, JICA has conducted technical cooperation since 2010 with regard to well testing, enlightenment activities, and capacity development for geothermal power generation, as well as smooth implementation of the project. Other technical cooperation, such as institutional reinforcement, will be also provided.



Conducting a well testing

Stage), an ODA Loan project, that is the world's first geothermal development project at high altitude above 5,000 meters. While Bolivia mainly relies on thermal power generation using natural gas, this project is expected to realize a stable power supply by utilizing renewable energy in the form of geothermal power [→ see the Case Study on page 49].

In Brazil, accelerating the development of deep-sea oil fields that have been successively discovered since 2005, there has been a rapid increase in demand for special ships used for oil-well drilling and transportation, resulting in a marked shortage in the number of shipyards and shipyard engineers. To deal with this situation, in October 2014, JICA started the Project on Promotion and Capacity Development of Professionals for the Ship-Building Industry and Offshore Development, a technical cooperation project that supports the training of 30,000 shipyard engineers in cooperation with Japanese companies investing in Brazilian shipbuilders.

Smooth logistics are also an important factor to facilitate economic development. In Paraguay, a landlocked nation, over 80% of roads in the country are still unpaved, although these roads play a crucial role in transportation of agricultural and livestock products, which are the prime industry of Paraguay. Rainy season often makes these roads impassable, posing an obstacle to social and economic activities. In June 2014, JICA signed an ODA Loan agreement for the Eastern Region Export Corridor Improvement Project to construct a road connecting agricultural and livestock production sites with shipping ports as a stable transportation pathway.

### ● Development of a Sustainable and Resilient Society through Addressing Global Issues

JICA has been addressing global issues in South America, home to the Amazonian forest, the world's largest tropical rain forest, and the Andes, with 6,000-meter-class mountains. Thanks to the relatively higher technical level of South America, joint research cooperation projects are also being carried out with Japanese research institutions and universities.

Argentina, adjacent to Antarctica, is geographically located right under the ozone hole, exposing people living there to the risk of skin cancer and cataracts. Seeing the ozone depletion causing such diseases as not only a problem for Argentina, but also for the world, JICA is currently working on the Project for Development of the Atmospheric Environmental Risk Management System in South America, a Science and Technology Research Partnership for Sustainable Development (SATREPS), to enhance the atmospheric observation network throughout Latin America and the Caribbean region.

In March 2015, JICA also launched the Disaster Risk Reduction Training Program for Latin America and the Caribbean, a technical cooperation project, jointly with the Chilean International Cooperation Agency (AGCI) to make Latin America and the Caribbean region more resilient to natural disasters. This project will provide advanced training programs for professionals at universities and practical training courses for governmental officers, by setting Chile as the regional hub for developing human resources engaged in disaster risk reduction [→ see the Case Study on page 51].

### ● Promotion of Inclusive Development in Light of Human Security

JICA is engaged in enhancing basic social services and promoting capacity development for communities to achieve inclusive development that will bring benefits to the socially vulnerable.

In Bolivia, aiming to improve maternal and child health conditions in Potosi, one of the poorest departments in the country, JICA has been supporting betterment of medical skills, introduction of community participation-type activities, and analysis of health care information under the Maternal and Child Health Network Improvement Project in Potosi, a technical cooperation project. JICA has long been providing assistance in the field of maternal and child health in Bolivia. The resident participation-type health promotion method introduced by JICA, called the FORSA method, was applied in October 2013 to Bolivia's national guidelines for disease prevention.

In Colombia, the long-running battle between the government and armed groups has left a lot of people disabled due to land mines and other weapons. For four years from 2008, JICA supported capacity development for professionals engaged in rehabilitation for disabled people through the Project on Strengthening the Integral Rehabilitation System for Persons with Disabilities, Especially for Victims of Landmines, a technical cooperation project. This project encouraged Colombian society to strongly recognize the necessity of the social reintegration and the promotion of active social participation of people with disabilities, resulting in developing legal structures and administrative bodies. In March 2015, JICA commenced the Project for Social Inclusion of Conflict Victims with Disabilities, a technical cooperation project, to assist in conducting surveys and also drawing up strategies for conflict victims with disabilities to participate in society.

### ● Strengthening Cooperation with Various Development Partners

Economic impact from governmental or international assistance decreases in countries with relatively high income levels, and private economic activities are expected to play a leading role in development. In South America, a lot of Japanese companies are expanding their business activities in the fields of mining, manufacturing etc., and the number is growing each year. Such private economic activities will not only facilitate economic development in these countries but also bolster relationships with Japan.

In November 2014, JICA concluded an investment agreement for the Energy Saving and Renewable Energy Project throughout Latin America and the Caribbean, the first Private-Sector Investment Finance for Latin America and the Caribbean region in two decades. Promotion of saving energy and the introduction of renewable energy have become important topics to address the increasing demand for electricity in Latin America and the Caribbean region. However, on the other hand, the private sector has little understanding of the potential effects of energy-saving products. In this situation, through investment in the private fund that has wide experience with energy-saving promotion and renewable energy development, JICA will support various kinds

of projects concerning this field led by Latin America and the Caribbean private sector by utilizing the expertise of the fund. This project is also expected to utilize Japanese companies' advanced technologies [→ see the Case Study on page 108].

Among cooperation with various international cooperation agencies, JICA has also been involved in the Geothermal Development Facility for Latin America (GDF) since its foundation, a new aid coordination framework for promotion of geothermal development in Latin America and the Caribbean region.

Furthermore, JICA sent the Partnership Promotion Survey Team to Brazil and Peru in 2014. The team's mission was

exploring beneficial opportunities for *Nikkei* communities to utilize Japanese companies' technologies and products, as well as promoting partnerships among Japanese companies, *Nikkei* communities, and JICA. This survey team, composed of 15 Japanese companies and organizations, shared their opinions with the governments, local companies, and *Nikkei* organizations in Brazil and Peru. Thanks to this effort, there are an increasing number of Japanese companies that have started utilizing the JICA private-sector partnership scheme and also considering specific business plans with *Nikkei* communities.

## Case Study

## Chile: Disaster Risk Reduction Training Program for Latin America and the Caribbean

## Japan-Chile Cooperation for Promoting Mainstreaming of Disaster Risk Reduction in Latin America and the Caribbean Region

JICA is working on developing human resources and strengthening networks so as to enhance disaster risk reduction measures in Latin America and the Caribbean region based on the experiences of Japan and Chile.

### A Disaster-Prone Country

In Latin America and the Caribbean region, there are a lot of countries that face various natural disasters, such as earthquakes and tsunamis. Furthermore, due to recent rapid growth in urbanization in these countries, economic urban areas with a high population have become vulnerable to disasters.

Among these nations, Chile has recently suffered from frequent large-scale disasters, including the earthquake off the coast of Chile in 2010, generating a tsunami that reached Japan, and the volcanic eruption in 2015 that affected Chile and its neighboring countries.

Through such disaster experiences, the Chilean government, regarding disaster risk reduction as one of the key national policies, has strengthened its measures with a lot of aid from Japan, which has also experienced many natural disasters similar to Chile.

As natural disasters cause damage beyond national borders, it is a common issue among Latin America and the Caribbean nations. Based on lessons learned from past disaster experience, Chile was attempting to share information actively within the region in order to strengthen the disaster risk reduction

measures of Latin America and the Caribbean region. However, this effort was not powerful enough to develop effective human resources that can enhance disaster risk reduction measures for their countries.

In this context, the Chilean International Cooperation Agency (AGCI) concluded an agreement with JICA at the time of Prime Minister Abe's visit to Chile in July 2014. This agreement assures Chile of receiving assistance in human resources development for Latin America and the Caribbean region from JICA, which has accumulated knowledge of disaster risk reduction and a long-term cooperative relationship with Chile.

### The Largest-Ever Cooperation Project for Chile to Establish a Hub for Development of Natural Disaster Professionals

In March 2015, along with the Third UN World Conference on Disaster Risk Reduction, JICA commenced the Disaster Risk Reduction Training Program for Latin America and the Caribbean to realize the foregoing agreement signed in 2014. This project is technical cooperation based in Chile that is designed to foster disaster risk reduction professionals of Latin America and the Caribbean. Among the technical cooperation for disaster risk reduction jointly conducted by both countries, this project is the largest ever in terms of scale and budget. Many institutions and experts from Chile and Japan will participate in this project.

This project leverages the advantages of technologies and knowledge of Chile and Japan and



The Calbuco volcano in Chile erupted in April 2015. Smoke from the eruption crossed national borders and reached Argentina.

also combines the international cooperation schemes and funding of both countries. By doing so, JICA will work on developing experts in various fields demanded by Latin America and the Caribbean countries, such as tsunami disaster prevention, countermeasures against forest fires, and emergency rescue activities. This project is also aiming to establish the framework for continuous development of human resources by providing capacity development opportunities for a total of 2,000 persons, including highly professional researchers and administrative officials responsible for disaster risk reduction.

In addition to this, the project will share efforts and knowledge among individual countries by holding international seminars and introducing Japan's disaster-prevention technologies. This effort is expected to form a network that strengthens the cooperative relationship, with a view to working with researchers, administrative officials, and private companies both within and beyond Latin America and the Caribbean region and from Japan, as well as with other regions, including Asia.



Implementing emergency rescue training



# Africa

## Toward Promoting Industry and Building Resilient Society in Africa

### Director General's Message

Eiji Inui Director General, Africa Department



### Regional Issues

→ Africa's economy is mostly dependent on commodities such as mineral resources. Manufacturing and other industrial sectors are still lagging behind. Africa's society faces vulnerabilities, including Ebola outbreaks, civil war, and terrorism. Promoting new industries, transforming economic structures, creating employment, and strengthening social resilience are essential for sustainable and inclusive growth in Africa.

### Fiscal 2014 Initiatives

→ The Fifth Tokyo International Conference on African Development (TICAD V) in 2013 set the following three pillars in its Action Plan: "Robust and Sustainable Economy," "Inclusive and Resilient Society," and "Peace and Stability." To achieve the goals set with these pillars, JICA provided support for infrastructure development and development of human resources for industry, agriculture, education, health, and other areas in the social sector, and also promoted peacebuilding.

### Future Cooperation

→ In addition to the initiatives to achieve the TICAD V goals, JICA is reviewing approaches toward TICAD VI, to be held in Africa in 2016, with respect to Africa's initiatives, such as the African Union's long-term vision, "Agenda 2063."  
→ JICA also plans to provide support to reduce social vulnerability, exposed by recent events such as the Ebola outbreak and falling crude oil prices.

pick up  
A look at  
programs by  
numbers

**50** million people

Support provided through the Coalition for African Rice Development (CARD), in which JICA plays a leading role, has lifted Africa's annual rice production from 14 million tons in 2007 to 22 million tons in 2013, an increase of 8 million tons. This is equivalent to the amount of rice needed for annual consumption by 5% of Africa's population — about 50 million people — and is making an important contribution to improving nutrition in Africa.

Ghana: A JICA volunteer (school health) giving guidance on Ebola prevention at the market. (Photo by Takeshi Kuno)

# Africa

## Hand in Hand with a More Dynamic Africa<sup>1</sup>

### Key Aid Strategies

### Supporting Dynamic Growth with Public-Private Partnerships, and Promoting “Human Security” through Inclusive Development in Africa

The year 2014, as Africa continued to achieve economic growth of around 5%, was also a year of great turbulence for the continent, such as the Ebola outbreak and the sharp drop in crude oil prices. JICA supported Africa's

efforts to contain Ebola, and implemented the five-year Assistance Package for Africa announced by the Japanese government at the Fifth Tokyo International Conference on African Development (TICAD V) in 2013.

#### ● TICAD and Progress since TICAD V

Japan has been holding the Tokyo International Conference on African Development (TICAD) since 1993 with the aim of supporting Africa's growth and development. TICAD is a forum for African development jointly hosted by Japan, the African Union (AU), the World Bank, and the United Nations' Office of the Special Advisor on Africa (OSAA) and the United Nations Development Programme (UNDP), and is open to the international community, private sector, and the civil society. Emphasizing “ownership” by Africa and a “partnership” with the international community, the forum draws up concrete action plans for African development, and follows up on their implementation status.

JICA provides support for Africa based on discussions at TICAD and the commitment of the Japanese government. TICAD V put forward “Robust and Sustainable Economy,” “Inclusive and Resilient Society,” and “Peace and Stability” as key pillars for supporting Africa, and JICA is promoting

comprehensive cooperation with other development partners and private companies under these pillars.

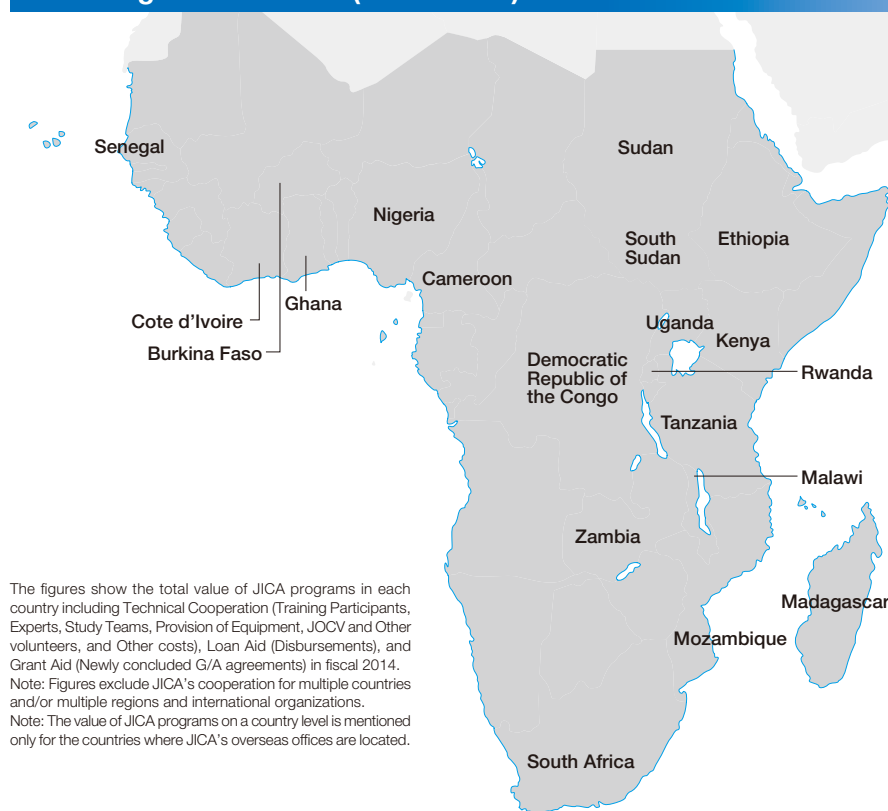
#### ● The Importance of Strengthening Resilience, and Agenda 2063

Although it saw remarkable economic growth, Africa experienced a year of hardship in 2014. The Ebola outbreak took many lives in Western Africa, while oil revenue among the oil-producing countries fell on the back of a sharp drop in crude oil prices. Africa's fragility was exposed in various aspects, and it has reconfirmed the importance of strengthening Africa's resilience.

Against this backdrop, in January 2015, the Heads of State of the African Union adopted “Agenda 2063” which are the development objectives for Africa over the next 50 years. The objectives of Agenda 2063 include inclusive growth and

1. The TICAD V theme.

### JICA Programs in Africa (Fiscal 2014)



| Africa                           |                                                      |                              |
|----------------------------------|------------------------------------------------------|------------------------------|
| Total: <b>116,425</b>            |                                                      |                              |
| (Unit: millions of yen)          |                                                      |                              |
|                                  | Total value of JICA programs (Unit: millions of yen) | Composition of disbursements |
| Kenya                            | 18,148                                               | 15.6%                        |
| Tanzania                         | 15,388                                               | 13.2%                        |
| Mozambique                       | 10,078                                               | 8.7%                         |
| South Sudan                      | 8,604                                                | 7.4%                         |
| Nigeria                          | 7,512                                                | 6.5%                         |
| Uganda                           | 7,000                                                | 6.0%                         |
| Ghana                            | 4,995                                                | 4.3%                         |
| Ethiopia                         | 4,876                                                | 4.2%                         |
| Zambia                           | 4,562                                                | 3.9%                         |
| Rwanda                           | 3,770                                                | 3.2%                         |
| Senegal                          | 3,400                                                | 2.9%                         |
| Burkina Faso                     | 3,103                                                | 2.7%                         |
| Sudan                            | 2,892                                                | 2.5%                         |
| Malawi                           | 2,288                                                | 2.0%                         |
| Cameroon                         | 1,662                                                | 1.4%                         |
| Democratic Republic of the Congo | 1,513                                                | 1.3%                         |
| Cote d'Ivoire                    | 1,469                                                | 1.3%                         |
| Madagascar                       | 672                                                  | 0.6%                         |
| South Africa                     | 652                                                  | 0.6%                         |
| Other 30 countries               | 13,839                                               | 11.9%                        |



The combined seminar *Toward Agenda 2063 — The Africa We Want* held in Pretoria, South Africa. The seminar was co-hosted by the New Partnership for Africa's Development (NEPAD) Planning and Coordinating Agency, the South Africa Institute for Security Studies (ISS), and JICA, and discussed the long-term vision for African development.

sustainable development, good governance and democracy, human rights, equality, rule of law, unleashing the potential of women and youth, and economic transformation. Initiatives to carry out the objectives set in Agenda 2063 include the establishment of a ten-year implementation plan, monitoring and evaluation framework, and an Agenda 2063 public relations strategy.

Further change is necessary in Africa to realize sustained economic growth and societies free of disparity, and JICA will continue to support Africa's efforts to achieve the development that Africa itself seeks.

## Priority Issues and Efforts

### 1. Robust and Sustainable Economy

#### ● Corridor Development and Strategic Master Plans

TICAD IV in 2008 highlighted regional infrastructure development as a priority issue. From Japanese fiscal years 2008 to 2012, JICA provided approximately ¥500 billion in financial support. At TICAD V in 2013, approximately ¥650 billion in ODA and JBIC loans over five years were committed to infrastructure development.

To facilitate more effective regional infrastructure development, TICAD V placed emphasis on economic corridor development, i.e., the development of key transport corridors in Africa, and the formulation of strategic master plans detailing specific blueprints for corridor development covering the “Northern Corridor” and “Central Corridor” in Eastern Africa, the “Nacala Corridor” in Southern Africa, and the “West Africa Growth Ring” connecting countries in Western Africa.

Surveys aimed at facilitating the development of geothermal power generation — a low-carbon and low-risk renewable energy source — were carried out in Kenya, Rwanda, Ethiopia, Djibouti, and other countries. In January 2015, a geothermal power plant with a generating capacity of 140,000 kW supported by ODA Loan began operation in Kenya [→ see the Case Study on page 55].

#### ● Enhanced Private Sector Assistance for Africa (EPSA)

At the Gleneagles G8 Summit in 2005, the Japanese

#### Case Study

#### Support for the Fight against Ebola

### Timely Emergency Support for Affected and Neighboring Countries

**The Ebola outbreak in West Africa from 2014 was the worst on record, and it caused more than 10,000 fatalities in Liberia, Sierra Leone, and Guinea. JICA provided emergency support in a range of fields, and many good practices were developed for fighting Ebola, making the best of past cooperation, in order to prevent the spread of the disease in neighboring countries.**

Under the framework of emergency support, JICA donated tents, plastic sheeting, and other supplies, along with 720,000 sets of personal protective equipment (PPE) donated by the Tokyo Metropolitan Government to the affected countries. In addition, 13 experts were dispatched to those countries through the World Health Organization (WHO) (provisional numbers up to March 2015).

#### Taking Advantage of the Successful Outcome of Past Cooperation

The outcomes of past cooperation implemented by JICA in the affected and neighboring countries were put to best use in helping to contain the spread of the Ebola.

The Noguchi Memorial Institute for Medical Research in Ghana functioned as the primary organization for laboratory testing of suspected Ebola cases. In Liberia and Sierra Leone, former training participants who had returned to their

respective countries after receiving health care training in Japan conducted community training aimed at preventing infection.

In Cote d'Ivoire, JICA, in cooperation with the United Nations Development Programme (UNDP), provided specialized training for 1,014 police officers deployed for “border control” at airports and national land borders, and JICA also donated thermographic equipment, non-contact thermometers, and other equipment for monitoring the body temperature of visitors crossing the national border. In Senegal and Nigeria, JICA conducted a public relations campaign in which pamphlets were produced giving correct information about the Ebola virus disease.

JICA provided such emergency support to 16



Training was conducted at the Montserrado County Health Team Office in Liberia to strengthen surveillance. JICA also provided motorcycles for surveillance (Follow-up program for former training participants).

African countries, including the three countries most seriously affected by the Ebola outbreak, and will assist these countries in their recovery efforts. Using the knowledge gained during this outbreak, JICA will also work to strengthen the support structure so that effective cooperation can be provided in the event of future outbreak of an infectious disease.



Support for improving the transport capacity of the aging central railway in the Central Corridor in Tanzania. JICA began a preparatory survey for cooperation in July 2014.

Prime Minister Abe announced in his Africa Policy speech in Ethiopia that Japan would double the commitment from \$1 billion to \$2 billion.

Under the EPSA Initiative, the Japanese government, in cooperation with the African Development Bank, provides loans and technical assistance; JICA is responsible for providing the loans component. The two lending methods are (1) the Accelerated Co-financing Facility for Africa (ACFA) with the African Development Bank/Fund for governments and government organizations, and (2) Private Sector Assistance

Loans under EPSA. Since 2006, JICA has provided 16 co-financing facilities in eight countries under ACFA, and five private sector assistance loans.

Loans under EPSA. Since 2006, JICA has provided 16 co-financing facilities in eight countries under ACFA, and five private sector assistance loans.

### ● Human Resources Development for Industry

Africa has the world's highest population growth rate, and although it has an abundant labor force, job creation to date has been inadequate, so human resources development for industry

#### Case Study Kenya: Olkaria I Unit 4 and 5 Geothermal Power Project

### Contributing to a Stable Power Supply that Meets the Growing Power Demand

JICA is providing cooperation for construction of a clean-energy geothermal power plant to increase and stabilize power output in Kenya to meet growing power demand brought on by economic growth. In January 2015, a 140,000 kW geothermal power plant for which JICA provided ODA Loans began operating.

#### Geothermal Power Generation Attracting Attention as a Stable Clean Energy

Power demand in Kenya is increasing year by year on the back of strong economic growth, and is forecast to continue increasing at 14.5% per annum until 2020. With extensive confirmed geothermal resources beneath the

Great Rift Valley,<sup>1</sup> Kenya has been carrying out geothermal development since the 1970s.

Geothermal power generation generates power using steam from deep underground, and is attracting attention as a stable power generation system unaffected by climate. Thus, geothermal power generation is an environmentally friendly form of energy with

low CO<sub>2</sub> emissions, so in this regard as well the further development of geothermal power generation in Kenya is encouraged.

#### Contributing to Stable Power Supply in Eastern Africa

In March 2010, JICA signed an ODA Loan agreement with the Kenyan government to construct a power plant in the Olkaria geothermal region.<sup>2</sup> Japanese companies received the orders for construction under this project. Japanese-made turbines were delivered, and the geothermal power plant began operating in January 2015.

The Kenyan government plans to cover about 30% of the total capacity of its power generation facilities with geothermal power by 2030. To accelerate Kenya's sustained economic development, JICA will continue to provide cooperation for the development of Kenya's geothermal power generation that can meet its expected growing power demand.



Olkaria I Geothermal Power Plant Units 4 and 5 (left). Kenya Electricity Generating Company employees monitoring the operation of the power plant (right).



1. The Great Rift Valley is a vast valley that cuts through the African continent from north to south, and is one of the plate boundaries. High geothermal temperatures are observed around the valley.  
2. A volcanic zone located 75 kilometers northwest of the Kenyan capital, Nairobi.



Kaizen instructions in the development of human resources for industry conducted for local companies in Ethiopia (Photo: Kenshiro Imamura)



A child receiving an oral polio vaccine (Photo: UNICEF)

is considered the key to Africa's sustained economic growth. Furthermore, skilled local workers, engineers and technicians, and middle managers are also vital when international companies invest in Africa.

In light of this, JICA has been providing cooperation by training 30,000 African people for industry, establishing 10 TICAD human resources development centers for industry, and inviting 1,000 youths from Africa to Japan for graduate school and internship training at Japanese companies under the African Business Education Initiative for Youth (the ABE Initiative), as announced by the Japanese government at TICAD V.

JICA is providing support through TICAD human resources development centers for industry in Ethiopia, Uganda, Egypt, Senegal, and other countries in higher education, vocational training, and support to improve quality and productivity at companies through the *kaizen* approach, among others, that meet the needs and expectations of private companies and fulfill labor market demand.

Under the ABE Initiative, in September 2014, the first group of 156 youths from eight countries in Africa arrived to begin their studies at 48 universities throughout Japan. A further 317 youths have arrived in Japan in 2015 [→ see the Case Study on page 83].

## 2. Inclusive and Resilient Society

### ● Eradication of Polio

In May 2014, Nigeria and JICA signed an ODA Loan agreement providing up to ¥8.285 billion for the Polio Eradication Project. Nigeria is one of only three countries where polio is endemic, and the Nigerian government has set the goal of “interrupting all wild poliovirus transmissions by 2015.” The project aims at contributing to the early eradication of polio in Nigeria through the efficient inoculation of children under five years of age throughout Nigeria with the polio vaccine. The loan funds will be used to procure 476 million doses of the polio vaccine.

The project incorporates an innovative “loan conversion” mechanism in which the Bill and Melinda Gates Foundation will

pay back the loan funds to JICA in place of the Nigerian government once the goals of the project are achieved. In this way, JICA is able to assist the Nigerian government's efforts to eradicate polio without a financial burden being placed on the government.

In fiscal 2014, JICA disbursed ODA Loans of ¥5.283 billion for the planned polio inoculation campaign throughout Nigeria. This resulted in a drop in wild polio cases from 122 in 2012 to 6 in 2014, and as of June 12, 2015, no new cases of polio had been reported.

JICA will continue to provide support for comprehensive measures in the final stages of polio eradication in cooperation with the Nigerian government and various international development partners.

### ● Universal Health Coverage (UHC)

Health-related Millennium Development Goals (MDGs) indicators in Africa show progress in child immunization, preventing the spread of HIV/AIDS and tuberculosis, and reducing the malaria mortality rate, while improvements are also seen in reducing the maternal mortality rate. However, the majority of countries are facing difficulties in achieving the MDGs by 2015.

JICA will boost support for achieving universal health coverage (UHC), which has set the goal that everyone should have access to the quality health services they need without risk of financial hardship. To this end, JICA has incorporated the perspective of redressing disparity into the programs for improving training for healthcare workers and health and medical services it has undertaken to date, and is promoting cooperation that contributes to the provision of medical services to remote and impoverished areas and reliable services for women and children. JICA has also begun measures in healthcare financing, including support for building and operating social insurance systems so that even the poor are able to access medical services at an affordable cost.

For example, in Sudan, JICA has been extending support to enhance the capabilities of midwives who work in villages so that women in rural villages and women with low incomes have access to safe birth assistance services. Through this support, residents in regional areas where medical services were sparse now have access to quality mother, child and newborn care. In Kenya, in addition to policy and strategic support, human resources development, facilities and equipment support, disease control, community support, and other forms of conventional support through technical cooperation and Grant Aid, JICA is also currently implementing a program that tackles key issues such as enhancing the provision of basic healthcare services, free pregnancy and childbirth care, expansion of the public health insurance system to the poor, and strengthening local government healthcare administration and management through the provision of general budget support to improve healthcare financing using ODA Loans.

### 3. Peace and Stability

Since 2000, many of the frequently occurring civil wars and other conflicts that had plagued Africa have been resolved, but over the past few years, government security agencies have been engaged in a persistent conflict against Islamic extremists and terrorist groups in the Sahel region.<sup>2</sup> Bringing stability to this region continues to be a pressing issue that must be addressed.

In 2014, with a view to peace and stability in Africa, JICA conducted the training course of Criminal Justice for French Speaking African Countries, and invited senior court, prosecution and police officials from eight West African countries to Japan. In February 2014, JICA began police training phase 2 in the Democratic Republic of the Congo, focusing on strengthening training capacity. Completed in March 2014, this was a continuation of police training phase 1 implemented in cooperation with UNDP, and was resumed as a technical cooperation project operated directly by JICA at the request of the Congolese National Police (PNC) to strengthen its capacity to conduct its own training. Moreover, ensuring safety off the coast of Somalia where piracy is a major problem has become an urgent priority, and in this light, JICA is implementing the Project for Capacity Development of Djibouti Coast Guard aimed at boosting coastal security capabilities in Djibouti, which is the base of anti-piracy operations by various countries. In this project,



Initial investigation training in the Project for Capacity Development of Djibouti Coast Guard (Photo: Japan Coast Guard)

JICA is implementing personnel training to improve the maritime law enforcement capacity of coast guards and strengthen their organizational capabilities.

2. The region located approximately between latitudes 20°N to 12°N; the southern part of the Sahara, including Ethiopia, Eritrea, Gambia, Djibouti, Sudan, Senegal, Chad, Nigeria, Niger, Burkina Faso, Mali, Mauritania and other countries.

#### Case Study

#### Somalia: Training Courses for Human Resources Development

### Providing Training Opportunities for the Personnel Who Takes the Lead in Somalia's Reconstruction

Somalia's central government had collapsed since 1991, but the adoption of the Provisional Constitution in 2012 led to the formation of a federal government. Since around the time the federal government was formed, JICA has been putting considerable effort into fostering the human resources who take the lead in rebuilding Somalia. A total of 85 people from Somalia have participated in third country training programs or training programs in Japan implemented by JICA.

#### Hospital Management Know-how and the Friendships Made with Other Training Participants Are an Asset

Dr. Mohamed from Somalia participated in the third country training course Total Quality Management for Health Care Facilities for Africa conducted in Egypt. Banadir Hospital, where Dr. Mohamed works, is one of the few hospitals that were not destroyed during the civil war thanks to the efforts and determination of hospital staff and local residents.

After obtaining her license to practice medicine in Somalia, civil war broke out, and Dr. Mohamed fled and began serving at a hospital in Europe, but after ten years abroad, she returned to help alleviate Somalia's severe shortage of doctors. Regarding the significance of the training she received in Egypt, Dr. Mohamed said, "I gained my medical knowledge and skills as a doctor in Germany, but I knew nothing about hospital operation and management. The case studies at Faiyoun

University in Egypt on substantial reductions in expenditure through reviews of stock control using the 5S-KAIZEN-TQM\* approach were quite impressive. The new friends from other developing countries I made during the training are certainly an asset for me, and I'd like to continue to keep in touch with them."

#### Taking Japan's Maritime Safety Expertise to Somalia

Three officials responsible for anti-piracy measures in Somalia's then Ministry of National Security and Prime Minister's Office participated in the Maritime Law Enforcement training course held annually by JICA with cooperation from the Japan Coast Guard.

During the training held from May to June 2014, participants learned about maritime safety in Japan, including the organization and facilities of the Japan Coast Guard, and the officer-training functions of the Japan Coast Guard Academy, and gained a basic



Learning how to identify fake passports at the Coast Guard Research Center (the Somali participant is third from the right).

knowledge in maritime crime control covering international law, history of and countermeasures against piracy, counterterrorism, and anti-drug measures, and also practical skills including ship-boarding, arresting techniques, and criminal identification.

Somalia is plagued by a persistent problem of piracy off its coast, and JICA will continue providing support in this area to the Somali government.

\* This approach aims at firmly establishing the basic management vision necessary at health and medical care facilities by improving the work environment through the 5S concept ("sort," "set," "shine," "standardize," "sustain").



# Middle East and Europe

Regional Stability and Medium- to Long-Term Growth

## Director General's Message

**Shinichi Yamanaka** Director General, Middle East and Europe Department



### Regional Issues

- ➔ Civil conflicts and extremist violence in the Middle East and Northern Africa have made the region more fragile and unstable.
- ➔ Youth unemployment and economic disparity are the major sources of the instability in the region, and the situation remains unsettled. From a human security perspective, assistance for peace and regional stability are needed.
- ➔ Stability in the Eastern European region is also geopolitically significant.

### Fiscal 2014 Initiatives

- ➔ As assistance for Syrian refugees, JICA provided water supply networks and financial support to the governments and communities that accepted the refugees.
- ➔ For mid- and long-term regional stability, JICA launched new projects that include a sewage network in Iraq, airport expansion in Egypt, and flood control in Tunisia, all aimed at pursuing Higher Quality Growth.
- ➔ Based on the situation in Ukraine, JICA provided emergency financial assistance to Ukraine.

### Future Cooperation

- ➔ For Middle Eastern countries, JICA will provide assistance to Syrian refugees, post-conflict reconstruction, redressing of economic disparities, and human resources development, based on the policy statement by Prime Minister Abe in January 2015 that promised a new support package of \$2.5 billion for the Middle East.
- ➔ For Ukraine and other Eastern European countries, JICA will continue support in environmental improvement, governance, and health care.
- ➔ As new initiatives, JICA will promote cost-sharing technical cooperation for the Gulf countries, and will accelerate collaboration with emerging donor countries.



About **8** million persons

Turkey has absorbed more than 1.7 million refugees from Syria, the highest number in the world, since the outbreak of the conflict in Syria. JICA contributes to the improvement of the living environment in the southeastern districts of Turkey for a total of 8 million people, both Syrian refugees and Turkish residents, through the ODA Loan for infrastructure to local governments.

Jordan: Built through cooperation from Japan, the Electric Power Training Center is providing third country training programs for engineers in Jordan and from neighboring countries. (Photo by Shinichi Kuno)

# Middle East

## Restoring the Middle East to a Region of Peace and Stability

### Key Aid Strategies

- Promoting Human Security and Peacebuilding
- Contributing to Environmental Issues Beyond National Borders
- Promoting Quality Growth
- Cooperating with Emerging Donors

Japan relies for roughly 80% of its crude oil imports on the Middle East and North Africa, and strategically crucial Japan's trade passes through the region's water zone. This is, therefore, an extremely important area for Japan's economic and energy security. However, extremist groups have been expanding in this region, and there are still no signs of a resolution to the Palestinian conflict. Youth unemployment and disparity in the society, which were major triggering factors of the Arab Spring, are still

unresolved, and many countries in the area are suffering from devastated social infrastructure and a lack of public order.

Instability in this region can have an adverse impact on the stability and prosperity of global society as a whole, so a solid collaboration among the international community is vital so as to provide support for the realization of lasting peace and stability and for nation-building and national reconstruction.

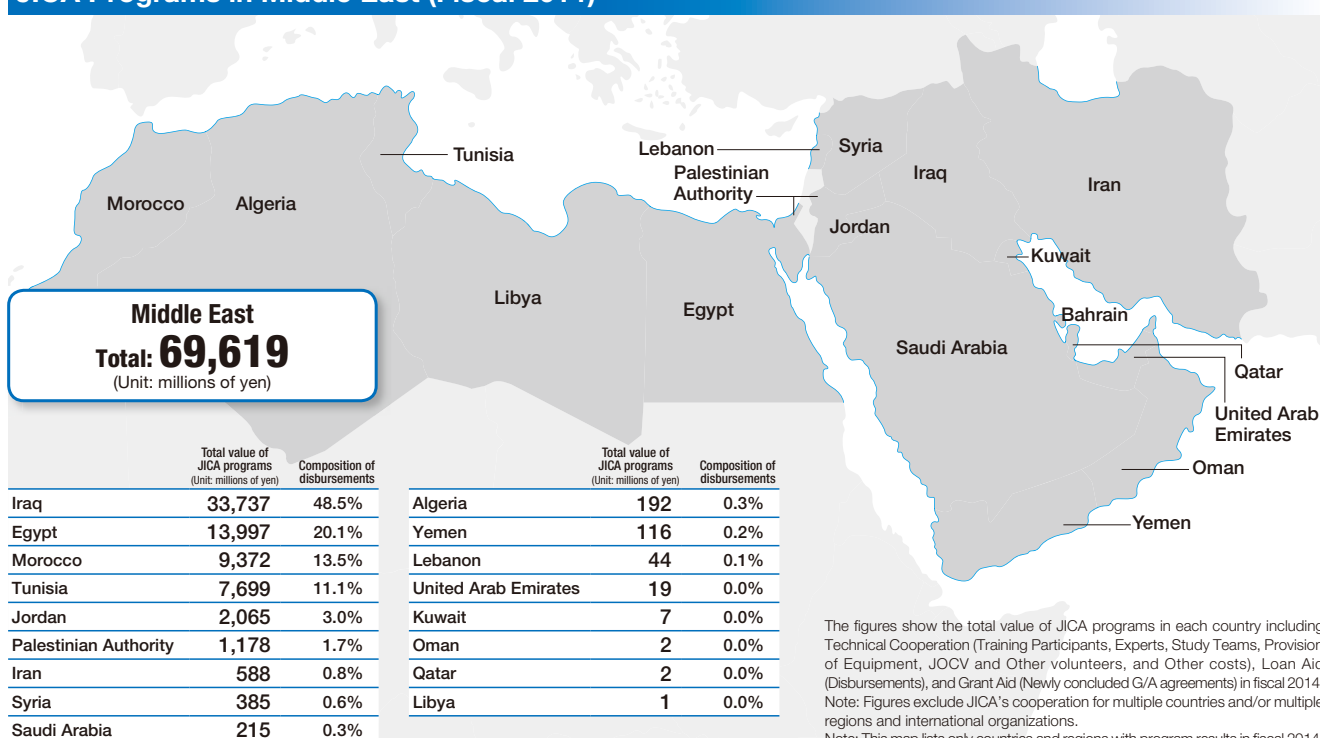
### ● Promoting Human Security and Peacebuilding

The conflict in Syria has already claimed more than 220,000 lives, while the number of refugees and internally displaced persons has reportedly reached about four million and 7.6 million, respectively. Jordan has been accepting many refugees since the beginning of the crisis, and JICA has been providing development policy loans to reduce Jordan's financial burden, water supply and wastewater development aid, disability assistance and other forms of comprehensive support from the national level down to the grass-roots level. Turkey has accepted the highest number of Syrian refugees with more than 1.7 million, and JICA is currently preparing ODA Loans for the Local Authorities Infrastructure Improvement Project to fund infrastructure development

including water supply and wastewater, and waste management with a view to alleviating some of the burden placed on local governments [→ see the Case Study on page 60].

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

### JICA Programs in Middle East (Fiscal 2014)



internally displaced people due to the conflict, in March 2015, JICA invited government officials to Japan, and shared Japan's experiences in dealing with the Great East Japan Earthquake.

For Palestinian people, which hold the key to the Middle East's peace process, JICA is engaged in the development of the Jericho Agro-Industrial Park (JAIP), a project under the Corridor for Peace and Prosperity initiative proposed by the Japanese government to support construction of the future Palestinian state. Additionally, since fiscal 2011, Japan, working as a mediator, has been organizing collaboration with Southeast Asian countries in a new initiative, applying lessons learned from the experiences of the growth of Asian countries toward the development of the Palestinian Authority. As part of these efforts, JICA is further expanding support to the Palestinian Authority with the cooperation of the Islamic Development Bank.

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

### ● Promoting Quality Growth

The Middle East is an attractive market for infrastructure businesses as well as an important partner for Japan as a provider

of oil. However, the Middle East has been a relatively difficult partner to work with due to differences in business culture and customs as well as its longstanding economic ties with Europe. To bridge the difference, JICA started the Greater Cairo Metro Line No. 4 Phase 1 Project in Egypt, applying the Special Terms for Economic Partnership (STEP) for the first time in the country. This created a breakthrough for Japanese companies to enter Egypt's underground railroad construction market.

JICA also signed an ODA Loan agreement for the Project for Construction of the New Dirout Group of Regulators in Egypt in March 2015, the very first irrigation-related Japanese ODA Loan provided with STEP. In addition, following the revolution of February 2011 in Egypt, JICA has provided support for the government's capacity development in formulation and implementation of national development plans, which forms the basis for the country's nation-building policies.

In Iraq, JICA opened an office in Baghdad in 2011. Since private-sector development is one of the most important developmental issues in Iraq, JICA is considering providing support to improve the business environment in order to encourage Japanese and other private-sector companies to enter the market. In fiscal 2014, as well as signing an ODA Loan agreement for the Hartha Thermal Power Station Rehabilitation Project, JICA completed the Port Sector Rehabilitation Project. JICA is also conducting human resources development training in Japan and in Iraq's neighboring countries, and such cooperation is expected to form the foundations for Iraq's social and economic

#### Case Study

#### Countries Neighboring Syria: Support for Communities Hosting Syrian Refugees

### Alleviating the Burden on Host Countries

**Approximately four million people have fled the crisis in Syria to neighboring countries. Many are living outside of the refugee camps, which is placing a tremendous burden on the host countries. JICA is providing support not just to Syrians, but also to host countries to alleviate this burden.**

#### Jordan

Jordan has generously hosted about 630,000 registered Syrian refugees, and with its scarce water resources, the increase in the population due to this influx of Syrians is placing a serious strain on the water supply and wastewater systems. JICA examined the impact on water supply and wastewater services in the northern region where there has been a marked influx of Syrians, and drew up a water supply and wastewater development plan up to 2035. Work based on this development plan will improve water supply and wastewater services, and through this, Syrians and their host communities can look forward to a safe and reliable water supply.

People with disabilities were sent from Japan to Jordan as JICA experts to talk to Syrians with disabilities, who are facing great hardship, about having a positive attitude about their disabilities and becoming a force for social

change. JICA also conducted a facilitator training course, and laid the groundwork for course participants to begin activities to encourage other Syrians with disabilities to take a more active role in the community. JICA will continue providing support so that Syrians with disabilities living in Jordan can have a positive outlook without feeling isolated from their local community.

#### Turkey

Turkey has received the highest number of Syrians, more than 1.7 million, and more than 80% of the Syrians are living in municipalities among the local residents. Building up the public infrastructure in municipalities that are hosting the Syrians has become a pressing issue as the service level of water supply, wastewater, solid waste management, and other services provided by metropolitan municipalities and public utilities that provide infrastructure



Participants in a workshop show a positive attitude when talking about the kinds of activities they can do within the community (Jordan).

services ("the local authorities") continues to decline. JICA is planning to provide the necessary long-term finance for infrastructure projects in water supply, wastewater, and solid waste management, including procurement of operation and maintenance equipment and the cost of consulting services, to improve infrastructure services of the target local authorities in the southeastern part of Turkey affected by influx of the Syrians.

development.

Meanwhile, since 2013, JICA is advancing preparations toward receiving training participants and dispatching experts in Cost-Sharing Technical Cooperation, in which partnering governments bear the majority of expenses.

In Northern Africa, a new government was inaugurated in Tunisia in February 2015, marking the end of the democratization process. In July 2014, JICA signed ODA Loan agreements for the Mejerda River Flood Control Project and the Rades Combined Cycle Power Plant Construction Project to assist in Tunisia's stable economic development. In the field of job creation and fostering industry, JICA is supporting human resources development in the area of science and technology through the establishment of the Egypt-Japan University of Science and Technology (E-JUST) and Borj Cedria Science and Technology Park in Tunisia. Experts in investment promotion will be dispatched to Morocco also, and requirements for private-sector development will be assessed to consider the implementation of technical cooperation utilizing Japan's expertise.

JICA also began the selection process for master's degree and internship training in Japan in autumn 2015 under the African Business Education Initiative for Youth (ABE Initiative) [[see the Case Study on page 83](#)].

### ● Contributing to Environmental Issues Beyond National Borders

In 2014, JICA signed a memorandum of understanding for

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

### ● Cooperating with Emerging Donors

JICA is supporting the North African countries of Egypt, Tunisia, and Morocco in providing South-South cooperation to Sub-Saharan African countries in order to effectively utilize the human resources formerly trained by Japanese technical cooperation. Based on the memorandum signed with the Moroccan Agency for International Cooperation (AMCI), JICA is implementing support for capacity development of the agency by dispatching a JICA expert. In 2014, a total of 36 training courses intended for Africa were held in Egypt, Tunisia, and Morocco.



Trainee learning *washi* techniques in Kyoto. Traditional Japanese skills are helping in the restoration of Egypt's ancient artifacts.

#### Case Study Egypt: The Project for the Grand Egyptian Museum Construction Project

### Contributing to the Expansion of the Crucial Tourism Industry

Egypt has undergone two changes of government since 2011, and is currently pushing ahead with national development aimed at economic recovery. JICA will contribute to the tourism-led economic growth and employment creation in Egypt through the construction of one of the world's largest museums, and the transfer of artifact conservation and restoration technology.

#### Construction of One of the World's Largest Museums

There are currently 180,000 archeological artifacts, including the Mask of Tutankhamen, housed in the Egyptian Museum in Cairo, Egypt. This number is triple the number envisaged when the museum was opened in 1902, and while display space is in short supply now, more and more important artifacts are being

discovered at digging sites in various parts of Egypt.

With support from JICA, Egypt is building a new purpose-designed museum for the display and housing of these globally significant artifacts near the pyramids at Giza. The new museum is called the Grand Egyptian Museum, and it will have close to double the display area of the existing museum. This, together with its contemporary design modeled on the pyramids, is expected to make the museum a major new tourist attraction.

JICA is also providing cooperation for building a subway line linking the central part of Cairo with the Museum area.



Construction site of the new museum with pyramids in the background.

#### Reviving the Heritage of Egyptian Civilization with Japanese Technical Cooperation

In parallel with the construction of the new museum, since 2008, JICA has been implementing the Project for the Conservation Center in the Grand Egyptian Museum to transfer technology for the conservation and restoration of artifacts to be displayed and housed in the museum. Through training provided under this cooperation, Japanese technology such as the restoration of papyrus using *washi*, a Japanese style of paper made from wood pulp, and the special transportation of archaeological artifacts is being transferred to Egypt. JICA is also working with Egypt in the restoration of the ancient wooden ship —“Khufu Second Solar Boat”— discovered at the foot of the Great Pyramid of Giza. This is planned to be one of the major showpieces of the new museum.

With a view to the period after the new museum has been opened, JICA is contributing to the sustained development of Egypt's tourism industry through the conservation and restoration of exhibits and personnel training.

# Europe

Aiming for Advanced Stability and Sustainable Economic Development in the Region

## Key Aid Strategies

### Consolidation of Peace, Industrial Development and Environmental Preservation

Many European countries belong to the European Union (EU), and most non-member countries are working on economic and social development with a view to becoming EU members in the future. JICA supports the stabilization and development of this geopolitically important region. In the Western Balkans, JICA extends cooperation

in establishing peace, industrial development, and environmental preservation, utilizing Japan's knowledge and specialization, aiming at future self-sustainability without foreign assistance. JICA also promotes support for stabilization and domestic reform of former Soviet Union countries such as Ukraine and Moldova.

#### ● Consolidation of Peace

Countries in the Western Balkans still face many challenges, including high unemployment rate and deep-rooted ethnic sensitivities. Building a peaceful and cooperative multiethnic society is of great importance and requires international support. JICA has been providing support for facilitating ethnic collaboration and social stabilization mainly in Bosnia and Herzegovina. In the technical cooperation Project for Improving IT Education at Mixed Secondary Schools with Gymnasias Course, a multiethnic curriculum for informatics education has been introduced to secondary schools throughout the country. By establishing an environment where students from different ethnic groups study together and interact with each other, this project is fostering trusting relationships among them.

Japan has set out the Ukraine Aid Policy, composed of three major objectives: economic improvement, restoration of democracy, and promotion of dialogue and integration. Based on this policy, JICA has provided training for legislative

and administrative officials, and extended the credit of the Economic Reform Development Policy Loan to assist the fiscal reconstruction of Ukraine [→ see the Case Study on page 63]. JICA is also preparing an ODA Loan for renovation of a sewage treatment plant for improvement of public health and living conditions for the residents of Kiev, the capital of Ukraine.

#### ● Industrial Development

The Western Balkans, Moldova, and Ukraine are expected to emerge as exporters to EU countries. In addition, the Western Balkans is a huge market: with the region's relatively high per capita gross national income (GNI) and a population of more than 50 million, there are no tariffs within the region covered by the Central European Free Trade Agreement (CEFTA). JICA supports economic revitalization by promoting tourism and SMEs. In the Training Course for Tourism Promotion for Serbia, Montenegro, and Albania, staff members from tourism authorities of these countries study Japanese tourism policies and Japanese-style

### JICA Programs in Europe (Fiscal 2014)



hospitality, “*Omotenashi*,” to develop a joint scheme among the three countries in order to attract tourists from Japan. The Project on Establishment and Promotion of Mentoring Service for Small and Medium Enterprises in the Western Balkans, a technical cooperation project, aims at improving the service of SME assistance organizations in Serbia, Bosnia and Herzegovina, and Montenegro. JICA also provides support for enhancing domestic and export industries in Moldova and Ukraine through accepting training participants.

### ● Environmental Preservation

Countries that want to join the EU need to establish environmental standards in line with EU criteria. For example, they will have to comply with restrictions on emissions and activate renewable energy. JICA focuses its support on achieving these requirements. The Flue Gas Desulphurization Construction Project for the Ugljevik Thermal Power Plant is an ODA Loan project for Bosnia and Herzegovina. Through installing equipment that will reduce sulfur dioxide (SO<sub>2</sub>) and dust emissions from power plants, the project aims to reduce air pollution and achieve EU environmental standards.

ODA Loans for environmental improvement at thermal power plants have been extended to Serbia and Romania as well. JICA also has many other environmental projects, such as technical cooperation for waste management in Kosovo and Albania and energy conservation in Serbia. Environmental programs are a main pillar of JICA's activities in Europe.

### ● Turkey — Strengthening Relationship as a Global Partner

As Turkey is located at a node point that links Asia and

the Middle East to Europe, the political and economic stability of Turkey is of vital importance for peace and stability in the region. Based on recent solid economic growth, Turkey has set its goal to rank among the world's 10 biggest economies by 2023. Turkey chaired the G20 in 2015 and is enhancing its international presence. JICA supports Turkey in achieving high economic growth in harmony with the environment, and has strengthened the partnership between JICA and Turkey to support less developed regions.

Specifically, JICA has been involved in the improvement of transportation infrastructure, such as the Bosphorus Rail Tube Crossing and bridges, enhancement of the business and investment environments, and strengthening of disaster prevention and management capacity that can minimize risks impeding the country's growth. Especially in the field of disaster risk reduction, JICA extends technical cooperation in disaster risk management, disaster mitigation of earthquakes and tsunamis, and for capacity development of the Bursa Disaster Learning and Training Center, a first-of-its-kind center in Turkey. JICA also works on enhancing development partnerships, as in the Third Country Training Program titled Earthquake Engineering and Disaster Management, which started in fiscal 2014, in cooperation with the Turkish Cooperation and Coordination Agency (TIKA). The training is for the Western Balkans, Central Asia, and countries of the Caucasus region to improve their natural disaster management capacities. JICA will keep supporting Turkey's efforts in the environment, disaster prevention and management, and enhancement of partnerships for supporting less developed countries, with a view to developing partnerships with private sector.

#### Case Study

#### Ukraine: Economic Reform Development Policy Loan/Practical Business Training

### Support in a Variety of Fields Such as Economic Reform and Energy Conservation

JICA contributes in various ways to confront the challenges that Ukraine faces, including assistance in financial restoration in cooperation with the World Bank, and provision of training in Japan to introduce advanced energy-saving approaches.

#### Supporting Economic Reform with a Development Policy Loan

Antigovernment protesters organized large-scale demonstrations in November 2013 in Ukraine when the government decided to postpone signing an association agreement with the European Union (EU), leading to a change of government in February 2014. Meanwhile, the economy stagnated, and in particular, a decrease of foreign currency reserves and accumulation of public debt became big issues.

In such circumstances, JICA signed an ODA Loan agreement with Ukraine in July 2014, the Economic Reform Development Policy Loan, providing up to ¥10 billion. This loan is to support efforts by Ukraine for economic reform, such as governance improvement,

enhancement of the business environment, and reform of the public sector in collaboration with the World Bank. The loan is expected to promote reforms that will lead to the economic and social stabilization of Ukraine.

#### Practical Business Training Focused on Energy Conservation

The Practical Business Training Program focused on energy conservation was conducted for approximately two weeks in early March 2015. A total of 10 participants, consisting of local government heads, administrative officials, and private-business employees, all of whom promote energy conservation, attended the training. Lectures on Japanese energy policy and energy conservation measures taken by private companies, and



Visiting the mayor of Miyazu City in Kyoto Prefecture

visits to manufacturers of bamboo charcoal and pellets, were included in the training. For the purpose of understanding Japanese culture, the participants also visited historic roads in Kyoto, a sister city of the Ukrainian capital, Kiev. On the last day, the participants presented post-visit action plans, including specific plans such as launching energy conservation promotion targeted at general households and implementation of garbage separation training at schools. It is hoped that the participants will play an active role in promoting energy-saving activity in Ukraine.

# Millennium Development Goals and Sustainable Development Goals

Development Issues that the International Community Should Tackle Jointly

## MDGs: Aiming at Poverty Reduction in Developing Countries

At the United Nations Millennium Summit in September 2000, the UN member states adopted the Millennium Declaration, which comprised goals to be achieved by the international communities in the 21st century. The declaration served to clarify the direction and role of the UN on issues of peace and security, development and poverty, the environment, human rights, and protection of the vulnerable. The Millennium Development Goals (MDGs) were then set as a common framework for achieving these goals aimed at poverty reduction in developing countries, by integrating this Millennium Declaration and the other international development goals adopted by major international conferences and summits throughout the 1990s. The MDGs comprise eight goals to be achieved by the end of 2015.

Since the agreement on the MDGs, many countries have achieved remarkable progress in reduction of poverty and satisfaction of basic needs. However, achievement rates vary according to the goal, country, and region. Delays in progress toward MDG targets are especially prominent in conflict-afflicted or vulnerable countries, mainly in Sub-Saharan Africa. The goals that are expected to be achieved globally include: halving the population ratio of impoverished people; eliminating gender disparity in primary and secondary education (gender equality); and increasing access to safe drinking water. Goals that seem to be difficult to achieve are: halving the proportion of people who suffer from hunger; achieving universal primary education; and reducing the maternal mortality ratio.

## JICA's Contribution toward Achieving the MDGs

In a world of globalization and interdependence, it is becoming important to provide assistance that focuses on human security and the stability of each individual, but not only on a bilateral basis. With the goal of realizing human security, JICA is contributing to achieving the MDGs in an effort to attain dynamic development that benefits all people.

### ● Support for the Poor and Reduction of Disparities

It is estimated that the population living in extreme poverty in developing countries will be 1.6 billion people by 2015, and these people are concentrated mainly in Sub-Saharan Africa and South Asia. Since most of these people live in rural areas and also depend on agriculture for their livelihood, it is especially important to focus on the development of rural areas.

In an effort to advance inclusive assistance for the poor, since 2010 JICA has studied methods of cultivating fruits and vegetables suitable for high-altitude regions, and has provided

technical guidance for farmers in six eastern districts of Bhutan that have particularly high poverty rates. As a result of these efforts, not only are farmers able to earn hard cash through cooperative shipping and sales, young people are also returning from urban areas to inherit the management of family farms. In Ethiopia, because of extensive damage that resulted from ongoing drought conditions, JICA initiated a weather-damage insurance system in 2012. Through this insurance system, payments are made to insured farmers when rainfall drops below a certain level. This system is intended to enhance farmers' resilience against the risks of irregular or aberrant weather conditions.

### ● Achieving Universal Primary Education

JICA has also been working on improving the quality of education in Bangladesh, because the country has faced significant obstacles in achieving the goal of universal primary education. In cooperation with nine other aid institutions, JICA has provided financial support for the Third Primary Education Development Program, established by the Bangladesh government. Since 2004, JICA has also been providing assistance for enhancement of primary science and mathematics education; this effort has yielded promising results. The completion rate at target schools under this program exceeds the national average.

### ● Eliminating the Gender Gap in Primary and Secondary Education

With regard to promoting gender equality, JICA has contributed to eliminating the gender gap in the educational field. In South Asia, for example, the literacy rates for adult women are quite low, so it is important to broaden their learning opportunities via literacy education programs mainly targeting women. In Pakistan, JICA has assisted in improving literacy education administration through non-formal education support. In addition, to address the dropout issue for female primary and secondary school students, JICA is developing practical curricula that can be seen as useful for daily life.

### ● Improving Maternal and Child Health and Welfare

The improvement of maternal and child health and welfare has been limited and insufficient for poor people around the world. In the Philippines, which stands out as a poorly performing country in a regional index for maternal and child health, JICA worked on enhancing maternal and child health services in two provinces. This effort resulted in a significant improvement in maternal health and welfare, and has been accompanied by a significant rise in the number of babies delivered by doctors or midwives. In light of these favorable outcomes, JICA is now providing support to expand this approach to other provinces. In addition to these forms of support, JICA will aim to realize universal health coverage under the concept that all people should have access to timely and reasonably priced health care services, including

## The Eight MDGs

Logos created by the NPO Hottokenai Sekai no Mazushisa (Don't let it be – World Poverty)

**Eradicate extreme poverty and hunger****Promote gender equality and empower women****Improve maternal health****Ensure environmental sustainability****Achieve universal primary education****Reduce child mortality****Combat HIV/AIDS, malaria and other diseases****Develop a global partnership for development**

## Global progress toward achieving the MDGs

| Goal/Target                                                  | Africa |             |      | Asia      |       |      | Oceania | Latin America/ Caribbean | Central Asia/ Caucasus |
|--------------------------------------------------------------|--------|-------------|------|-----------|-------|------|---------|--------------------------|------------------------|
|                                                              | North  | Sub-Saharan | East | Southeast | South | West |         |                          |                        |
| Goal 1: Eradicate extreme poverty and hunger                 |        |             |      |           |       |      |         |                          |                        |
| Halving of extreme poverty                                   |        |             |      |           |       |      |         |                          |                        |
| Halving of extreme hunger                                    |        |             |      |           |       |      |         |                          |                        |
| Goal 2: Achieve universal primary education                  |        |             |      |           |       |      |         |                          |                        |
| Complete dissemination of primary education                  |        |             |      |           |       |      |         |                          |                        |
| Goal 3: Promote gender equality and empower women            |        |             |      |           |       |      |         |                          |                        |
| Enrollment rate of girls in primary education                |        |             |      |           |       |      |         |                          |                        |
| Goal 4: Reduce child mortality                               |        |             |      |           |       |      |         |                          |                        |
| Death rates for children under age five: 2/3                 |        |             |      |           |       |      |         |                          |                        |
| Goal 5: Improve maternal health                              |        |             |      |           |       |      |         |                          |                        |
| Maternal mortality: 3/4                                      |        |             |      |           |       |      |         |                          |                        |
| Goal 6: Combat HIV/AIDS, malaria and other diseases          |        |             |      |           |       |      |         |                          |                        |
| Prevention of the spread of HIV/AIDS                         |        |             |      |           |       |      |         |                          |                        |
| Goal 7: Ensure environmental sustainability                  |        |             |      |           |       |      |         |                          |                        |
| Halving the population without access to safe water          |        |             |      |           |       |      |         |                          |                        |
| Halving the population without access to sanitary facilities |        |             |      |           |       |      |         |                          |                        |

■ Goals expected to be achieved by 2015
 ■ Difficult to achieve by 2015 as things stand now
 ■ No progress/worsening

Source: United Nations Development Programme (UNDP), The Millennium Development Goals Report 2014

health promotion, as well as disease prevention, treatment, and rehabilitation.

### ● Access to Safe Water and Sanitation

As for the improvement of access to safe water, the goal was achieved across the world in 2010. However, most Sub-Saharan African countries are still having difficulty achieving this goal. Specifically, access to basic sanitary facilities is one of the goals that lags the most. In three regions in Senegal with limited access to sanitation, JICA provided assistance not only to teachers and enlightenment officers involved in health education, but also to workers whom JICA trained in the development and construction of model toilets. Along with population concentration in urban areas, there have been some issues regarding water supply in Asian countries where the goal has been already achieved. For example, JICA assisted in the introduction of a remote monitoring control apparatus to the urban area of Cebu in the Philippines, for accurate understanding of water supply conditions. JICA, in collaboration with Yokohama City, is planning to provide operational training on the use of this monitoring apparatus.

## Sustainable Development Goals (SDGs): Universal Global Development Goals

The Sustainable Development Goals (SDGs) have been adopted, at the UN Sustainable Development Summit in September 2015, after the rounds of discussions among the international community over the last few years. It is clear at this point that ongoing efforts will be necessary to deal with targets underachieved in the current MDGs. In particular, in terms of emphasizing the people left behind by the MDGs, an inclusive view on internal disparities will become increasingly important.

Moreover, since countries that achieved remarkable economic

growth have concomitantly high MDG achievement rates, it has been reaffirmed that economic growth has a significant impact on poverty reduction. On the other hand, some global issues are becoming major risks that can disturb the smooth achievement of the MDG targets. These issues include natural disasters, rising food costs, financial crises, and infectious diseases. For this reason, it is important to incorporate an approach to managing such significant risks into development plans for the future. At the same time, resilience-building should also be emphasized, because the ability to cope with such potential risks will be critical to the formation of a successful new development framework. An approach to risk management is particularly important with regard to disaster risk reduction, as this can serve as a key component of disaster recovery and community resilience-building. In fact, this sort of risk-management approach is gaining worldwide attention as a style of cooperation that utilizes Japan's cumulative knowledge and experience in the field of disaster risk reduction and recovery.

Populations that keep growing bring about an increase in demand for food and resources, while at the same time greenhouse gases and waste resulting from economic activities of ever-larger populations have created significant concern about the heavy burden on the planet. Even though environmental sustainability was included in the MDGs, this issue is becoming more significant now as we seek to look beyond the MDGs.

The SDGs are expected to promote efforts to resolve or ameliorate issues that have not been resolved under the MDGs, and also to set universal goals and targets for new and emerging issues. With the aim of realizing human security, JICA will continue contributing to the establishment of a new development framework in developing countries by building on and extrapolating from its past support, which has focused on inclusive and resilient development perspectives.

# Poverty Reduction

Supporting the Development of the Essential Capabilities of the Poor



Of the eight Millennium Development Goals (MDGs), relevant goals are shown in color.

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

In order to promote JICA's vision of "inclusive and dynamic development," JICA has identified "reducing poverty through equitable growth" as one of its four strategies. JICA extends assistance for human resources development, capacity building, improvement of policies and institutions, and the development of social and economic infrastructure in developing countries.

## ● Overview of the Issue

Poverty is an issue that cannot be ignored from the perspective of human security, as outlined in the Japanese ODA Charter. The number of people living in poverty, on less than \$1.25 per person per day, is estimated at about 1.2 billion worldwide.

In addition, natural disasters, environmental destruction, and other factors make it difficult to continue traditional means of livelihood. This means some people are extremely vulnerable to poverty. Problems such as disease, unemployment, lack of

education, and social discrimination each impact the others. Once a person falls into this vicious cycle, it is not easy to escape from this cycle. This is sometimes referred to as the "deprivation trap," and it has become an urgent issue in tackling poverty reduction. Neglecting poverty and vulnerability may widen the gap between rich and poor and intensify competition over resources, causing instability in society.

In recent years, the notion has developed that poverty is the state in which the following five capabilities are severely



A meeting with the beneficiaries of conditional cash transfer program in Honduras

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

### ● JICA Activities

In order to advance equitable growth and sustainable poverty reduction, JICA will strive to enable each and every person in poverty to escape by reinforcing these five capabilities and supporting the development of an environment in which these capabilities may be manifested. Specifically, JICA both (1) carries out “poverty measures” to directly assist the poor as well as (2) makes “poverty considerations,” by incorporating creative

approaches into projects in order to improve the circumstances of the poor by ensuring the project’s benefits to the poor in various fields of projects.

To this end, JICA gathers information on the poor and accumulates methods that are effective for poverty reduction. In addition, regarding methods that have been attracting attention in recent years, JICA is implementing projects and training programs. The goal is to enable the poor, who are living on unstable incomes, to make stable expenditures every month for items such as health care, education, and food. These approaches cover methods such as “microfinance,” which provides savings services and very small loans; “conditional cash transfers (CCT),” in which a government redistributes income by directly providing cash or cash equivalents to individuals or households on the condition that they are qualified and fulfill certain obligations; and “labor-based technology (LBT)” which can generate short-term employment for the poor [➔ see the Case Study below].

#### Case Study Honduras: Project on Life Improvement and Livelihood Enhancement of Conditional Cash Transfer Beneficiaries through Financial Inclusion

### Aiming at Lifting Beneficiaries out of Poverty by Improving Their Access to Formal Financial Services

In Honduras, JICA works on developing the capacity of the poor and establishing a system to support them in order to improve their lives and livelihoods through efficient use of the CCT.

#### Assisting the Poor with the Conditional Cash Transfer Program

Although the poverty rate in Honduras slightly decreased from 65.1% in 2003 to 61.9% in 2011, it is still high. Under such circumstances, the Government of Honduras intensively runs “Bono Vida Mejor,” a conditional cash transfer program (CCT) to support the poor.

The program aims to cultivate human resources among the poor, eliminate the dependence on welfare, and cut off the intergenerational cycle of poverty by promoting improvement of their capacities, such as knowledge and skills. The program grants cash to households that meet certain health, educational, and other conditions, for example, a school attendance ratio of 80% or more.

Positive effects of the CCT program, such as an increase in the school enrollment ratio, an increase in the utilization ratio of medical services, and improvement in consumer activities, have been confirmed. Meanwhile, it is also pointed out that this program should build capacity to promote the life improvement and livelihood enhancement of the program participants, along with institutional issues.

#### Establishing a Flexible and Nationwide Model

In such a situation, JICA, together with the Family Allowance Programme of Honduras of Sub Ministry of Social Integration, started the



JICA's expert and project officials preparing for a participatory survey aimed at CCT beneficiary households

Project on Life Improvement and Livelihood Enhancement of Conditional Cash Transfer Beneficiaries through Financial Inclusion (2015–2020). The project aims to develop and implement a system to support CCT beneficiaries in five target cities to improve their lives and enhance their livelihoods. At the same time, due to establish the sustainable implementation systems for assistance to the poor, the project assists several stakeholders such as the national government, municipalities, and financial institutions.

In future, the project plans to improve the financial environment surrounding the poor by

providing financial education for the poor to acquire know-how to efficiently manage their family budgets, and by providing technical assistance in developing financial services that the poor can have access to.

The project also plans to provide training to develop skills that are required in production and sales and in securing jobs that will lead to increased incomes.

Furthermore, the project is aiming so that the model established to promote life improvement and livelihood enhancement of CCT beneficiary households is institutionalized for nationwide delivery.

# Peacebuilding

## Peacebuilding Support for Preventing Relapse of Conflicts



Of the eight Millennium Development Goals (MDGs), relevant goals are shown in color.

Most of the armed conflicts happening in the world today are civil wars in developing countries and regions, especially those in the poorest categories. In such conflicts, not only combatants but ordinary citizens and children are victimized, thus severely impairing people's lives even after the conflicts end.

Aiming to contribute to consolidation of peace and prevention of occurrence and recurrence of conflicts, JICA's

effort in this field places emphasis on reconstruction of socioeconomic infrastructure and economic recovery with a view to reducing disparities in income and economic opportunities, addressing some of the root causes of conflict. JICA also works toward restoration of governance and security within the society as key ingredients of nation-building.

### ● Overview of the Issue

The majority of conflicts in the world today are civil wars, most of which take place in the least developed countries and regions. With the disappearance of clear distinctions between the military and civilians, more and more ordinary citizens are becoming victims of conflicts while victimizing others at the

same time.

An armed conflict does more than just destroy the infrastructure that serves as foundation of people's lives; it destroys social bonds within the society and feeds mutual distrust and hatred. Destroying everything in the society, it leaves a bitter legacy on a path to reconstruction.

#### Case Study

#### Cambodia: South-South Cooperation with the Cambodian Mine Action Centre (CMAC)

### Toward a World Free from Land Mine Victims

In Cambodia, more than 2,000 people were killed or injured annually by land mines during the 1990s. The number of casualties was reduced to less than 200 recently as the capacity of the Cambodian Mine Action Centre (CMAC) increased with support from the international community, including from the Japanese government and JICA. With CMAC's increased capacity in the removal of land mines and information management, it now enjoys extending capacity-building support to third countries in partnership with JICA.

#### Promoting Support for Land Mine Actions through South-South Cooperation

As a result of the civil war that lasted over 20 years from 1970, four to six million land mines are assumed to have been planted across Cambodia, and these mines still present a large threat to people's daily lives. CMAC is a governmental organization established for the purpose of demining, and it has strengthened its organizational capacity with support from international partners.

CMAC significantly expanded its annual clearance area from 10.5 km<sup>2</sup> in 2003 to 76.7 km<sup>2</sup> in 2012 with the help of equipment obtained through support from the Japanese government and JICA since 1999, such as brush cutters, demining machines, and mine detectors. Also, the center has received technical assistance from JICA to enhance its demining capability. CMAC is currently continuing its efforts toward the goal of completing demining in the country by 2019.

Based on this accumulated capacity and experience, CMAC now conducts a series of seminars for other demining organizations in different countries, such as Colombia, Laos, and Angola, in partnership with JICA, to share its knowledge and experience. At the seminar, participating organizations are exposed to CMAC's experiences on information management and planning and monitoring of operations, all of which are necessary for efficient demining. Such seminars also promote mutual learning among participating organizations by sharing experience with each other, which is another advantage of South-South cooperation.

In March 2015, JICA invited H. E. Heng Ratana, Director General of CMAC, and key members of the National Demining Institute of Angola (INAD) to Japan to hold a seminar with a view to advocating land mine problems to the Japanese public and the usefulness of South-South cooperation. Japan does not have demining experience domestically, but it is worth recognizing that there are many countries in the world, including Cambodia, that still suffer from the negative impact of land mines long after the conflict. Hence South-South cooperation will become increasingly important as we continue to support demining efforts in those countries.



Members of the National Demining Institute of Angola receiving practical training at CMAC

Peacebuilding support requires a comprehensive approach consisting of interventions from military, political, and socioeconomic perspectives. Military and political measures, including preventive diplomacy, play an important part in prevention and resolution of conflicts. For consolidation of peace, development assistance has an indispensable role, as it contributes to reducing disparities in income and economic opportunities, which are considered some of the root causes of conflict.

### ● JICA Activities

JICA's peacebuilding support primarily aims at consolidation of peace and prevention of occurrence and recurrence of armed conflicts. Actual support takes the form of providing service-delivery assistance meant for alleviating difficulties faced by the people affected during and immediately after conflicts, as well as developmental assistance meant to achieve stable development over the medium and long term.

Specifically, JICA extends its support in areas such as: (1) rehabilitation and reconstruction of socioeconomic infrastructure, (2) economic recovery, (3) governance, and (4) security.

In extending such support, much care has been taken to remedy service delivery to the general public at the immediate postconflict stage so that people can feel the so-called "peace

dividend" as much as possible. By quickly restoring basic social services in the education and health sectors that have been disrupted during the conflict, people's growing expectations can be met after achieving a peace agreement, and public confidence in the government can eventually be restored. In cases where government capacity is too weak to provide such services, direct support is extended to the communities and people in need. Some examples of this approach include projects implemented in Uganda, Cote d'Ivoire, and Sudan.

Based on these experiences, JICA co-organized a workshop with the United Nations Development Programme (UNDP) in 2014 to share lessons learned among practitioners at both organizations for improved project implementation in postconflict situations. JICA conducted seminars for the general public to advocate the importance of mine actions in mine contaminated countries as well as Japan's contributions to such activities [→ see the Case Study on page 68]. JICA also held a symposium in Hiroshima to discuss challenges in peacebuilding in Mindanao; the symposium was honored with the attendance of President Aquino of the Philippines.

JICA strives to develop human resources in peacebuilding in addition to accumulating and disseminating knowledge and experience in this field.

#### Case Study **Uganda: Addressing the Issue of Protracted Refugees Situations (PRS)**

### Teaching Rice Cultivation Techniques to Improve the Livelihoods of Refugees

In cooperation with the Office of the United Nations High Commissioner for Refugees (UNHCR), JICA extended income generation support in Uganda for refugees in a protracted situation.

#### Bridging Humanitarian and Development Assistance

Currently more than 6.3 million refugees worldwide are not able to return to their original places of residence due to prolonged unresolved conflicts. As many of these refugees in protracted situations are accepted in developing countries, the situation often produces a heavy burden on host countries, which are compelled to provide social services to the refugees. Hence, a partnership between humanitarian assistance organizations, such as the UNHCR, and development agencies,

such as JICA, is required to seek a permanent solution for protracted refugees, replacing the current practice of providing repeated short-term assistance.

Uganda is one of the countries with a protracted refugee situation, having accepted more than 400,000 refugees from neighboring countries. Many people from the Democratic Republic of Congo crossed the border around 2000, and the number of refugees from South Sudan sharply increased after the outbreak of civil war there in December 2013, which increased the need to take appropriate measures



A JICA expert giving a lecture using a one-page training item

to cope with the situation.

JICA has been working with a Ugandan agricultural research institute for breeding and developing cultivation techniques and disseminating New Rice for Africa (NERICA) since 2004. NERICA suits local climate conditions, and its reputation as a profitable cash crop has been growing. In fiscal 2014, with support from JICA and the UNHCR, rice cultivation training was extended to the refugees as well as their host community residents.

A total of 819 people, including refugees and their host community residents, have participated in the training sessions that were held 24 times in fiscal 2014. Participants provided positive feedback, stating that "Rice is our traditional staple but has become too expensive to buy. Now we can grow it ourselves to eat," and "We do not earn much money from growing maize or cassava so far, but with more income from rice, we can send our children to school."

JICA and the UNHCR have signed a Memorandum of Understanding (MOU) to continue this training, and will continuously look for opportunities to address protracted refugee problems.



Farmers plowing a rice field (photo by Yuji Shinoda)

# Gender and Development

## Clarifying Gender Responsive Development Issues, Needs, and Impacts



Of the eight Millennium Development Goals (MDGs), relevant goals are shown in color.

**Gender can be defined within social and cultural contexts and can refer to the roles of men and women as well as their mutual relationship. On a global basis, women are far more likely to be placed in socially, politically, and economically disadvantaged positions compared to men. As such, the UN Millennium Development Goals and its successive agenda Sustainable Development Goals (SDGs) has outlined gender equality and the empowerment of**

**women as an important goal.**

**JICA promotes gender mainstreaming, a comprehensive approach to incorporate the perspective of gender in all stages of planning, formulation, implementation, monitoring, and evaluation of all policies and projects to clarify gender responsive development issues, needs, and impacts.**

### ● Overview of the Issue

Gender mainstreaming aims to achieve “gender equality and women’s empowerment”<sup>1</sup> in all fields of society.

In societies where gender inequality exists, there is the possibility of having a different effect on men and women in seemingly “neutral” development policies, measures, or projects. Therefore, it is necessary to incorporate the view of gender equality into each of the stages of planning, implementation, monitoring, and evaluation of all development policies, programs and projects, in consideration of the issues and needs resulting from the difference in the societal roles of men and women and their power relationship. This process is called “gender mainstreaming,” aimed to achieve the empowerment of women in the community and gender equality.

Generally, the fixed roles and responsibilities of men and women in a society tend to be subconsciously specified according to the sense of value, culture, tradition, and custom of the people in the region. That is to say, various kinds of policies, systems and organizations are also subject to the subconscious determination. In addition, regardless of whether it is in advanced or developing countries, the conventional wisdom and social system in the modern world are likely to be formed based on a male perspective. Thus, the philosophy of gender that has been shaped in a male-dominated society and culture features the unequal power contained in gender relationships. In light of the gaps and power relationships among men and women, it is essential to support national machinery, such as national agencies, mechanisms, and organizations striving for gender equality, including the Ministry of Women’s Affairs, to ensure that the policies and systems in partner countries adopt a gender responsive perspective.

In most cases, however, statistics, data, and indices are not tabulated according to gender. This problem also poses an obstacle to understanding the differences in the social status of men and women and the issues and needs related to the difference. If a philosophy of gender is introduced to the policy-making process or institution-building without fully comprehending the society in a target region, it may in fact produce negative results for women, such as exacerbating gender disparity. Therefore, it is

critical to collect and comprehensively analyze fundamental data needed for plans and projects by region, gender, age, ethnicity, and religious affiliation, and to develop human resources that have this perspective and can reflect the results in policies and systems.

It is important to promote women’s empowerment as part of efforts to advance gender mainstreaming. At the same time, it is also essential to make efforts to change the consciousness and actions of men, decision makers and those who have social influence in the community (e.g., administrative officials, educators, politicians, and religious leaders).

### ● JICA Activities

For many years, JICA has developed a basic strategy for implementing gender-responsive assistance projects and has made clear the issues to put priority on. JICA has also established an organizational framework for gender mainstreaming.

JICA has actually extended cooperation to create policies and systems and strengthen organizational capacity for promoting gender equality in Cambodia, Nigeria and other countries. To promote the empowerment of women, JICA provides support in wide-ranging areas, including education for women, improving maternal and child health, and supporting female entrepreneurs.

Moreover, efforts are made in various fields to ensure that the perspective of gender is reflected in the results and actions that should be achieved through projects.

For projects in areas affected by conflicts in Afghanistan, Mindanao, and Sudan, JICA is actively engaged in improving women’s livelihoods by conducting preferential hiring of women who have lost their husbands in battle and providing women with vocational trainings. The number of female entrepreneurs is increasing in developing countries, but to respond to the fact that their access to productive resources, such as funds and land, is limited in comparison with men’s, JICA invites government

1. According to the “DAC Guidelines for Gender Equality and Women’s Empowerment in Development Cooperation” issued by the OECD Department of Assistance Committee (DAC), “Gender equality does not mean that men and women need to become the same, but that their opportunities and life chances are equal. The emphasis on gender equality and women’s empowerment is not based on a single model of gender equality for all societies and cultures, but reflects a concern that women and men have equal opportunities to make choices about what gender equality means, and work in partnership to achieve it. Because of current disparities, equal treatment of women and men is insufficient as a strategy to achieve gender equality.”

officers who are in charge of supporting female entrepreneurs along with female entrepreneurs in African countries to Japan to introduce support activities for female entrepreneurs as well as assisting in building networks with Japanese female entrepreneurs. JICA also takes initiatives in Cambodia, including hosting workshops on economic empowerment of women.

In recent years, there has been increasing recognition of the need to address gender-based violence, including human trafficking as a new issue in gender and development. Human trafficking is a grave violation of human rights that inflicts severe emotional and physical suffering on the victims, who are mainly women and children, but include men as well; it calls for prompt

and appropriate response from a humanitarian perspective. JICA helps to strengthen organizations and human resources that are involved in countermeasures against human trafficking in Thailand, Myanmar, and Viet Nam. JICA also held a workshop in Turkey for female Afghan police officers to enhance their capabilities to cope with crimes that include violence against women [→ see the Case Study on page 41].

#### Case Study Kenya: Project on Enhancing Gender Responsive Extension Services in Kenya

### Increasing Agricultural Production through Women's Empowerment

In Kenya, JICA reviews the division of roles and decision making power between men and women in agriculture to promote gender-responsive extension services.

#### Development of a Gender Mainstreaming Package with the SHEP Approach as a Reference

In Kenya, 70% to 80% of agricultural work is done by women. However, women have limited access to land, agricultural materials, agricultural techniques, markets, and so on and their productivity is supposed to be about 20% to 30% lower compared to that of male farmers. Women are responsible for most housework and child rearing in addition to agricultural productive activities, and the heavy burden results in their lower agricultural productivity. Furthermore, it is common for men to control

income that is earned by selling agricultural products and make domestic decisions, which leads to a trend of low work motivation among women.

Under such circumstances, the Ministry of Agriculture, Livestock and Fisheries (MoALF) of Kenya places great importance on women's roles in agriculture and promotes gender equality and women's empowerment under the vision, "Equal opportunity for men and women is ensured for the purpose of increasing agricultural productivity."

JICA has engaged itself in gender-responsive activities through support to smallholder

horticulture farmers, including the Smallholder Horticulture Empowerment Project (SHEP) that lasted from 2006 to 2009.

In the beginning, the project identified issues relating to the roles and decision making power between men and women in agriculture in the pilot areas. The result revealed that, for example, women had very limited opportunities to attend various types of training despite the fact that they were engaged in farming activities, so the project promoted women's attendance at training sessions. Waste of money and duplication of spending due to separate management of incomes by husbands and wives were also identified, and family budgeting training was introduced to encourage husbands and wives to manage budgets together.

Moreover, the project took initiatives to ensure continuity of gender responsive agricultural extension services, including provision of trainings on gender to extension officers and related staff of agricultural offices, and support for women's participation in farmer groups. The terminal evaluation verified that these activities contributed to income improvement of farmer households by changing husband-and-wife relationships in farming families from those for managers and unpaid workers to those for co-managers for farming.

Project on Enhancing Gender Responsive Extension Services in Kenya, which started in 2014 based on the preceding cooperation, has been developing a Gender Mainstreaming Package, a series of guidelines and training materials describing how to mainstream gender in support for smallholder farmer, with the gender mainstreaming approach introduced in SHEP as a reference. The project assists MoALF to strengthen its capacity to promote gender responsive agricultural extension services in a rich variety of Kenyan agricultural divisions, including rice cultivation, dairy farming, and cassava cultivation in addition to horticulture.



A discussion with a group of farmers for a gender analysis study in Teso South Subcounty in Busia County

# Climate Change

## Making Sure That the Earth Will Continue to Be a Livable Place for Humans



Of the eight Millennium Development Goals (MDGs), relevant goals are shown in color.

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

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

### ● Overview of the Issue

Climate change manifests in various forms, including sea level rise, more frequent extreme weather and natural disasters, and changes in food production and water availability. Eventually it affects the entire basis of human life, including natural ecosystems, societies, and economies. These are the results of the rising mean temperature due to increasing emissions of greenhouse gases (GHGs) associated with anthropogenic activities such as fossil fuel use and deforestation, which then affect the global cycles of energy and materials such as water. Recent years have seen increasing reports of phenomena that are deemed to be affected by climate change from many parts of the world. These phenomena are expected to become more intense in the future.

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

Both adaptation and mitigation measures are important to address climate change. In addition, these sectors are essential for sustainable development. Climate change measures in developing countries therefore need to be implemented together with efforts to address challenges for sustainable development.

### ● JICA Activities

#### 1. Supporting the Efforts for Reduction of GHG Emissions

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

For those developing countries faced with various issues such as poverty reduction, it is important to take an approach that both reduces GHG emissions and bears benefits such as improvements in livelihood and economic development.

JICA extends cooperation in development projects, including the introduction of renewable energy, promotion of energy saving, improvement of urban public transportation system, solid waste

management, forest management and support for afforestation. JICA also provides extensive support for policy and capacity development, such as development of national greenhouse gas inventories,<sup>1</sup> establishment of energy-saving laws and low-carbon urban development planning [→ see the Case Studies on pages 49, 55, 88, and 108].

#### 2. To Protect People in Developing Countries from the Negative Impacts of Climate Change

Developing countries, and the poor in particular, are extremely vulnerable to the impacts of climate change.

JICA provides assistance to adaptation measures in accordance with each country's needs. These include developing capacity in protection against storm and flood damage, construction of water supply facilities, development and appropriate management of water resources, ecosystem protection, promoting irrigated agriculture and dissemination of drought-resistant agricultural crops [→ see the Case Studies on pages 31 and 51]. Such assistance is expected to become increasingly important in the coming years.

#### 3. Climate Change Measures That Accommodate Differences in Regions and Development Stages

Climate change measures need to accommodate differences among regions, most notably small island states and Africa, and the development stages of partner countries (low-income, middle-income, etc.).

Africa is considered highly vulnerable to climate change and particularly prone to drought. Small island states face extremely high risks associated with climate change in terms of sea level rise, coastal erosion and inundation, and water scarcity; nevertheless they often lack land, human, financial, and other resources to adapt to them. In other words, they are in particular need of international assistance. Although small island states are not large emitters of GHGs, they have strong needs for renewable energy resources and energy saving technologies, since they depend on costly imported fossil fuels for most of their energy needs.

Emerging economies in Asia require support for promoting low-carbon growth so that they can achieve economic development while reducing GHG emissions as they emit rapidly increasing amounts of GHGs associated with their remarkable

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

economic development. From the perspective of energy security, it is also important to support them in diversifying their energy sources, including renewable sources.

JICA offers comprehensive options on climate change measures with a flexible combination of various schemes to accommodate the realities of these regions and countries.

In northern Kenya, for example, JICA is supporting local pastoralist communities to manage water resources more appropriately and improve the market chain of livestock in order to enhance their resilience to droughts [→ see the Case Study below]. JICA assists small island states on issues such as region-wide DRR and solar power generation in the Caribbean, the Pacific, and elsewhere [→ see the Case Study on page 104]. In Asian countries,

JICA supports the formulation of low-carbon growth plans, the introduction of renewable energy, and energy-saving efforts.

#### 4. Concurrently Targeting Climate Change and Sustainable Development

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

##### Case Study

#### Kenya: The Project for Enhancing Community Resilience against Drought in Northern Kenya

### Building the Capacity of Pastoralist Communities to Cope with Droughts

JICA supports the development of an integrated model designed for pastoralist communities in northern Kenya to enhance their resilience to droughts.



Community members discuss drought risks and measures to address them in a seminar held in Marsabit County.



A total of 11 livestock water points have been constructed or improved. These JICA-made “oases” can supply water to many head of livestock even during the dry season or drought.

#### Community-Based Approach

The Horn of Africa, which includes northern Kenya, is hit by droughts or food shortages more every few years, as most of the region is arid or semiarid, with little precipitation. The major drought of 2011 took a heavy toll on many parts of the region, where many people raise livestock for a living. The water and pasture deficiency resulted in the deaths of many animals, putting these people in a state of crisis.

Similar droughts are expected in the future and there are growing concerns that climate change will likely increase the intensity and frequency of droughts. To address such risks, local communities need to strengthen their resilience to droughts through medium- and long-term development efforts.

In this particular project, JICA works with the Kenyan government to encourage pastoralist communities in northern Kenya to consider DRR activities in accordance with the four pillars of the project: (1) sustainable natural resources management, (2) improvement of the livestock value chain, (3) livelihood diversification, and (4) capacity development of the government.

Under the project, a total of 40 wells and livestock water points have been constructed or improved, and water facilities are now under the management of local pastoralists.

The project also involves providing guidance on activities aimed at securing various sources of income in anticipation of droughts, conducting such activities on a trial basis, and strengthening local markets so that livestock are raised and sold more effectively. The idea is to make the lives of local nomads more resilient to droughts.

Through these measures, the project aims to enhance community resilience to droughts over the medium- to long term, thereby improving the living conditions for people in northern Kenya.



# Infrastructure

Promoting Infrastructure Development that Underpins Growth in Cooperation with Various Actors

## Director General's Message

Akira Nakamura Director General, Infrastructure and Peacebuilding Department



### Sectoral Issues

- Realizing sustainable and eco-friendly cities incorporating universal and safe quality infrastructure that facilitates growth is an ongoing issue.
- Post-disaster reconstruction requires swift action, and cities and infrastructure need to be resilient.
- The strategic use of ICT as a common base that transcend sectoral issues is essential.

### Fiscal 2014 Initiatives

- JICA implemented a range of programs using Japanese expertise and technology and in cooperation with various actors.
- Formulation of the Greater Yangon transport master plan (Myanmar); studies of high speed railway systems (India, etc.); support promoting the formation of regional economic zones in Africa (Nacala Corridor development strategy in Mozambique, etc.); and assistance for recovery and reconstruction in areas affected by Typhoon Yolanda (Philippines) with cooperation from Higashi Matsushima City, Miyagi Prefecture.

### Future Cooperation

JICA will promote the following cooperation:

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

pick up  
A look at  
programs by  
numbers

**12** million persons

The ferries that cross the Yangon River in Myanmar are an important means of transport for Yangon residents, but these aging ferries were built about 70 years ago, and the reliability of the ferry service has been declining. The three new ferries provided by JICA will deliver safe and comfortable services for the roughly 33,000 people a day or more than 12 million people a year who will use the ferries.

Viet Nam: Container crane built with ODA Loans at Cai Mep Port to meet the growing freight demand. (Photo by Satoshi Takahashi)

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

Infrastructure That Fulfills People's Hopes



Of the eight Millennium Development Goals (MDGs), relevant goals are shown in color.

Infrastructure contributes to the sustained improvement in quality of life by supporting the economic growth of a country or region and redistributing wealth. In today's era of globalization, developing countries must also become part of the global infrastructure network through measures like building more highways, ports, and airports and developing information and communication networks. They need to build even more expansive infrastructure due to urbanization, modernization, industrialization, and other forms of progress. The result is massive demand for infrastructure projects.

JICA provides assistance for infrastructure needs that differ for each stage of economic growth. One way is by preparing urban and regional development plans that include studies to determine the most suitable social systems and institutional frameworks. Transportation infrastructure, information and communication networks, and other projects are then implemented based on those plans. JICA also extends cooperation for strengthening organizations and training people needed for the maintenance and operation of these infrastructure systems.

## Urban and Regional Development

### ● Overview of the Issue

The world's population is currently estimated to be 7 billion. In developing countries, the urban population has grown from 680 million in 1970 to 2.9 billion in 2014. By 2030, about 80% of the world's urban population is expected to be concentrated in developing countries.

Growth of urban areas is indispensable to a country's economic development. However, large number of cities in developing countries are facing difficulties in providing enough

housing, infrastructure, and employment to accommodate the surge of people seeking jobs. As a result, many people are forced to live on unstable incomes in poor living environments. Furthermore, growth of urban populations causes pollution due to traffic congestion and large volume of garbage, a decline in public security, and many other urban problems that are becoming more complex and serious year by year.

### ● JICA Activities

After World War II, Japan experienced urbanization at an unprecedented pace and faced a variety of urban problems. To



JICA is providing support that includes formulating redevelopment legislation to facilitating various measures to improve the Ger area, which has harsh living conditions, in Ulaanbaatar, the capital of Mongolia.

solve these problems, Japan devoted a lot of effort to constructing infrastructure and developing housing while establishing the standards required for urban development. Japan also focused on the development of new technologies in order to reduce pollution and boost productivity.

In addition, Japan quickly began taking action for disaster management and recovery in order to reduce risks associated with earthquakes, typhoons and other natural disasters.

JICA utilizes these experience and technologies to support urban and regional development in developing countries with a focus on the following six aspects.

1. Establishing basic infrastructure contributing to economic activities
2. Establishing good-quality living space
3. Establishing low-carbon cities
4. Establishing disaster-resilient cities
5. Establishing sound city management systems
6. Achieving revitalization of cities

### **Inclusive and Dynamic Urban Development**

JICA provides support for creating sustainable cities that can generate a positive cycle of economic growth and poverty reduction and also respond to global-scale issues such as global warming. With the vision of “Inclusive and Dynamic

Urban Development,” JICA provides support with participation from all types of stakeholders. JICA is dedicated to meeting the diverse needs associated with urban and regional development in developing countries. Meeting these needs requires assistance at different stages such as the preparation of development plans, implementation of development plans, and operation and maintenance of the completed facilities. To execute these processes in a self-reliant manner, the capacities of organizations and people in charge of the implementation of urban and regional development plans must be enhanced, the necessary legal systems must be improved, and other measures must be taken.

“The Corridor Approach,” carried out as a method for regional development, is designed to promote regional economic development through consolidating a national axis that functions as a key to economic growth. With an aim to support broad-based project deployments focusing on strategic infrastructure development, industrial location, and efficient logistics, this method has been receiving attention as an unconventional and epoch-making effort for developing countries.

JICA approaches urban and regional development comprehensively through flexible combination of various types of assistance methods, such as Technical Cooperation, Grant Aid, and Loan Aid.

#### **Case Study**

#### **Sri Lanka: Urban Transport System Development Project for Colombo Metropolitan Region and Suburbs**

### **Supporting Development of Comprehensive Earth-Friendly Urban Transportation Policies**

**JICA supported the development of comprehensive urban transportation policies that cover the Colombo metropolitan region in order to mitigate the traffic congestion that has recently worsened in Colombo, the main city of Sri Lanka.**

#### **Worsening Traffic Congestion**

Sri Lanka, with a land area approximately 80% the size of Hokkaido, is an island nation in the Indian Ocean with a population of 20 million. While its formal capital city is Sri Jayewardenepura Kotte, in a suburb of Colombo, the city of Colombo plays the main role as the political and economic center.

Due to high dependence on the road system, the number of vehicle registrations doubled

from 2002 through 2010 in Western Province, where Colombo is located. The province has several traffic problems; for example, no efficient road systems have been developed due to the topographical constraint that the western side of the province faces the ocean, and the construction of ring roads connecting to roads radiated from the Port of Colombo has been delayed. These problems have caused heavy traffic congestion, especially during morning and evening commuting hours, resulting in a great economic loss.

#### **Urban Transport System Friendly to People and the Environment**

In this project, various types of traffic condition surveys were carried out to get an accurate understanding of the current conditions and to forecast the future traffic situation in the Colombo metropolitan region. These surveys

revealed that, if no effective measures were taken, the proportion of public transportation among all other means of transportation for intercity travel would decline to 41% in 2035, compared to 58% in 2013, due to increased use of private cars, etc.

Responding to these survey results, JICA suggested in this project that the Government of Sri Lanka construct minimal road systems while insisting on the necessity of further promotion of utilizing the public transportation system to address increased future demands. In this context, JICA also recommended taking measures to regulate automobile traffic and introduce new public transportation systems, including monorail lines and a bus rapid transit system (BRT).

If the plans proposed in this project are implemented, compared to the case of no effective measures taken, not only will carbon dioxide emissions be reduced by 10% or more by 2035, but also losses due to traffic accidents are expected to decline remarkably. With policy-making assistance from JICA, the Government of Sri Lanka successfully developed transportation policies and plans that are friendly to people and the environment.

As seen in this case, JICA is making efforts to deal with the problems of cities in the world with consideration for the global environment.



Traffic congestion in Colombo has worsened every year.

## Transportation

### ● Overview of the Issue

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

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

Furthermore, it is also important to contribute to partner countries' efforts to address environmental challenges, like greenhouse gas emissions reduction and air quality improvement,



Egyptian engineers receiving guidance on bridge inspection methods  
(The Project for Improvement of the Bridges Management Capacity)

by reducing traffic congestion through introduction of public transportation and also by improving logistics through alternative transportation modes like railways.

### ● JICA Activities

The main aim of JICA's cooperation for the transportation

#### Case Study

#### India: Joint Feasibility Study for Mumbai-Ahmedabad High Speed Railway Corridor

### Conducting Surveys for Commercialization of the First High Speed Railway System in India, Superpower in the 21st Century

Based on the Japan-India Joint Statement issued in May 2013, JICA and the Ministry of Railways of India carried out a joint feasibility study for the construction project of the 500km-long High Speed Railway (HSR) connecting Mumbai, India's largest city, and Ahmedabad, an industrial city in the western region.

#### Indirectly Supporting Japanese Companies in Exporting Infrastructure

With a steep increase in the traffic volume of people and goods due to recent rapid economic growth, it has become urgent for India to develop intercity transport systems. The Ministry of Railways of India (MOR) drew up the Indian Railways Vision 2020 in December 2009 and has sequentially started prefeasibility studies on seven potential HSR corridors. The section between Mumbai and Ahmedabad is identified as the first priority corridor.

In the joint study, the alignment plan of the first HSR in India has been developed by considering various factors, including environmental and social conditions as well as demand forecast. By conducting detailed comparison and examination of HSR systems throughout the world from the viewpoints of safety, reliability, rationality, meteorological conditions, cost for both construction and operation, and so on, the joint study finally proposed the most suitable HSR system for India by taking the above viewpoints and various conditions of India into consideration, including civil structure, rolling stock, signaling and telecommunication systems, and operation control systems. JICA also studied a wide range of matters, such as technical

specifications, construction plans, project/financial schemes, implementation structures, operation and maintenance plans, and human resources development plans. These issues have been concluded after a series of close mutual discussions and cooperation between JICA and MOR.

The final report of the joint study was submitted in July 2015, and the HSR implementation plan and specification proposed in the report are expected to be utilized for its realization. The Japanese government has shown interest in providing India with financial, technical, and operational support for the introduction of an HSR system by utilizing Japan's Shinkansen

system. After a mutual agreement between the Indian government and the Japanese government, JICA will also examine the possibility of providing ODA Loans and technical assistance, including human resources development, for project implementation.

Railways, including HSR and urban railways, have been receiving international attention as environmentally friendly modes of transportation. Various types of HSR systems have been under contemplation, especially in Asian countries with remarkable economic growth, specifically Thailand, Malaysia, Indonesia, and Viet Nam. While addressing the development needs of developing countries, JICA will continue providing support for overseas expansion of Japanese companies based on cooperative relationships with partner governments that Japan has cultivated over many years.



Image of India's High Speed Railway

sector is to contribute to improvement in the living environment and increase in incomes by vitalizing socioeconomic activities through attainment of swift, smooth, and safe transportation of people and goods.

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

As cooperation for the transportation sector, JICA plans to strengthen policy-making capability, human resources and organizational capacity, and infrastructure development for developing countries, with a focus on the “quality growth with inclusiveness, sustainability, and resilience,” as specified in the Development Cooperation Charter of February 2015. JICA is also engaged in the following development activities: “international transportation” that facilitates trade and the flow of people and strengthens regional economies beyond national borders, “national transportation” that ensures people’s fair access to transportation services and balanced development, “urban transportation” that supports sustainable urban development by improving urban mobility, “rural transportation” that improves living standards of rural areas, which tend to be left behind urban areas, and utilization and application of information and communication technology, including intelligent transportation systems (ITS) [[➔ see the Case Studies on pages 26, 37, and 42](#)].

In order to make maximum use of Japan’s technologies and expertise, JICA will also work on enhancing cooperation among industry, academia, government, and people and civil society; achievement of operation and maintenance cycles in terms of proper asset management; and safety measures for construction phases.

As such, JICA pursues “inclusive and dynamic development” so that all people can share the benefits of development.

### Introducing Advanced Technologies to Address Transportation Issues in Developing Countries

To respond to transportation challenges in partner countries, JICA has helped enhance knowledge on a range of technologies and build capacities to choose and adopt the best solutions that reflect local conditions and constraints. There are many cases where advanced technologies are applied to traffic problems in developing countries, particularly to those that use Information and Communication Technology (ICT). In this kind of field, combining a private firm’s expertise and academic knowledge is a key for successful intervention. JICA plays a coordinating role to help partner countries address transportation challenges, facilitating the participation of various sectors [[➔ see the Case Study on page 77](#)].

## Information and Communication Technology (ICT)

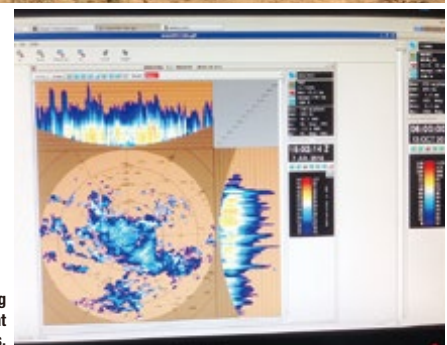
### ● Overview of the Issue

Information and communication technology (ICT) has been advancing rapidly throughout the world. ICT is a common infrastructure that spans social issues as well as an effective tool that can address not only industrial development and economic growth but also improvement of people’s living conditions and livelihoods. In this context, ICT has been used to computerize central government operations (e-governance), educate via the Internet (e-learning), and facilitate digital trade and commerce (e-commerce). ICT also has the potential to support a variety of improvements that can enhance quality of life, including increasing the efficiency of the economic and social systems of countries, raising productivity, and conserving energy. It is not an exaggeration to say that ICT has become vital to the functioning of modern-day society.

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



An Automatic Weather Station (AWS) set up under the research project Information Network for Natural Disaster Mitigation and Recovery in India.



A monitor visualizing the information sent from AWS units.

In many developing countries, the rapid spread of mobile phones and Wi-Fi has been seen primarily in urban areas. However, when viewing such countries as a whole, the spread of ICT has been slow. This leads to a digital divide with developed countries and an ICT gap between urban and rural areas within countries, resulting in a structure of widening economic disparity.

### ● JICA Activities

Regarding ICT as a foundation and a driving force for economic growth, the Japanese government stipulated in the Development Cooperation Charter of February 2015 that Japan would provide necessary support for developing countries and also continue promoting improvement in the ICT policies, development of infrastructure, and assistance in human resources development as approaches to sustainable growth and poverty reduction specified in the New Medium-Term ODA Policy of February 2005. In the same manner, JICA also adopts four approaches in its thematic guidelines “ICT and Broadcasting”: improvement of policy-making capacity, development of human resources, development of infrastructure, and promotion of use and application. In consideration of the current ICT dissemination trend, JICA will focus on encouraging the use and application of ICT.

### ICT Policies Linked to Social and Economic Development

To promote use and application of ICT in developing countries, JICA is currently considering industry-based solutions, business enabling solutions, and incubating solutions for challenging fields in developing countries in addition to conventional ICT infrastructure support projects.

- (1) Industry-based solutions: providing ICT service as a package to address problems in developing countries, utilizing ICT solutions used in Japan and other countries (i.e., a central bank core system, ITS, and harbor EDI<sup>1</sup>)
- (2) Business enabling solutions: proposing utilization of ICT service as a tool to further improve the effectiveness of existing projects (i.e., an e-learning system, remote medical care, smart cities, and an agriculture market information distribution system)
- (3) Incubating solutions: utilizing ICT to support the setup of new projects, services, etc. in developing countries (i.e., an incubation center utilizing ICT, and a settlement service for developing countries)

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

#### Case Study

#### Myanmar: The Project for Urgent Improvement of Communication Networks

### Promptly Strengthening the Communication Environment to Address the Dramatic Increase in Communication Demand

**Myanmar is currently facing rapid democratization and economic reforms. In response to a steep increase in communication needs, JICA provided prompt assistance for the country through Grant Aid to improve the communication environment in three major cities.**

#### In the Context of Progress in Economic Reform

The penetration of fixed-line phones, mobile phones, and the Internet is significantly low in Myanmar; the penetration rate as of 2013 remains at 1.0%, 12.8%, and 1.2%, respectively. Because the conventional communication network was not always designed efficiently, there were significant problems in communication quality, such as comfort and accuracy in transmission quality, promptness in connection quality, and quality of communication stability.

On the other hand, communication demand is expected to grow dramatically along with progress in economic reform, and accordingly it is essential to improve the communication infrastructure. Since the shift to civilian rule in March 2011, political and economic reform has also affected the communication sector, which is now enjoying a rapid increase in subscribers after large discounts on communication fees. There has also been a gradual increase in the number of data communication users, and it is anticipated that the number of users will increase even more in the future.

In such a situation, for three major cities

with high social needs — Yangon, Mandalay, and Nay Pyi Taw — JICA strengthened the core communication network among the cities, enhanced the city communication network in the cities, developed broadband communication environments, and bolstered the functions of the International Gateway Exchange.

#### For Expansion of Communication Networks through ODA Loan

Prompt implementation of this project contributed to the Southeast Asian Games in December 2013 being hosted by Myanmar as well as realizing smooth information communication for Myanmar to chair ASEAN in 2014.

For further improvement of the Myanmar's communication environment, JICA will carry out the Communication Network Improvement Project through ODA Loan to expand

the communication networks that were deployed in this project.

In the medium term, improvement of the communication infrastructure that is the basis of economic activities and people's livelihoods is expected to revitalize economic activities, uplift people's quality of life in the three cities, and streamline public administration. In addition to these developments in various fields, improvement of the investment environment will encourage investment activities by Japanese companies.



Communication equipment deployed in this project contributed to improving the communication environment in Myanmar.



# Human Resource Development

Building People-Centered Communities Resilient to Various Threats

## Director General's Message

Takao Toda Director General, Human Development Department



### Sectoral Issues

- Development of the learning environment so that all children can obtain basic academic skills and improvement of the quality of education.
- Response to growing needs for higher education and vocational training, and reduction of disparity.
- Development that embraces and benefits all people, including persons with disabilities and elderly people.
- Response to such issues as UHC (universal health coverage), infectious diseases, maternal and child health, and nutrition.

### Fiscal 2014 Initiatives

- Toward the final year of the Millennium Development Goals (MDGs), JICA implemented dynamic programs that brought together its initiatives and advanced "visible" outcomes throughout the recipient countries, and promoted mutual learning that transcended national borders and sectors.
- JICA contributed to the prevention of the global spread of the Ebola disease through the effective use of the established JICA cooperation bases and networks.

### Future Cooperation

- Under the principle of human security, JICA will focus on people and accelerate the efforts that bring together a diverse range of fields and national activities, including collaboration with the private sector, to tackle issues that directly affect people.
- In particular, JICA will promote inclusive programs that benefit all people, including socially vulnerable people with disabilities and elderly people, and that build communities resilient to various threats.

pick up  
A look at  
programs by  
numbers

**760,000** students

JICA contributed to the prevention of the spread of Ebola disease in 2014 through its programs in areas other than the health sector as well. The "School for All" project in Burkina Faso underwent a sudden change of plan, and all 14,875 members of the various school management committees joined forces to promote Ebola disease prevention and awareness-raising activities for 760,000 students at the nation's 3,764 primary schools.

Brazil: Activities under JICA's Partnership Program, Education Support for the Children Living in Poverty in Rio de Janeiro. (Photo by Atsushi Shibuya)

# Education / Social Security / Health

Human Resources Development that People in the World Promote Together



Of the eight Millennium Development Goals (MDGs), relevant goals are shown in color.

Human resources development is a process to create an environment where each person makes good use of his or her potential and can fulfill a productive and innovative life according to his or her necessity and concerns. People are the wealth of society, and people's happiness itself is an objective of development.

A new framework for development was established in the international community in 2015. To achieve the

objectives of the framework, JICA continues to assist in people-centered development in the fields of education, social security, and health. When doing so, in addition to carefully conducting each project, JICA will dynamically link projects and facilitate people in the world to proceed with their development efforts while learning from one another.

## Education

### ● Overview of the Issue

Education is the cornerstone of all development. Education enables people to open up and improve their prospects in life. The enhancement of people's capabilities promotes social and economic development. Furthermore, the promotion of mutual understanding is essential for the stability and peace of the world, and education plays an important role in this regard as well.

Toward achieving universal primary education, the primary net enrollment ratio has been expected to improve from 84% in 1999 to 93% globally in 2015, but nearly 58 million children of primary school age were still out of school.<sup>1</sup> Approximately 40%, around 250 million children, of the primary school-age population in the world are not learning basic literacy and numeracy skills.<sup>2</sup> The target of gender parity by 2015 will not be achieved by approximately 30% of the countries in primary education and by approximately 50% of the countries in secondary education.<sup>3</sup> Provision of technical and vocational education and training to mitigate the high youth unemployment rate (13% for ages 15 to 24),<sup>4</sup> and livelihood improvement of socially vulnerable populations, which include people affected by conflicts, women, and persons with disabilities, remain challenges to overcome. Furthermore, in higher education, a decrease in education quality due to rapid expansion and brain drain are two emerging issues, while higher education institutions are playing greater roles in the knowledge-based economy.

To respond to these situations, Goal 4 of the Sustainable Development Goals (SDGs) advocates to “ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.” In addition, the Development Cooperation Charter set out by the Cabinet in February 2015 states that “Japan will provide the assistance necessary for the promotion of science, technology, and innovation, and vocational training and industrial human resources development, in order to secure the foundations and the driving force for economic growth, along with assistance necessary for quality education for all, and empowerment of women, in order to promote people-centered development.” Furthermore, concerning promotion of public-

private collaboration, collaboration among local governments, collaboration with universities and research institutions, and other types of collaboration, active moves are evident in the field of education. Examples include collaboration with the Japanese education industry, internships for overseas students at Japanese enterprises, indirectly supporting internationalization of Japanese universities through provision of support to universities in developing countries, and collaboration with Japanese companies for vocational training.

### ● JICA Activities

#### 1. Basic Education

Basic education provides literacy and numeracy — the basic knowledge and skills essential to living. It includes early childhood care and education, primary and secondary education, and non-formal education that provide wide groups of people, including adults, with learning opportunities for literacy and fundamental skills acquisition necessary to improve their lives and livelihoods.

Focusing on equity and inclusion, JICA has been supporting learning improvement in basic education. From viewpoints of equity and inclusion, JICA has contributed to expanding learning opportunities, especially for women and girls in the Non-formal Education Promotion Project in Pakistan, by developing a curriculum and teaching materials that are relevant to the lives and interests of the learners. In Mongolia, a project for education of children with disabilities will be launched. Also, for improvement of learning achievement, JICA provides assistance in curriculum reform and textbooks for all primary school education subjects in Myanmar, in collaboration with a Japanese textbook publisher that has rich expertise in the area. JICA also operates a project in Ethiopia that focuses on development of assessment capacity in mathematics and science education [➡ see the Case Study on page 82]. JICA plans to provide support in Senegal with an integrated approach that combines improvement of school management

1. Source: UNESCO (2015), EFA Global Monitoring Report 2015

2. Source: UNESCO (2014), EFA Global Monitoring Report 2013/2014

3. Ratios among the countries for which data is available. Source: UNESCO (2015), EFA Global Monitoring Report 2015

4. Source: ILO (2015)

and research on teaching, centered on mathematics education.

In addition to support at the country level, JICA is involved in cooperation where practical knowledge on basic education, such as mathematics and science education, lesson study, and school-based management, is learned from one another on regional and global levels, along with sharing and communication of related knowledge.

## 2. Higher Education

JICA is providing support to higher education in developing countries in close cooperation with Japanese universities. With the main targets being the leading universities of the respective country or region, JICA provides support for improvement of their education and research capabilities. Assistance includes improving the capabilities of academic staff, upgrading the campus with equipment and facilities for education and research, enhancing the university's governance system, promoting industry-university-community linkages, and establishing networks among universities. In addition, a new type of assistance has been initiated to create a system for quality assurance.

Assistance to leading engineering universities is characterized by introduction of "Japanese-style engineering education," which focuses on research conducted by laboratories, each of which functions as a unit. In Japanese laboratories, practical education is provided through conducting research, where research directions and themes are shared among laboratory members, including professors, younger faculty members, graduate students, and senior undergraduate students. Since this style enables universities to equip their students with expertise and capabilities to work as a team in order to identify and solve problems, the style has been promoted in assistance in higher educational institutions such as the Malaysia-Japan International Institute of Technology (MJIT) and the Egypt-Japan University for Science and Technology (E-JUST). Moreover, in the ASEAN region, JICA extends assistance that contributes to increasing sophistication of ASEAN industries and to solving issues that are common across the region by strengthening networks among

universities within the ASEAN region and in Japan under the ASEAN University Network/Southeast Asia Engineering Education Development Network Project (AUN/SEED-Net).

The Master's Degree and Internship Program of the African Business Education Initiative for Youth (ABE Initiative) is another core initiative to support development of industrial human resources [→ see the Case Study on page 83].

## 3. Technical and Vocational Education and Training (TVET)

To make contributions to diversification and sophistication of industries and mitigation of unemployment problems among young people in developing countries and regions, JICA extends assistance in development of curriculum and teaching materials, improvement of trainers' capacities, establishment of employment and entrepreneurship support systems for students, and introduction of national trade skill testing and certification systems, among others, so that technical and vocational education and training institutions develop human resources that meet the needs of related industries. In Viet Nam, in cooperation with the Hanoi Industrial College (presently Hanoi University of Industry), since 2000 JICA has launched vocational training courses such as those for machining, which develop 350 technicians annually and have a strong reputation with Japanese companies. The implementation and stabilization of Japanese-style vocational training and national trade skill testing and certification systems are anticipated to be conducive to the overseas development of Japanese companies in future. Similar types of cooperation by JICA have been put in place in Senegal, Uganda, and the Democratic Republic of the Congo, and are scheduled in Cambodia and Paraguay.

Some of the activities in the field of vocational training aim at supporting the reconstruction of post-conflict countries and improving the livelihood of the socially vulnerable. In Sudan, by providing vocational training for the socially vulnerable, such as women, persons with disabilities, and demobilized soldiers in the areas such as Kassala State, near the eastern border, and the Darfur Region that have been affected by the conflict, JICA

### Case Study

#### Ethiopia: The Project for Capacity Development for Improving Learning Achievement in Mathematics and Science Education in Ethiopia (LAMS)

### A New Initiative to Revise Questions for Assessment Examinations

With a central focus on basic education in international cooperation shifting from "education for all" to "quality learning for all," JICA is involved in the introduction of quality education in Ethiopia through improvement of assessment examinations.

#### Aiming at Quality Improvement of Educational Assessment and Examinations

JICA's achievements in the past include the establishment of an in-service teacher training model for incumbent teachers of mathematics and science to improve their classroom practice. However, since the question items used in the actual examinations that children take have too much focus on memorizing the content of subject, teachers cannot fully practice active

learning for children in their classrooms with higher-order thinking.

To cope with this situation, this project, which started in 2014, focuses on assessment. The project targets quality improvement in mathematics and science education by strengthening educational assessment capacity through cooperation with Ethiopian government officials in the development of assessment tools and teaching materials for mathematics and science.



Education officials in daily discussions to improve the questions for assessment examinations as part of the project's activities

Along with the implementation of this project, JICA also dispatches educational advisors for mathematics and science, and supports construction of primary and secondary schools, to overcome various challenges that the basic education sector of Ethiopia faces.

works for improvement of livelihoods and regional stabilization.

## Social Security

### ● Overview of the Issue

Social security is not only an internationally established human right but also a means to create a more stable society through reducing poverty and enabling the people to live a secure life. From a viewpoint of improving the quality of lives of all citizens, formation of social security systems, such as health insurance and pensions, is a pressing policy issue in developing countries, too. The populations of some countries in Southeast Asia are aging at a rapid rate, and it has become necessary to cope with emerging needs, including long-term care services for the elderly.

Furthermore, participation of socially vulnerable people, including persons with disabilities, in communities and in economic activities will lead to forming a country with inclusive and sustainable growth and vitality. The Convention on the Rights of Persons with Disabilities, ratified by the Japanese government in January 2014, stipulates that participation of persons with disabilities must be secured in international cooperation activities. The elimination of social, cultural, economic, political, or physical barriers that prevent persons with disabilities from social participation is a major challenge.

Moreover, in developing countries, industrial accidents are increasing along with economic development. However, the establishment of a legal framework in the field of occupational health and safety and its enforcement have not been sufficient. Consequently, there are many workers who do not receive adequate compensation even though they have been injured at work and run the risk of falling into poverty. Increase in unemployment or underemployment among young people can be a cause of social instability.

### ● JICA Activities

Based on Japan's knowledge and experience in social security, JICA is implementing activities aimed at improving social security in developing countries. To do so, JICA is focusing on the following three areas.

#### 1. Social Insurance and Social Welfare

In recent years, there has been a strong interest in Japan's experience in dealing with an aging society, as a country that faced similar challenges slightly earlier, particularly among middle-income countries in Southeast Asia. JICA supports the development of social insurance systems such as health insurance and income security (including pension insurance), as well as strengthening social welfare policies and long-term care services for the elderly [→ see the Case Study on page 84]. There is a great demand in other countries to learn from Japan's knowledge in these areas in order to build social security systems. In response, JICA invites key personnel at government ministries associated with social security systems to visit Japan and receive information about the establishment of Japan's social security systems and exchange opinions.

#### 2. Disability and Development

JICA views persons with disabilities as important contributors to development. JICA's ultimate goal is to realize a society that accommodates all people, regardless of disabilities. JICA aims at realizing the "full participation and equality" of persons with disabilities in developing countries, with emphasis on cooperation that ensures their active participation in society. Specifically, toward the realization of the society, JICA is making efforts to promote the mainstreaming of disability in its activities by engaging persons with disabilities as beneficiaries and contributors. In addition, JICA is also promoting the empowerment of persons with disabilities through leadership trainings and strengthening capacities of their organizations, as well as creating barrier-free environments. In fiscal 2014, JICA started a project to promote

#### Case Study

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

### Japan-Savvy African Students Bridge Gaps between Japanese Corporations and Africa

Through the ABE Initiative,\* JICA works on development of African industries and expansion of business opportunities for Japanese corporations. The first group of 156 working-adult students from Kenya, Tanzania, Mozambique, South Africa, and other countries arrived in Japan in September 2014, and they are studying at 48 universities. The second group of 317 students from 33 countries has arrived in September 2015.

#### Boosting Japanese Companies' Development in Africa

To facilitate network building between Japanese companies and African students, JICA held a business fair in March 2015 in which 90 companies and organizations that were interested in expanding their activities into Africa participated. Many African students visited the booths of Japanese companies. Students that majored in agriculture, engineering, economics, etc. provided the companies that manufactured and sold products such as

teaching materials and clothing with proposals to improve their products and services to meet local needs in Africa.

By now more than 170 companies have signed up for the ABE Initiative. A company that established an office in South Africa in 2014 accepted a student on summer vacation for an internship, and plans to hire this person as a key staff member in future manufacturing in East Africa.

Another company that is starting a waste treatment business in Kenya has nominated



International students visiting a booth and proposing improvement of products and services to meet local needs in Africa

its local business partner as a candidate for international student.

\* African Business Education Initiative for Youth links to one of the policies that the Japanese government announced in the Fifth Tokyo International Conference on African Development (TICAD V) in 2013. In order to develop Japan-savvy human resources with good knowledge of Japanese technologies and industries, the initiative is designed to accept a total of 1,000 young people from Africa and give them opportunities to earn master's degrees at Japanese universities and join internships at Japanese enterprises.

social inclusion of persons with disabilities in Colombia, focused on the areas that were seriously affected by the conflict. JICA also revised its thematic guidelines, which were compiled to present points of attention and approaches for implementation of projects, to promote inclusion of a viewpoint of “disabilities” in all projects. In addition, JICA conducts training for executive and staff members to embed this concept.

### 3. Labor and Employment

Through improving industrial health and safety and enhancing labor standards inspection, JICA assists in creating an environment where people can work free from anxiety. As well as strengthening public employment services to support employment, JICA works on development of industrial human resources through improving technical and vocational education and training in collaboration with the private sector.

## Health

### ● Overview of the Issue

In developing countries, many people lose their lives because they are not able to receive adequate health care or medical services. Despite technical and financial assistance from international organizations such as the World Health Organization (WHO), donor countries and private foundations, it seems to be difficult to achieve MDGs by 2015. In light of the “Strategy on Global Health Diplomacy” set out by the Japanese government, JICA is accelerating the effort to support developing countries to achieve MDGs in cooperation with international organizations and donor countries. Furthermore, for promotion of the “Universal Health Coverage (UHC)”<sup>5</sup>, JICA is addressing challenges in the fields of health from the following perspectives.

### ● JICA Activities

#### 1. Health Systems Strengthening

“Health systems strengthening” is defined as a process

to improve and expand the structural foundation, such as administration and finance, human resources, facilities, materials and equipment, that provides both public health and medical services to people in need. Health systems strengthening is essential to achieve UHC, which aims both at preventing financial catastrophe due to medical costs and at addressing geographic, financial, and sociocultural barriers to essential health services.

To mainstream UHC in global health and development, JICA has contributed to the international discussions by advocating UHC in many international conferences and events where world leaders gathered. JICA’s activities in this regard in fiscal year 2014 included: participation as panelists in side events for the World Bank Group - IMF Spring Meetings in April, and the United Nations General Assembly in September; hosting a side event at the Global Symposium on Health Systems Research in September; co-hosting the Prince Mahidol Award Conference in January; and co-hosting a workshop at that conference with the World Bank.

JICA has also provided country-level support to steadily achieve the tasks for internationally agreed goals. In Kenya, for example, JICA has launched the UHC support program by combining it with a Development Policy Loan to assist the Kenyan government’s effort to realize UHC under devolution, the dispatch of an advisor to the Ministry of Health, and a technical cooperation project that aims to strengthen local health administration. In Indonesia, JICA has implemented a new technical cooperation project to improve the social security system with a focus on health security. JICA also provided learning opportunities for various Asian countries, including Thailand and Myanmar, on the design and management of the universal health insurance system of Japan by conducting training in Japan. In the Central and South American region, JICA continues to support the enhancement of community health systems that are structured in primary health care.

5. WHO defines UHC as “ensuring that all people can use the promotive, preventive, curative, rehabilitative and palliative health services they need, of sufficient quality to be effective, while also ensuring that the use of these services does not expose the user to financial hardship.”

#### Case Study

#### Thailand: The Project on Long-Term Care Service Development for the Frail Elderly and Other Vulnerable People

### Development of Long-Term Care Service Models to Cope with Rapid Aging of the Population

JICA joins the quest for a long-term care service that suits Thailand, based on Japan’s expertise as “a country experienced in dealing with an aging society.”

#### Jointly Developing an Elderly Care Model in the Thai Context

Long-term care at home provided by family members has been common in the culture and traditions of Thailand. But with a trend of people working in cities away from home and the growth of nuclear families, development of social services to support the frail elderly and their family members has become a matter of utmost urgency.

The project has selected six pilot project sites in urban and rural areas; is developing

care plans for elderly people who require long-term care through collaboration among local governments, medical institutions, local volunteers, etc.; and is trying out models to provide appropriate long-term care services to each of the elderly people in need.

Periodic monitoring indicated that home-visit care has become suitable to fill elderly people’s needs, and also identified positive results such as improvement in service receivers’ activities in daily life. Furthermore, JICA also promotes development of care workers through training



Project members investigating the living conditions of an elderly person

in Japan and in Thailand.

JICA means to prepare policy recommendations to have the knowledge gained in this project reflected in the Thai government’s long-term care policies, and to share this knowledge with other ASEAN countries that also face aging populations.

## 2. Improving Maternal and Child Health

Approximately 99% of the 280,000 pregnant women who die during pregnancy or childbirth and the 6.3 million children who die before reaching their fifth birthday every year live in developing countries. This fact indicates that the health and wellbeing of pregnant women and young children is the most serious issue in developing countries.

In fiscal year 2011, JICA prepared a thematic guideline for maternal and child health and has been extending its cooperation to many countries for strengthening health systems that make a comprehensive “continuum of care for maternal and child health” more widespread and sustainable. JICA’s measures include: reinforcing administrative and management capacity of health ministries for the extension of mother and child health services; building capabilities of local health authorities; strengthening capabilities of midwives and other health service providers; empowering the community and raising their awareness; and strengthening the coordination among health centers and primary and referral health facilities [→ see the Case Study on page 43]. JICA also puts emphasis on contributing to achieving UHC through expansion of maternal and child health services.

JICA continued to provide technical cooperation and Grant Aid to many countries in fiscal 2014. More and more maternal and child health improvement initiatives are included in JICA Partnership Programs and private-sector collaboration projects. Moreover, since malnutrition among pregnant women and infants has a serious impact on their health condition, JICA engages itself in nutrition improvement activities from cross-functional points of view, as seen in promotion of the Scaling-Up Nutrition (SUN) network that facilitates effective measures under global cooperation between the public and private sectors, and attempts to ensure food security. JICA participates in the SUN network and promotes integration of nutritional efforts into the maternal and child health program. In fiscal 2014, JICA launched “Improvement of Maternal and Child Nutrition,” issue-specific training for the SUN member countries, and “Scale Up Nutrition (SUN) by Public Private Partnership Approach,” country-specific

training for Ghana.

## 3. Infectious Disease Control

The Ebola outbreak that started in 2014 in West Africa clearly indicated the scale of influence that an infectious disease could have on society and the economy where globalization has progressed. To minimize the impacts of infectious diseases, each country needs to prevent outbreaks through preventive measures such as vaccinations, as well as to promptly identify outbreaks through testing and diagnoses, and to take necessary countermeasures according to the characteristics of each disease and epidemic, in collaboration with other relevant countries and organizations. Resilient health systems that can continuously provide health services, even in cases of epidemic outbreaks, are essential, and such health systems are also indispensable fundamental elements to prevent, promptly identify, and cope with infectious diseases.

Based on these perceptions, JICA focuses on health systems strengthening (as described above in column 1), and also assists in capacity building in the processes of prevention, early detection, and implementation of countermeasures. In the area of prevention, JICA provided technical cooperation for the improvement in manufacturing capacities of vaccines and periodical vaccination services, and financial assistance for procurement of vaccines, including polio vaccine, in fiscal 2014. For early detection of infectious diseases, JICA promoted development of rapid diagnosis kits and early warning systems, and improvement in surveillance and laboratory capacities in Asian and African countries. Regarding countermeasures against epidemics, JICA dispatched epidemiologists and other required personnel, provided emergency supplies, conducted awareness campaigns for local residents to render assistance in the containment of the Ebola virus, and supported emergency measures such as training for medical staff and border police officers in more than 15 countries, including the countries surrounding the Ebola-affected areas [→ see the Case Study on page 54].

### Case Study

**Philippines: The Project for Cordillera-Wide Strengthening of the Local Health System for Effective and Efficient Delivery of Maternal and Child Health Services**

## Maternal and Child Health Services for All

**Although the Cordillera Administrative Region, located in northern Luzon, is a region without good access to health and medical services due to its mountainous geographic features, JICA’s cooperation improved the rate of facility-based deliveries by 10% in two years.**

### Awarded by the Government of the Philippines

In cooperation with the Department of Health, Cordillera Administrative Region Office, JICA has been strengthening a system to provide local maternal and child health care services since 2012, with the goals of improving maternal and child health and reduction of maternal and infant mortality.

The project enables hospitals and rural health units to handle basic emergency

obstetrics, and develops necessary human resources, to cope with problems in labor. At the same time, it works to improve physical and economic access to health and medical services through initiatives that include the promotion of participation in national health insurance coverage, especially to pregnant women. As a result, the rate of facility-based deliveries improved from 79% in 2012 to 89% in 2014, and the rate of health insurance participation by pregnant women from 50% in



A mother and a child in a health unit in the Cordillera region

2013 to 70% in 2014, in the areas covered by the project.

In 2014, the project received the Good Practice Awards (GPA) from the National Economic Development Authority of the Philippines, which is given to excellent ODA projects. In a region with limited resources, the facilitation of cooperation among local government entities, which led to improvement in health services, was highly evaluated.



# Global Environment

Aiming at a Safe Living Environment and  
a Balance Between the Environment and Development

## Director General's Message

Kunihiro Yamauchi Director General, Global Environment Department



### Sectoral Issues

- Throughout the world today, 750 million people do not have access to safe drinking water, and 2.5 billion do not have access to wastewater systems or other sanitation facilities.
- There is a growing importance for the conservation of forest and marine resources to reduce climate change factors, promotion of low-carbon societies, and responses to natural disasters that can adjust to climate change.

### Fiscal 2014 Initiatives

- JICA implemented cooperation for safe water supply covering about 1.65 million people, sewerage systems covering 27 cities, and waste management covering 86 cities.
- JICA implemented international cooperation using Japanese technology including earthquake-resistance engineering and disaster forecasting and warning, and announced the outcomes of its international cooperation in disaster risk reduction at the Third UN Conference on Disaster Risk Reduction (March 2015).
- JICA worked for the prevention of tropical forest destruction and deterioration in collaboration with the public and private sectors.

### Future Cooperation

- In disaster risk reduction, JICA will promote the development of disaster risk information systems, mainstreaming of and investment in disaster risk reduction, and Build Back Better in recovery.
- JICA will provide cooperation for the development of water supply, waste management and sewerage systems, low-carbon growth, and other cooperation using advanced Japanese technologies and systems.
- JICA will promote initiatives aiming at comprehensively addressing multiple issues, including disaster prevention that makes effective use of ecosystems, and sustainable urban development.

pick up  
A look at  
programs by  
numbers

**15,680** km<sup>2</sup>

This figure is the total area where JICA provided support for forest information development, management, planning and other activities in fiscal 2014, and is roughly equivalent to the area of Iwate Prefecture. JICA is providing cooperation for forest resources preservation not just from a climate change perspective, but also with a view to striking a balance between development and the environment, such as improving the lives of local residents, preserving biodiversity, and improving water catchment functions.

Cambodia: JICA provided support to the Phnom Penh Water Supply Authority for improving water supply facility operation, maintenance and management capabilities. (Photo by Kenshiro Imamura)

# Environmental Conservation and Management / Water and Sanitation / Disaster Risk Reduction

For the Termination of the Vicious Circle of Poverty and Environmental Destruction



Of the eight Millennium Development Goals (MDGs), relevant goals are shown in color.

The global environment, which nurtures our lives, is deteriorating year by year due to population growth, economic growth, and other factors. Ecological destruction, environmental pollution, water scarcity, and increasingly frequent natural disasters are significantly affecting our

lives.

JICA works with the international community to support developing countries, in various ways, in improving the global environment, protecting people's lives, and achieving healthier lives.

## Environmental Conservation and Management

### Natural Environment Conservation

#### ● Overview of the Issue

Excessive exploitation and large-scale land use changes have led to the rapid destruction of natural environment worldwide. Those include deforestation, reduction in wetland, deterioration of coastal ecosystems, soil degradation and the extinction of species, by logging, erection of infrastructure and other large-scale development and conversion to farmland. The world's forest are decreasing by about 13 million hectares annually,<sup>1</sup> the equivalent of one third of the land mass of Japan. Similarly, it is estimated that overfishing, tourism development and other factors have caused the loss of 19% of the world's coral reefs. In addition, 80% of the world's fishing resources are being overexploited.<sup>2</sup>

The natural environment supplies people with various resources essential to their lives, such as food, clothes and medicine; it also offers natural protection from disasters and other environmental risks. Degradation of ecosystem services<sup>3</sup> damages the foundations of human existence.

As members of the international community, we need to contribute to the creation of a society that conserves the natural environment, such as the disappearing forests and wetlands of the world, and maintains harmony between ecosystems and human activity.

#### ● JICA Activities

During the period from 2000 to 2014, JICA pursued natural conservation activities on 18.34 million hectares of land (12.12 million ha for forest conservation, and 6.22 million ha for conservation of other ecosystems). In addition to conducting activities such as collecting forest data, formulating management plans, and improving the livelihoods of local residents, JICA carried out afforestation activities for forest restoration on 3.05 million ha in various countries. These activities also contributed to the capacity building of 610,000 administrative officials and residents.

Nevertheless, land use changes along with development and the increased pressures on natural resources remain major issues in developing countries. To that end, JICA provides

cooperation on nature conservation in the following four areas, with the aim of facilitating harmony between the maintenance of the natural environment and human activities.

#### 1. Sustainable Forest Management to Counter Climate Change (REDD+)

Forests not only provide timber; they also have the function of retaining and providing stable supplies of water, conserving the fertility of soil while absorbing and accumulating greenhouse gas (GHG), i.e. CO<sub>2</sub> and mitigating natural disasters such as floods and landslides. Through support for institutional improvement for promoting REDD+<sup>4</sup> in developing countries, JICA supports the proper management of forests, which are a sink for CO<sub>2</sub> [→ see the Case Study on page 88].

#### 2. Ecosystem-Based Disaster Risk Reduction (Eco-DRR) Assistance through Utilizing Multilateral Functions of Forests

JICA provides assistance for disaster risk reduction (DRR) and watershed management utilizing multilateral functions of forests in key watersheds, disaster-prone areas, and so on. Such assistance is defined as ecosystem-based disaster risk reduction (Eco-DRR). The Eco-DRR approach has been reflected in the Sendai Framework for Disaster Risk Reduction 2015–2030, which was adopted at the Third UN World Conference on Disaster Risk Reduction in March 2015 [→ see the Case Study on page 93].

#### 3. Sustainable Use of Natural Resources to Improve Livelihoods of Vulnerable Communities

In developing countries, most people rely on local natural resources in daily life. However, there are many cases where

1. Global Forest Resources Assessment 2010

2. Global Biodiversity Outlook 3

3. Ecosystem services refer to the benefits that people receive from ecosystems. They include (1) provisioning services, such as food and water; (2) regulating services, such as flood and drought control and the prevention of land degradation and disease; (3) supporting services, such as soil formation and nutrient circulation; and (4) cultural services, such as recreation, spiritual enrichment, and other nonmaterial benefits.

4. REDD (Reducing Emissions from Deforestation and Forest Degradation in developing countries) aims to reduce global greenhouse gas (GHG) emissions. REDD+ goes beyond deforestation and forest degradation to include the role of conservation, sustainable forest management, and enhancement of forest carbon stocks. Global discussions are now underway to allocate international funds according to GHG emission reductions and sequestrations in developing countries as a result of forest conservation, in order to provide an incentive for such conservation as a measure against climate change.

the foundation for local livelihoods has been exploited by excessive usage that destroys the ability of nature to reproduce itself. Moreover, sometimes friction occurs between residents and public administrators over the usage and management of resources. In these cases, it is important to take the views of the local residents into consideration in the decision-making process. While collaborating with public administrators is necessary, the issue is achieving natural resource management in which local residents play major roles.

To achieve proper conservation of forests and soils in vulnerable areas, such as the arid and semiarid lands in Sub-Saharan African countries, JICA is promoting activities for sustainable utilization of natural resources in surrounding communities and improvement of livelihoods. If the administrative system of the partner country is vulnerable, JICA actively pursues cooperation with international organizations and NGOs.

#### 4. Conservation of Biodiversity through Management of Protected Areas and Buffer Zones

It has been estimated that over 20,000 species of wildlife are at risk of extinction because of the loss of natural habitats, overhunting of wildlife, introduction of alien species, climate change and other factors.<sup>5</sup>

In important protected areas such as national parks and surrounding buffer zones, JICA is providing various forms of support: management and formulating of plans, implementation of surveys and monitoring, capacity building of administrative officials and researchers, introduction of ecotourism, and environmental education.

JICA is also considering the Aichi Target, which was adopted at the tenth meeting of the Conference of the Parties to the Convention on Biological Diversity (COP 10), and assisting the

efforts of developing countries to contribute to achieving it.

### Environmental Management

#### ● Overview of the Issue

Along with economic development, population growth and urbanization, inappropriate disposal of waste and water and air pollution have become serious problems in many developing countries. Because many environmental issues involve complex factors in a multilayered manner and are spread over a wide spatial area, it is difficult to find solutions in a short period of time. Moreover, in comparison with direct investments, such as in infrastructure, the response to environmental issues is slow in many cases as outcomes of efforts are hard to detect. Especially due to their tight national budgets, this trend can be seen frequently in developing countries.

Environmental problems are intertwined with people's lives. In urban and other areas with rapid economic development or population growth, environmental degradation may cause serious problems that threaten human security, including health hazards. In improving the living environment, it is important to make efforts to address increasing amounts of solid waste and secure a sanitary water environment from the perspective of public health. These efforts are important in terms of contributing to the achievement of international development goals as well. "Water and sanitation" is one of the central themes of the Sustainable Development Goals (SDGs), a post-2015 development framework that follows the Millennium Development Goals (MDGs) that expire in 2015.

In consideration of such circumstances, a cross-sectoral and comprehensive perspective is necessary for assistance in the field of environmental management.

#### ● JICA Activities

JICA provides various forms of aid in accordance with the

5. The International Union for Conservation of Nature (IUCN) Red List of Threatened Species 2015

#### Case Study

#### The Establishment of the Japan Public-Private Platform for REDD+ (JP3-REDD+)

### Tackling Climate Change in a Public-Private Partnership

JICA and the Forestry and Forest Products Research Institute (FFPRI) jointly launched the Japan Public-Private Platform for REDD+ (JP3-REDD+). This industry-government-academia partnership is aimed at promoting forest conservation in the developing world and expanding Japan's potential for earning CO<sub>2</sub> emission credits.

#### Over 60 Organizations Have Already Joined

Scientists attribute about 30% of cumulative GHG emissions to changes in land use, including deforestation. The release of GHGs due to the reduction and degradation of tropical forests constitutes a major factor in accelerating global warming.

Under these circumstances, REDD+ has been devised as a new mechanism whereby both developed and developing countries work together to control forest reduction and degradation while gaining mutual benefits. Global discussions are underway to

incorporate REDD+ into a post-2020 international framework.

Implementing REDD+ requires developing various systems for such purposes as measuring carbon stored in forests, respecting biodiversity and local residents, and distributing benefits gained from the implementation. It therefore calls for a combination of government policies, the knowledge of research institutions, and private sector technologies and funds. This perception prompted JICA and FFPRI to establish the Japan Public-Private Platform for REDD+ (JP3-REDD+) in November 2014 as a forum for industry, government,



The inaugural meeting of the Platform

and academia to work together. More than 60 organizations — including private companies and organizations, research institutions, and government organizations — have already joined the platform.

These participating organizations aim to achieve 10 million CO<sub>2</sub>-equivalent tons in GHG emission reductions and removals by 2020. To this end, they share information on international trends in REDD+, work to increase their say in the international arena, and develop new business models. They also work to win a broader-based understanding of these activities.

development status of each developing country or region. Within that process, JICA gives priority to preventive measures and is emphasizing the establishment of environmental management systems through a capacity development approach. JICA puts emphasis on enhancing the capacity of the organizations and individuals to conduct environmental management.

In fiscal 2015, JICA will focus on the following six strategic areas while taking note of important considerations regarding specific environmental issues such as solid waste, water pollution, and air pollution.

### 1. Assisting in Regulatory and Institutional Development

JICA will assist with regulatory and institutional development, as well as capacity building for public authorities and citizens, together with assessment of the actual situation. Special priority will be given to (1) building a recycling system for electrical and electronic waste (e-waste); (2) addressing mercury pollution; (3) managing chemical substances; and (4) addressing air pollution, including PM2.5 [[see the Case Study below](#)].

### 2. Assisting in Developing Model “Eco-Future Cities”

JICA will take advantage of its past experience to implement projects designed to support the development of “Eco-Future Cities” or a system of such cities in Asia and elsewhere.

### 3. Assisting in Solid Waste Management According to the Development Stages of Partner Countries

The amount and composition of solid waste generated depend largely on the level of economic development of each partner country. This highlights the need to extend assistance according

to such stages. JICA has defined three developmental stages as shown below. Assistance will be extended according to the developmental stage of each partner country or region, as well as to their conditions and needs.

Stage I: Improving public health and sanitation

Stage II: Reducing environmental impacts and pollution control

Stage III: Using 3R (reduce, reuse, and recycle) initiatives to establish a sound material-cycle society

### 4. Offering Integrated Assistance in Both Developing Sewerage and Building the Capacity to Operate and Maintain It

Improving sewerage is still much in demand in major cities in Asia, and other regions. JICA is still planning and implementing sewerage development projects in many of these cities. JICA's integrated assistance addresses both the hard and soft aspects such as infrastructure development and capacity building for facility operation and maintenance.

### 5. Strengthening Partnerships with Local Governments

Local governments in Japan have accumulated expertise in solid waste management, sewerage development, and air pollution control. By strengthening partnership with such governments, JICA will make more effective use of Japanese experience in formulating projects in these sectors.

### 6. Strengthening Partnership with the Private Sector

The introduction of private sector technologies is important in strengthening initiatives toward environmental challenges. JICA will incorporate such technologies in its activities in the soft

#### Case Study

#### Group and Region-Focused Training Course on “Capacity Building for Ratification of the Minamata Convention on Mercury”

### Not to Repeat “the Experience of Minamata”

In October 2013, the Minamata Convention on Mercury was adopted in Kumamoto Prefecture, Japan. The convention controls the use, export, and import of mercury and products using mercury.\* JICA has launched this course to disseminate the lessons learned in Japan from Minamata and encourage developing countries to ratify the convention and take measures against mercury pollution.

#### Assisting Developing Countries in Addressing Mercury Pollution

The first round of this course was given from November to December of 2014 with the participation of 10 people from South America, Africa, Asia, and the Pacific. First, the participants visited Minamata City, Kumamoto Prefecture, and learned about the history of Minamata disease and the environmental measures currently undertaken. Then, in Tokyo, they learned about the developments leading up to the adoption of the Minamata Convention and the preparation process for its ratification by Japan.

In Kumamoto, the participants heard lectures and made a field tour with the help of the host organization, Soshisha (the Supporting Center for Minamata Disease), which collects

and disseminates information on the history of the disease. Lectures on what the central and local governments did about the disease and the Minamata Convention were given by Kumamoto Prefecture and the Ministry of the Environment. Communicating the experience of Minamata disease from various standpoints allowed the participants to understand how complex and deep-rooted the problem of mercury pollution is and how a balance should be struck between economic development and environmental conservation.

The stories told by some patients, who still suffer health problems from the disease, were beyond what the participants might have imagined. Some of them shed tears listening to the stories. The sad experience at Minamata as told by the patients seemed to have convinced the



The participants at Eco Park Minamata, on reclaimed land in Minamata Bay, which once had colloidal sediments containing mercury at its bottom. At front left is a stone statue built to convey the Minamata experience to the generations to come over the next thousand years.

participants of the need for their governments to try to avoid the recurrence of this tragedy. They shared information and exchange views on the realities in their countries and what they can do back home before drawing up their action plans on what to do there.

Some of the participants reported that they had already begun to implement their action plans two months after the completion of the training, raising expectations that more participating countries will ratify the Minamata Convention.

\* The Convention was adopted at the Conference of Plenipotentiaries on the Minamata Convention on Mercury in Kumamoto, signed by 92 countries. The convention will take effect if it is ratified by 50 or more countries.

aspects, such as in developing regulations and establishing institutions, together with a view to drive forward overseas expansion of Japan's advanced expertise with comparative advantage.

## Water and Sanitation

### ● Overview of the Issue

Even though safe drinking water is essential for people to live, such water is still not available for 750 million people in the world, and about 760,000 children under age five die due to diarrhea every year (2013 estimates by the World Health Organization). Moreover, the labor of drawing water for long hours has prevented women from working and children from going to school. Therefore, stably securing safe drinking water has been the key to solve many social issues regarding health, education, labor, and poverty.

Another issue closely related to water is sanitation. Diarrhea in many cases is caused by drinking unsanitary water or infection with pathogenic bacteria discharged from feces transferred to people's mouths through water, food, fingers or other means. Therefore, building sanitation facilities (toilets) is extremely important to isolate human excreta from the living environment. In addition, the infection routes can be cut off by such hygienic practices as washing one's hands after defecation and keeping areas around water supply facilities clean. The simultaneous improvement of water supply and sanitation is extremely important to reduce water-related diseases.

Japan has experience in steadily developing water supply and sewerage systems to build sanitary society, while overcoming flooding and drought during postwar economic growth. On the other hand, Japan remains a major water-consuming country, importing large volumes of "virtual water" from other countries.

This makes Japan responsible for taking part in solving the water and sanitation problems of developing countries.

### ● JICA Activities

#### 1. Water Resources Management and the Efficient Use of Water

The appropriate management of water resources is essential in the situation where available water resources are limited against the growing demand for water. This refers to a need for coordinating water allocation to different sectors while preserving the water environment. Avoiding this coordination would increase the disorderly use of water, resulting in repeated environmental destruction such as "the Tragedy of the Aral Sea." Furthermore, it is anticipated that there will be frequent incidents of flooding and drought due to climate change. From the perspective of promoting integrated water resource management, evaluating the impact of climate change on water resources, JICA actively supports developing countries mainly in the formulation of water resources management plans.

To properly manage limited water resources, the efficient use of water becomes paramount. This includes the promotion of water-saving in agriculture and reuse of treated wastewater. JICA is proactively providing assistance in this area, particularly in the reduction of non-revenue water caused by leaks from pipes, etc., where Japan's experience and technology can be put to good use [ → see the Case Study on page 141].

#### 2. Improving Access to Safe Drinking Water and Sanitation Facilities

The access to safe drinking water and basic sanitation facilities (toilets) is included in the MDGs and is one of the major development challenges of the international community. The access to safe water and sanitation was declared a "human

#### Case Study

#### Senegal: Project for Sanitation and Hygiene Improvement in Rural Areas of the Tambacounda, Kedougou and Matam Regions

### The Challenge of Improving Sanitation and Hygiene in Sub-Saharan Africa

**In Sub-Saharan Africa, only 30% of the population has access to basic sanitation. Infant mortality due to diarrhea is high, highlighting the urgent need for improved sanitation. To rectify the situation, JICA has recently launched this project, which is dedicated to building toilets in Senegal.**

#### Toward Improving and Consolidating Sanitation Practices

To ensure that residents who practice open defecation will use toilets, it is important for them to understand the need and convenience of the facility and undergo a behavioral change.

With this in mind, this project has adopted the approach called Community-Led Total Sanitation (CLTS). Rather than depending on external physical assistance, CLTS aims for community members themselves to understand the effects that open defecation has on the environment and community health, and to recognize the importance of using toilets. With this approach, the project aims to build toilets

and eliminate open defecation.

A major concern, however, is that some of the community members, after abandoning the practice of open defecation, may return to this traditional practice after a time.

To avoid such regression, the project employs social regression in the communities that have successfully eliminated open defecation

to remind them of the significance of sanitary toilets and promote more comfortable toilets — such as those with a vent pipe and those that use a small quantity of water to make a water seal, both to suppress odor and flies. The idea is to encourage them to build more advanced toilets.



An improved ventilated toilet. The toilet, neatly painted to match the color of the nearby house, is properly maintained by local residents.

right” at the United Nations’ General Assembly held in July 2010.

Nevertheless, 750 million people around the world still do not have access to safe drinking water and 2.5 billion are without access to basic sanitation facilities (2013 estimates by the World Health Organization).

As a member of the international community, JICA is working proactively to accelerate the progress towards improving the situation. Specifically, JICA is promoting construction of water supply facilities through financial assistance while strengthening operation and maintenance of the facilities through technical assistance both in urban and rural areas. Particularly in urban water supplies, JICA deals with the improvement of water supply corporation management, mobilizing private sector financing to meet the huge needs for developing water supply facilities.

With regard to the stagnant progress toward improving access to sanitation facilities, JICA will gradually expand efforts to establish sanitation facilities and conduct health education, primarily in Sub-Saharan Africa [→ see the Case Study on page 90].

## Disaster Risk Reduction

### ● Overview of the Issue

In recent years, natural disasters have been increasing in both consequence and frequency in many parts of the world. Related economic losses due to disasters are on the rise. Amidst the rapid progress in social and economic development and population concentration in urban areas, developing countries are especially vulnerable to natural disasters, because of inadequate prior investment in Disaster Risk Reduction (DRR)

measures, including disaster prevention plans, city planning and infrastructure development that incorporates DRR perspectives. For this reason, once a large-scale disaster strikes a developing country, the outcomes of development and opportunities for sustainable growth for the country will be lost, making it difficult for the country to untangle itself from the downward spiral of disaster and poverty.

The Third UN World Conference on Disaster Risk Reduction, held in Sendai City, Miyagi Prefecture, in March 2015, adopted the Sendai Framework for Disaster Risk Reduction 2015–2030 (the Sendai Framework), which provides DRR guidelines for the international community going forward. The Sendai Framework sets out prior investment in DRR, “Build Back Better,” risk assessment, and governance as the priorities for action. It underscores considerations for those vulnerable to disaster and gender issues, the participation of the vulnerable and women, the utilization of science and technology, and the importance of DRR in health care systems. The framework also refers to the importance of the involvement of various stakeholders in DRR. Going forward, the international community is required to seek the implementation of the Sendai Framework [→ see the Case Study on page 93].

### ● JICA Activities

#### 1. Activity Policy

Among the four phases of the disaster management cycle, i.e. “prevention and mitigation,” “preparedness,” “response,” and “recovery and reconstruction,” Japan’s experience shows that investment in DRR at the “prevention and mitigation” and “preparedness” phases are the most important and effective.

#### Case Study

#### Supporting the Development of an Area Business Continuity Plan (BCP) / Business Continuity Management (BCM) in the ASEAN Region

### Supporting the Involvement of the Private Sector in DRR

JICA supports both the development of an Area BCP that involves the private sector and the implementation of BCM, which builds on BCP, in the ASEAN region. Area BCP/BCM is a new initiative aimed at improving area-wide disaster management capacity with the public and private sectors working together to address and manage disaster risks.

#### Improving Disaster Management Capacity of Stakeholders

The Great East Japan Earthquake and the Chao Phraya River flooding in Thailand, both in 2011, inflicted major damage on the operations of many companies, causing huge losses to national and local economies.

A large-scale disaster can result in the suspension of the functioning of key infrastructure. In such cases, there is a limit to what each company can do. Resultant losses to local key industries constitute a serious problem for central and local governments as well, in terms of employment, tax revenue, and trust in these governments. It is therefore necessary for the private sector, the government, and infrastructure operators to address and manage disaster

risks before a disaster strikes.

Area BCP provides a framework for local stakeholders to understand and share information on natural disaster risks and their roles in addressing them. The idea is to minimize the stagnation of local business activity in the case of a large-scale natural disaster and achieve early post-disaster recovery. The framework allows local governments, infrastructure administrators, companies, and other stakeholders in the area to share common understanding and carry out their respective DRR measures and BCP.

Area BCM allows the local community, including governments and the private sector, to cope with the changing environment and risks



An industrial park inundated after the Chao Phraya River overflowed

through such means as continuously analyzing, implementing, and reviewing emergency-response measures based on the Area BCP they have formulated. It is a system for improving their disaster management capacity.

With the guidebook on Area BCP/BCM that it compiled, JICA is supporting the development of an Area BCP in the Philippines, Indonesia, and Viet Nam. JICA is now planning to offer similar assistance to Thailand and is promoting the involvement of the private sector in DRR.

In extending assistance in DRR, JICA places importance on these two preventive phases for promoting the investment. Developing countries, however, often fail to mobilize adequate human and financial resources at the preventive phases for various reasons. It is important for central governments to understand the negative effects and impacts disasters have on development and economic growth and to show leadership in promoting the “mainstreaming of DRR” in every development project. To that end, governments need to assess disaster risks, estimate expected losses, promote prior investment in DRR to reduce such losses, and take measures to reduce such disaster risks. To ensure that these measures are taken appropriately, JICA supports the development of a framework for coordination among the central government, local governments, private sector and other stakeholders.

If a disaster unfortunately occurs to a developing country, JICA will assist that country in making continuous efforts from recovery to reconstruction for building more disaster-resilient society than before, based on the concept of “Build Back Better.” Under the concept described above, JICA has set out five strategic goals:

#### **Strategic Goal 1: Establishment and Strengthening of DRR Governance**

Toward building disaster-resilient countries and communities, JICA supports to establish and strengthen DRR governance through the three priorities: (1) Legislating a basic law on DRR and establishing an organizational structure responsible for DRR; (2) Strengthening the institutional DRR capabilities of the central and local governments by developing plans, standards, and frameworks for DRR; (3) Reinforcing organizations and human resources responsible for DRR and promoting relevant studies through public-private-academia collaboration as well as cooperation among concerned organizations.

#### **Strategic Goal 2: Correct Understanding of Natural Disaster Risk and Promotion of Common Understanding**

Appropriate disaster risk assessment and analysis are essential for promoting DRR through such means as studying DRR measures and incorporating preparedness into socioeconomic development programs and projects. A common understanding of disaster risks among all the stakeholders will make DRR more effective. For this reason, JICA assists risk assessment and analysis in the policymaking process as well as hazard mapping for better understanding of disaster risks. JICA also assists to promote DRR education and capacity building of communities to carry out DRR activities.

#### **Strategic Goal 3: Implementation of Risk Reduction Measures for Sustainable Development**

In order to reduce casualties and social, economic and environmental damages by natural disasters, JICA provides the best mix of structural and nonstructural measures. In flood control, for instance, a structural measure may mean flood prevention works, while a nonstructural measure may mean a land-use plan based on the inundation area so that the hazard areas will not be measured off as residential areas. Issues to

be addressed include public-private-academia collaboration, initiatives involving stakeholders at all levels, ranging from the national to community levels and incorporating disaster prevention and mitigation measures into all development projects.

#### **Strategic Goal 4: Speedy and Effective Preparation and Response**

In order to forecast natural disasters and issue early warnings in a timely manner, JICA assists in (1) improving the forecasting and warning capabilities of government agencies responsible for meteorological observation; and (2) developing evacuation and response systems for appropriate alert and evacuation orders based on the information thus obtained. JICA also dispatches Japan Disaster Relief teams to disaster-affected areas for prompt rescue and relief operations.

#### **Strategic Goal 5: Seamless Recovery and Reconstruction for a Disaster Resilient Society**

“Build Back Better” is a concept that post-disaster recovery and reconstruction should do more than just restoring the pre-disaster conditions. In other words, reconstruction from disaster is an opportunity to build more disaster-resilient society than before, while learning the lessons drawn from past disaster experiences. To this end, JICA addresses not only the structural aspect such as infrastructure development, but also regulatory and institutional improvements as well as assisting livelihoods. In the process, JICA conducts seamless approach from response to recovery and reconstruction, with no gaps between programs in terms of time, sectors or project components.

### **2. Seeking the Participation of Various Stakeholders**

JICA’s achievements and policies became widely known at the Third UN World Conference on Disaster Risk Reduction and its side events, which contributed to the widespread perception of the importance of the participation and role of various stakeholders, such as civil society organizations, science and academic research institutions, private companies, and the mass media. Accurate assessment of disaster risks calls for scientifically verified data from academic research institutions. Development assistance needs to positively take into account women and the vulnerable, such as children and people with disabilities; it should be designed to encourage them to actively participate in DRR.

In order to promote the international DRR framework adopted at the conference, JICA will actively address these new challenges based on Japan’s Sendai Cooperation Initiative for Disaster Risk Reduction.<sup>6</sup>

6. In order to contribute in building resilient society for the international community through sharing Japan’s accumulated knowledge and expertise in DRR, Japan pledged to extend assistance that combines three approaches: (1) nonstructural measures that include assistance for establishing DRR governance systems, as well as human resources development; (2) structural measures that center on the development of high-quality infrastructure; and (3) global and region-wide cooperation. To implement these approaches, Japan pledged to provide \$4 billion in aid and train a total of 40,000 people from 2015 to 2018.

## Case Study

## The Third UN World Conference on Disaster Risk Reduction in Sendai

## Sharing Japan's Experiences and Lessons to the World

In March 2015, four years after the Great East Japan Earthquake struck Japan, the Third UN World Conference on Disaster Risk Reduction was held in Sendai City, Miyagi Prefecture, and surrounding areas. The conference adopted “the Sendai Framework for Disaster Risk Reduction 2015–2030.” As the host nation, Japan showcased the reconstruction of the areas hit by the 2011 disaster to the world and shared its experience and knowledge about disaster risk reduction with the international community.

## Many National Leaders and Ministers from Around the World in Attendance

The conference was attended by about 6,500 representatives from 187 UN member states, UN organizations, private companies and NGOs. The number of participants, including those in the open events, amounted to some 160,000. The conference participants included not only officials in charge of DRR but also many national leaders, deputy leaders, and ministers as well as the heads of many international organizations, including the UN Secretary-General. This made the conference one of the largest international meetings ever held in Japan.

The large attendance at the conference signified a high level of interest in DRR around the world amid two growing perceptions. One is that natural disasters are closely associated with climate change; scientists say climate change is resulting in more meteorological disasters. The other perception is that DRR is an essential part of sustainable development and poverty reduction; a disaster can wipe out all development efforts and fruits in an instant.

## Seeking More Contributions Based on the Sendai Framework and the Sendai Cooperation Initiative for Disaster Risk Reduction

The conference adopted the Sendai Framework for Disaster Risk Reduction 2015–2030 (the Sendai Framework), which provides a set of guidelines on DRR for the next 15 years. The new framework comes after the Hyogo Framework for Action 2005–2015, which was adopted at the Second UN World Conference on Disaster Reduction in 2005. At the 2015 conference, in light of Japan's experience in this field, the Japanese government announced the Sendai Cooperation Initiative for Disaster Risk Reduction to bolster DRR efforts by the international community.

JICA believes that it is important to design its development assistance to reduce casualties and economic loss, and promote the “mainstreaming of DRR” based on the expertise and experience Japan has accumulated as a disaster-prone country and a major bilateral donor. Post-disaster assistance tends to outstrip pre-disaster assistance; although it is widely understood every dollar invested in disaster preparedness can save four to seven dollars in the cost of post-disaster recovery. If this trend

continues, a huge amount of money will be needed for reconstruction every time a disaster occurs. The resultant delay in development and economic growth in the afflicted countries will make it difficult to break out of poverty. JICA had been working to incorporate into the Sendai Framework four requirements for DRR mainstreaming: (1) disaster risk assessment, (2) the strengthening of government capacity for DRR, (3) prior investment in DRR, and (4) the promotion of the “Build Back Better” concept. To this end, JICA took many opportunities — including preparatory committees and consultations with other donors — to advocate this policy. The conference participants eventually agreed to incorporate these requirements in the Sendai Framework as the priorities for action.

For the past 20 years, JICA has been the largest bilateral donor agency as far as DRR is concerned and has drawn on Japan's experience and expertise in this field. Based on its experience and track record to date, JICA took part in high-level sessions of the



JICA organized a symposium entitled “Disaster Risk Reduction and International Cooperation.”

conference, including ministerial round tables and working sessions as well as some of the official events of the conference, including the Great East Japan Earthquake Forum, a public forum JICA co-organized with international and developing-country organizations, and an open booth exhibition. Taking these opportunities, JICA reported on its activities and their outcomes, and above all, stressed the importance of mainstreaming DRR.\*

During the period of the conference, JICA and the UN Office for Disaster Risk Reduction (UNISDR) signed a Memorandum of Cooperation (MOC). They agreed to work together to implement the Sendai Framework and promote prior investment in DRR, capacity and knowledge building for developing countries, and promote the “Build Back Better” concept.

While incorporating the principles agreed in the Sendai Framework, such as considerations for gender and disaster-vulnerable groups as well their participation in DRR, and industry-government-academia collaboration, JICA will steadily endorse and implement the Sendai Framework and the Sendai Cooperation Initiative for Disaster Risk Reduction to mainstream DRR in its DRR assistance for partner countries.

## Sendai Framework for Disaster Risk Reduction 2015-2030

## ■ Targeted Period: 2015-2030 (15 years)

## Expected Outcome

To achieve the following outcome over the next 15 years: The substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries

## Goal

Prevent new and reduce existing disaster risk through the implementation of integrated and inclusive economic, structural, legal, social, health, cultural, educational, environmental, technological, political and institutional measures that prevent and reduce hazard exposure and vulnerability to disaster, increase preparedness for response and recovery, and thus strengthen resilience

## ■ Priorities for Action

- ① Understanding disaster risk
- ② Strengthening disaster risk governance to manage disaster risk
- ③ Investing in disaster risk reduction for resilience
- ④ Enhancing disaster preparedness for effective response, and to “Build Back Better” in recovery, rehabilitation and reconstruction.

## ■ Global Targets

- (a) Substantially reduce global disaster mortality by 2030.
- (b) Substantially reduce the number of affected people globally by 2030.
- (c) Reduce direct disaster economic loss in relation to global gross domestic product (GDP) by 2030.
- (d) Substantially reduce disaster damage to critical infrastructure and disruption of basic services, among them health and educational facilities by 2030.
- (e) Substantially increase the number of countries with national and local disaster risk reduction strategies by 2020.
- (f) Substantially enhance international cooperation to developing countries through adequate and sustainable support to complement their national actions for implementation of this framework by 2030.
- (g) Substantially increase the availability of and access to multi-hazard early warning systems and disaster risk information and assessments to the people by 2030.

\* [http://www.jica.go.jp/english/news/field/2015/150406\\_02.html](http://www.jica.go.jp/english/news/field/2015/150406_02.html)



# Rural Development

## Building New Food Systems



### Director General's Message

**Makoto Kitanaka** Director General, Rural Development Department

### Sectoral Issues

- ➔ Although significant progress has been made in the Millennium Development Goal (MDG) of "eradicate extreme hunger and poverty," food security, and agricultural and rural development remain important issues that must be addressed.
- ➔ Providing support for the construction of a food value chain linking production and consumption that takes into account nutrition is an important theme for the stable delivery of safe and reliable food.

### Fiscal 2014 Initiatives

- ➔ In Africa, JICA is providing support for regional development under the initiatives of Smallholder Horticulture Empowerment and Promotion (SHEP) and for increased food production with the Coalition for African Rice Development (CARD).
- ➔ In Southeast Asia, JICA is providing support for improving farm produce distribution systems through public-private cooperation as a part of support for the construction of a food value chain.

### Future Cooperation

- ➔ With a long-term view to global food security, JICA will address such issues as climate change through water management and other base technologies with local farmer participation, and innovation that incorporates ICT, satellite data, and other advanced technologies.

pick up  
A look at  
programs by  
numbers

**6.9** t

This is the average yield of paddy rice per ha at 100 demonstration farms established under the Project for Rice-Based Agriculture Development in Afghanistan (the average yield for all of Afghanistan is 2.3t). The project faces major limitations due to internal instability, but this rice-growing potential brings with it hope for Afghanistan's reconstruction. JICA plans to increase the number of demonstration farms to 875 in fiscal 2015 depending on the security situation.

Training in rice transplanting for extension officers in Afghanistan. The site is the Haraz Extension and Technology Development Center, Iran, which was established with JICA cooperation. (Photo by Katsuyuki Ohara)

# Agricultural and Rural Development / Fisheries

## Addressing Global Food Security and Poverty



Of the eight Millennium Development Goals (MDGs), relevant goals are shown in color.

Since rising sharply in 2008, the price of food has hit peaks again in 2011 and 2012. Even after these three peaks, food prices have continued to rise. These soaring prices pose a threat to the food security of developing nations. They are particularly damaging to the urban poor and to the rural poor; such as small-scale farmers and fishers who cannot even produce and catch enough food to meet their own needs.

JICA is providing cooperation to address the issues of agricultural, maritime and rural development. The goal is to contribute to the Millennium Development Goal (MDG) of “eradicating extreme poverty and hunger” and its successive agenda Sustainable Development Goals by offering aid for food production, food supply and nutrition to the residents of both rural and urban areas.

## Agricultural and Rural Development

### Overview of the Issue

The environment surrounding agricultural and rural development has been diversifying because of such factors as the rapid advance of globalization, climate change, skyrocketing food prices, growing demand for biofuels, changing food preferences as personal incomes rise, the expanding participation of the private sector, global competition for farmland, and post-conflict rehabilitation. As in many developing countries, farmers account for the majority of the population and three-fourths of impoverished people live in rural areas, rural residents in developing countries are greatly affected by these changes.

### Stable Food Supply

According to an estimate by the Food and Agriculture Organization of the United Nations (FAO), the number of people in developing countries suffering from malnutrition is expected to be around 805 million during the period from 2012 to 2014, remaining at a high level. It will therefore be difficult to achieve one of the targets of Goal 1 of the MDGs, namely to “Halve, between 1990 and 2015, the proportion of people who suffer

from hunger.”

Consistently providing people with the food that they need (food security) is the foundation for economic and social stability and an important policy issue. However, the food security of many developing countries is easily affected by due to such factors as insufficient capacity of government in planning and implementation, underdeveloped agricultural infrastructure, low levels of production technology, and inadequate distribution systems that threaten the food security of citizens.

Consequently, this situation results in health deterioration, causes the outflow of valuable foreign currency to pay for food imports, and accelerates urban shifts as well as the abandonment of farming. These influences in turn lead to a worsening of poverty in urban areas, a contributory factor to social and economic instability in a country.

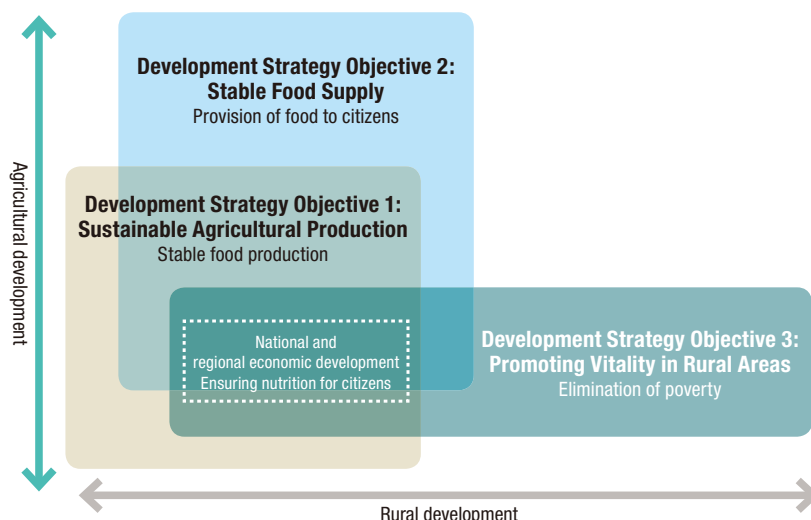
### Reducing Rural Poverty

According to the World Bank’s 2013 report, the number of people living in extreme poverty (on less than \$1.25 a day) dropped remarkably over the last 30 years. In 1981, half the population of developing countries lived in extreme poverty; this rate dropped to 21%. However, this reduction owes much to the

economic development of East Asia, and in real numbers, 1.2 billion people still live in extreme poverty. Currently, one-third of these extremely poor people live in Sub-Saharan Africa. On the other hand, while self-sufficiency rates for major grains have improved somewhat and the urban middle class is growing in such regions as South America and Southeast Asia, urban and rural disparities exist. In these regions, there is a need to devise ways to narrow the increasing economic gap between urban and rural areas.

It has been reported that the poverty reduction effect of growth driven by agriculture is at least twice that of growth driven by other industries. Moreover, in countries with lower income levels, such as in Sub-Saharan Africa, the high proportion of agriculture in the GDP means that

### Agricultural and Rural Development Assistance Objectives, Philosophy and Goals



in many cases people are pinning their hopes on agriculture as the source of economic growth.

### ● JICA Activities

JICA's cooperation in agricultural and rural development aims to ensure a stable food supply to people in both rural and urban areas and reduce poverty in rural communities — thereby driving economic development at national and regional levels. Through these activities JICA strives to contribute to achieving goals and targets of the MDGs and SDGs.

For this reason JICA has established the following three specific cooperation objectives.

#### 1. Sustainable Agricultural Production

Risks involving the food supply are a complex combination of short-term and long-term factors. Short-term risk factors include poor harvests owing to bad weather and accompanying speculation. Long-term factors involve population growth in emerging countries, changes in the demand structure in those countries, limitations on production resources such as land and water, vulnerability to climate change, and competition between rising demand for biofuel and food. As a result, dealing with these issues requires determining measures for each cause based on the differing circumstances of each region. JICA is aiming to achieve sustainable agricultural production in order to address these diverse problems.

In its approach to enable stable agricultural production, first, JICA provides aid for drafting agricultural policies reflecting the characteristics of the partner country's overall agricultural sector. Based on these policies, JICA provides cooperation from the perspective of the overall value chain, from production

to distribution and sales. Initiatives include establishing, maintaining, and managing infrastructures for agricultural production such as irrigation systems; improving the procurement and use of seeds, fertilizer and other agricultural production materials; and establishing and utilizing production technology for grain, livestock and other items while supporting institutional strengthening of associated organizations.

In addition, JICA is taking action regarding increasing the resilience of agriculture to climate change. Activities include facilitating sustainable land use, development and study on appropriate technology, developing second-generation biomass energy that does not compete with food production, establishing stockpiling systems, using agricultural statistics and introducing weather insurance, and promoting the private sector's entry into the market [→ see the Case Study below].

For example, in Myanmar, irrigation systems have been maintained by ODA Loan to improve productivity and profitability of farmers. At the same time, JICA is preparing comprehensive cooperative projects, including developing policies and systems for the promotion of irrigated agriculture, improving production technology of major crops using irrigation water, properly introducing and handling agricultural machines and materials, and facilitating cooperation with the private sector.

Furthermore, along with their rising incomes, citizens of developing countries are increasingly demanding high value added agricultural and livestock products as well as taking a greater interest in such food issues as quality and safety. These issues also need to be addressed.

#### 2. Stable Food Supply

Sustainable production is the premise for the provision of a

#### Case Study

#### Ethiopia: Project for Enhancing Development and Dissemination of Agricultural Innovations through Farmer Research Groups (FRGs)

### To Conduct Research More Relevant to Farmers

JICA extended its support by introducing the Farmer Research Group (FRG) approach,\* in which groups of farmers participate in technological study and development that is relevant to farmers, so that the results of agricultural research link more directly to actual production activities.

#### Introduction of the Farmer Research Group Approach

In this project, JICA trained and supported Ethiopian agricultural researchers to implement the FRG approach, in order to ensure that the researchers understand the needs of the farmers as to what technologies are useful, and will conduct research accordingly from the planning stage of research projects.

In five years, 1,316 researchers participated in the FRG approach training that was supported by this project, and 43 research projects were conducted under the supervision of the project from the project planning stages to the completion of papers to conclude results.

In Ethiopia, agricultural research is sometimes conducted without a good understanding

of the needs of farmers. There are quite a few cases where a newly developed technology is not actually used by farmers. Through promotion of the FRG approach, JICA has tried to contribute to the improvement of cooperation between researchers and farmers, as well as to the overall enhancement of agricultural productivity in Ethiopia.

The Ethiopian government recognizes the effectiveness of the FRG approach that JICA supported for 10 years as of March 2015, including its preceding project. The importance of the approach is expected to be mentioned in the upcoming five-year National Growth and Transformation Plan. The FRG approach is attracting further attention, with the agricultural departments of several universities



A JICA expert supervising the research at a research farm

considering starting courses on this subject.

The same approach is also incorporated in projects run by the World Bank in East Africa, and it is hoped that the FRG approach will be promoted in all other African countries.

\* A research approach in which researchers conduct research at farmers' fields in cooperation with groups of farmers involved in the research.

stable food supply to the people of a country. In addition, ensuring a stable supply requires the establishment of food supply and demand policies for an entire country that reflect international food security. Creation of a framework for food imports and the proper use of food aid are also necessary [→ see the Case Study below].

Africa accounts for the largest portion of people suffering from malnutrition in the world (35% of the total population in 2011), and is in great need of expanded food production. The amount of rice consumed in Africa is growing rapidly and there are excellent prospects for achieving sustainable growth in rice production. Therefore, rice is believed to be the key to eradicating the lack of food security on the continent.

With other donors, JICA launched an initiative called the Coalition for African Rice Development (CARD) in 2008. In order to contribute to food security, the goal is to double rice production in Africa from 14 million tons to 28 million tons over the 10-year period ending in 2018. To reach this target, JICA is providing aid for the formulation of National Rice Development Strategies in the 23 rice-producing countries in Africa and for boosting rice production in line with the strategy of each country. As for the entire Sub-Saharan Africa region including CARD member countries, rice production increased 59 % from 14 million tons in the reference year to 22.23 million tons in 2013.

### 3. Promoting Dynamic Rural Communities

For rural development that reduces poverty, it is important to aim for social changes and invigoration in rural villages from the standpoint of developing agricultural economies and enhancing the livelihood of people. Accomplishing this goal requires going beyond simply raising productivity. For instance, the distribution

and sale of food must be improved, the food processing sector energized, export promotion measures strengthened, and agricultural management must also be upgraded to increase non-agricultural income and such.

Furthermore, aid is needed that brings together a diverse range of fields. Local administrative functions must be strengthened and rural infrastructures such as community roads and drinking water supplies established. The rural living environment must be improved and level of health and education for residents enhanced. Other examples of aid are the participatory development of rural areas and narrowing gender gap.

Moreover, for post-conflict countries, because agricultural and rural development is often a key component of aid, JICA gives priority to these activities.

To stimulate rural development, JICA supplies aid to local administrative institutions in drafting development plans with the participation of rural residents. JICA also provides aid for the establishment of implementation systems that enable the community to raise income and improve people's livelihood, through improving the processing, distribution and sale of agricultural products.

For example, in the technical cooperation projects implemented in Kenya to support improvement of smallholder farmers' livelihoods, the Smallholder Horticulture Empowerment and Promotion Project (SHEP, 2006–2009) and the following Smallholder Horticulture Empowerment and Promotion Unit Project (SHEP UP, 2010–2015) have supported the farmer groups to change their attitudes from “grow and sell” to “grow to sell,” introducing the concept of market-oriented farming. As a result of various support activities — the SHEP Approach — to make farmers manage market-oriented agriculture by themselves,

#### Case Study

#### Cuba: Project for Extension and Diffusion of Technologies for Certified Rice Seed Production in the Central Zone of Cuba

### To Support Production and Diffusion of Certified Rice Seed and to Contribute to Improvement of Rice Self-Sufficiency

**In recent years, Cuba has prioritized the growth of food production as an important national policy, and has implemented measures such as granting permission for private farmers to utilize unused land for agricultural production. Through its cooperation, for over 10 years, JICA has contributed to increased production of rice, a major food staple for Cuban people.**

#### Continuous Support to Improve Rice Self-Sufficiency

Rice is a major food staple in Cuba, as it is in Japan, but its self-sufficiency rate is low, at 36% (a 2009 estimate). Increasing the production and self-sufficiency rate of rice is an important policy of the Cuban government. JICA has worked on developing Cuban agricultural engineers with a cultivation technique for highly productive rice, through activities such as training in Japan, dispatch of experts to Cuba, formulation of a development plan, and technical cooperation projects for more than 10 years since 2003.

The quality of rice seed used for rice production in Cuba used to be low, which was a limitation to increased rice production. In

response to this, the Cuban government has provided unused land to private farmers to increase the number of rice producers and expand cultivation areas, and at the same time has made efforts to extend production of high-quality certified seed to improve productivity. This project, which started in 2012, supported these efforts of the Cuban government and extended technical cooperation to improve cultivation techniques of certified rice seed as well as to establish an extension system.

The project has trained and developed 68 extension workers, 112 leader seed producers, and 32 seed inspectors as of November 2014. With the Cuban government's strong

initiative and the Cuban people's serious efforts, the production of certified seed, which was 130 tons in 2009, exceeded 9,000 tons, well beyond the original project target of 2,000 tons. Nationwide demand for certified rice seed is expected to grow even more. JICA continues to provide support for further increase in rice seed production.

In future, it is expected that the framework for agricultural extension that was established in this project on a trial basis will expand to the whole nation, and the seed production techniques that were used in this project will be applied nationwide, not just in the five provinces in the central zone of Cuba.



Training for the selection of sample seed in a farm field



Farmers conducting a market survey on their own in Kenya

the horticultural incomes of the farm households involved in the projects have increased. The effectiveness of the SHEP approach has been recognized by other donors, including the United States Agency for International Development (USAID), and Japanese Prime Minister Shinzo Abe also touched on it at the opening session of the Fifth Tokyo International Conference on African Development (TICAD V) in 2013. In response to this, JICA places priority on implementing the SHEP approach in other African countries, and it is being implemented in 18 countries as of June 2015. Meanwhile, the third phase of the SHEP Project, the Smallholder Horticulture Empowerment and Promotion for Local and Upscaling (SHEP PLUS, 2015–2020), started in Kenya in March 2015. SHEP PLUS works on establishing implementation mechanisms for further promoting SHEP approach in Kenya, where a devolution process has taken place, through reflecting the lessons learned by supporting other African countries.

## Fisheries

### ● Overview of the Issue

Fisheries resources from the oceans, rivers and lakes are important sources of food for people in developing countries. According to FAO, fishery products constitute nearly 20% of animal protein intake in developing countries and they are often among limited choices of affordable protein source. As such, the fisheries sector plays an important role in terms of providing a valuable means of livelihood for most vulnerable population such as women-headed households and those people who do not possess production assets. Developing countries account for 54% of the world's exports of fisheries products in value terms and 60% in volume terms (estimated live fish weight in 2012). These rates have been increasing for the past 10 years, making this industry vital to the economies of developing countries.

World fisheries and aquaculture production is currently 158 million tons (as of 2012). However, the capture production from marine waters reached a peak in the 1990s and it is believed that these resources have been almost fully utilized since then. In

recent years, the stagnant capture production has been supplemented by rapidly growing aquaculture production, which now accounts for 40% of total fisheries production.

Even in the developing countries the decline in fishery resources is evident, probably due to overfishing and the destruction of the natural environment and ecosystems. However, the practice of proper management of fishery resources has not yet been sufficiently adopted by fishers. Fishers are often deprived of alternative means of livelihood and hence they have a strong tendency to prioritize immediate economic returns rather than long-term sustainable benefits. Therefore, implementing effective management of fisheries resources, which can be accepted by a majority of fishers, is a key challenge in these countries.

### ● JICA Activities

As mentioned above, lack of proper management of fisheries and deterioration of environment, which causes further decrease in valuable fisheries resources, is a major issue in the fishery sector. Fishing villages, which are often located in rural marginalized areas, also face a wide range of social issues including chronic poverty. It is hence fundamental that fisheries management issues are addressed within the overarching framework of “fishing communities (villages) development,” which adequately incorporates the aspect of the livelihoods of all members of the fishing community.

JICA's cooperation in the fishery sector has three main objectives: (1) ensure the stable supply of food to local people, (2) eliminate malnutrition by providing valuable nutrition and (3) reduce poverty by providing a means of earning livelihoods to the poor. Adequate management of fisheries resources will provide a good basis for achieving these objectives and is a key to fishing village development. JICA has set the following three pillars for its cooperation.

### 1. Vitality in Local Fishing Communities

Empowering fishing communities to alleviate chronic poverty requires a comprehensive approach. The efforts to promote sustainable fisheries resource management would be more effective if these are supplemented by activities that stabilize communities' livelihoods. These may include the promotion of alternative income generation activities such as agriculture, and the provision of education, health services and other social development programs.

JICA provides support for fisheries infrastructure development such as construction of landing ports and markets that promote efficient fish marketing as well as community members' collective actions. JICA also works to improve the capacity of fisheries organizations as well as women's group fish processing and sales activities.

### 2. Stable Food Supply (Effective Utilization of Fisheries Resources)

Food security issues are getting more serious in a number of developing countries due mainly to rapidly growing population. This situation inevitably puts further pressure on utilization of

fisheries resources. In order to ensure sustainable supply of fish while avoiding overexploitation of resources, the fisheries sector urgently needs to make a major shift in production efforts; from “fishing” to “fish farming.” In response to such needs, JICA is now exerting efforts on promoting fish farming [→ see the **Case Study below**]. In promotion of aquaculture in rural areas, JICA takes a unique approach of “farmer-to-farmer training.” In addition, JICA is assisting human resources development in aquaculture, targeting researchers, technicians and extension workers.

Fish and fishery products are highly perishable. In developing countries where the distribution infrastructure is underdeveloped, post-harvest loss is an issue. JICA provides support for improvement of related facilities of fish landing, distribution and marketing for better quality and hygienic control. Such efforts are complemented by technical assistance on fish processing and preservation.

### 3. Appropriate Preservation and Management of Fisheries Resources

Fisheries resources are basically “renewable” resources if proper management is put in place. Having learned the lesson that government led top-down approaches may not be an effective way to promote fisheries resource management, JICA is applying a co-management approach, incorporating awareness building and capacity development among groups of fishers and facilitating collaboration mechanisms among key stakeholders.

JICA also put its emphasis on capacity development of fisheries administration for supportive policy framework and effective implementation. Collection of scientific data for informed decision-making and support for regional initiatives are also a part of this direction. With the participation of local fishers, JICA works to preserve and restore critical habitats of marine and inland water ecosystems, including seagrass beds.

#### Case Study

#### Thailand: Development of Aquaculture Technology for Food Security and Food Safety in the Next Generation

### Stopping the Spread of Infection among Cultured Shrimp

**In Thailand, which is ranked as the world’s eighth largest in aquaculture production and where cultured shrimp are the major product, JICA, in cooperation with the Japan Science and Technology Agency (JST), is developing aquaculture techniques that reduce fish farmers’ risk as well as breeding techniques to promote safety and industrialization of aquaculture products.**

#### Toward Reduction of Production Risks and Establishment of a New Aquaculture System

Further increases in aquaculture production are required to feed the increasing global population. However, aquaculture producers in developing countries face harsh business conditions and have no option but to take high risks such as the spread of infections among fish and shellfish. Combined with low incomes in aquaculture, the industry may face a lack of workers in the future.

In particular, infectious diseases of fish and shellfish lead to a serious negative impact on aquaculture production once they spread. In Thailand, for example, the production of shrimp sharply decreased from 600,000 tons in 2011 to 280,000 tons in 2013 due to a disease called early mortality syndrome (EMS). Shrimp prices soared in Japan at the end of 2013, and it was reported, for instance, that some restaurants temporarily stopped serving shrimp.

This project succeeded in establishing a method to diagnose EMS with 100% accuracy in its third year. A technical service for this diagnostic method is already provided to farmers by the Department of Fishery of the Thai Ministry of Agriculture and Cooperatives. Furthermore, joint research on an EMS control method is planned among the Tokyo University of Marine Science and Technology, certain pharmaceutical companies, the Thai Department of Fishery and the Thai Agricultural

Research Development Agency. The research is expected to disseminate the outcomes of the project and widely benefit society.

The project also aims to establish “a comprehensive aquaculture system” that covers from production to selling. Groupers, sea bass, and tiger shrimps are target products as they are in high demand in the market. The project plans to develop next-generation technologies to increase food production and promote industrialization in various advanced technological areas, such as molecular breeding, surrogate brood-stock technology, immunization and vaccines, development of feed alternatives, and establishment of stricter seafood safety

protocols, through joint research with institutions in Thailand.

Such investment in aquaculture research projects requires government staff to attain high-level knowledge of scientific technologies. Hence, JICA has selected this project as one of the projects for the Science and Technology Research Partnership for Sustainable Development (SATREPS). In cooperation with the Tokyo University of Marine Science and Technology, the Japan International Research Center for Agricultural Sciences, the National Research Institute of Fisheries Science, and research institutions in Thailand, JICA is working on the establishment of a new aquaculture system. It is expected that the outcomes of the project’s research will spread and contribute to an increase in food production and the vitalization of the food industry, not only in Thailand but in other countries in Southeast Asia.



A JICA expert giving training on sample checking



# Industrial Development and Public Policy

Aiming at Public-Private Networking and Capacity Development from a New Perspective



## Director General's Message

Takumi Ueshima Director General, Industrial Development and Public Policy Department

### Sectoral Issues

- Contribution to "quality growth."
- Expansion of the middle-income class through growth of the private sector.
- Stable and eco-friendly supply of low-cost natural resources and energy.
- Building of safe, secure and fair societies through democratic growth based on the rule of law.

### Fiscal 2014 Initiatives

- JICA began providing support for capacity development including the legal and judicial authorities as a part of private-sector development in Indonesia and Viet Nam aimed at improving the business environment.
- Fiscal 2014 was the first year of the "Training Program for Human Resources Development in the Mining Sector (Kizuna Program)" aimed at human resources development in the natural resources sector, and JICA hosted 16 overseas students and contributed to strengthening the hosting structure at Japanese universities and research institutions.

### Future Cooperation

- JICA has added support for networking between Japanese small and medium-sized enterprises and local companies to the functions of Japan Centers to make use of Japanese expertise in promoting "quality growth."
- JICA will provide comprehensive support ranging from natural resource development to appropriate distribution of natural resource revenues, incorporating the perspective of Public Financial Management.
- JICA will contribute to stable power supply in island states, etc. that takes into account climate change policies.

pick up  
A look at  
programs by  
numbers

**2,900 MW; 2,764,724 t/year**

The total capacity of facilities built under power generation facilities construction projects using ODA Loans and Grant Aid agreed upon during fiscal 2014 reached about 2,900MW. The reduction of CO<sub>2</sub> emissions expected from facilities construction using CO<sub>2</sub> emission reduction technologies is about 2,764,724 t/year.

Kenya: Receiving instructions on resources development under the Geothermal Development for Capacity Improvement Project.

# Private Sector Development / Energy and Mining / Governance

Achieving Sustainable Growth and Democratic and Fair Societies in Developing Countries



Of the eight Millennium Development Goals (MDGs), relevant goals are shown in color.

JICA assists developing countries with building up their private sectors, which serve as an engine for economic growth. While focusing on trade and investment promotion, small and medium-sized enterprises (SMEs) development, the vitalization of local industry and economy, and tourism development, JICA provides broad-ranging assistance to develop industrial infrastructure, including support for the stable supply of electric power, improvement of electricity access,

promotion of low-carbon energy, etc.

JICA also strives to strengthen governance through its cooperation in establishing legal and judicial frameworks, making government more efficient and transparent, improving the administrative capacity of local government and strengthening fiscal and monetary management. Through these activities, JICA is promoting sustainable growth as well as democratic and fair societies in developing countries.

## Private Sector Development

The private sector serves as the driving force for economic growth in developing countries. Strong and comprehensive economic growth can be realized when private companies in various fields, including SMEs, achieve dynamic growth and development and create higher added value.

The Yokohama Declaration 2013 that was adopted at the Fifth Tokyo International Conference on African Development (TICAD V) in 2013 focused on the theme “Promoting Private Sector-Led Growth.” Assistance measures by the Japanese government also include Boosting Economic Growth (private sector and trade/investment).

Responding to the increasing importance of developing countries in the world economy, Japanese companies, particularly manufacturers, have actively established operations in developing countries in recent years by finding new markets and opening manufacturing bases in those areas. Through further reinforcement of collaboration with those companies, JICA focuses on realizing more effective development support and contributing to enhancing the mutually beneficial economic relations between Japan and those countries.

### ● Overview of the Issue and JICA Activities

While a wide range of factors, including macroeconomic stability, infrastructure development, and improved basic education, constitute important elements of private-sector development, JICA focuses on the following fields: (1) developing policies and institutions for improving the business environment; (2) promoting trade and investment; (3) improving the competitiveness of local companies; and (4) promoting local economies and industries.

#### 1. Developing Policies and Institutions for Improving the Business Environment

JICA assists with policy and institutional development so that developing countries will be able to achieve an environment

conducive to the activities of private companies and realize the development of industries that serve as an engine for development.

#### (1) Industrial Promotion Policy

Industrial promotion policy is a principal pillar for national development in developing countries. JICA's assistance in drawing up industrial policies focuses on various aspects — promoting trade and investment, improving the competitiveness of local companies, or promoting local economies and industries — depending on the situation in the partner country.

In fiscal 2014, JICA continued supporting the industrial policy planning process of Ethiopia by holding industrial policy dialogue with the prime minister and other decision-makers. It also dispatched experts to Timor-Leste to assist in drafting industrial policy documents and to Cambodia to assist in developing a basic framework for an SME promotion policy. In Myanmar, JICA also provided training for government administrators in charge of industrial promotion to bolster policy implementation structures.

#### (2) Developing Business Laws and Institutions

JICA assists with the development and operational improvement of legislative and institutional infrastructure for business activities, including economic laws such as the enterprise law and the competition law, intellectual property systems, standards and conformity assessment systems (standardization, certification, and measurement standards), tax administration, and financial systems.

For example, JICA has sent experts to Indonesia, Viet Nam, and Myanmar for assisting in building the systems for protecting intellectual property rights such as patents and trademarks.

#### 2. Promoting Trade and Investment

The field of trade and investment focuses on benefitting from economic globalization.

#### (1) Promoting Investment

In direct investment in 2014, 55.5% of investment went to emerging and developing countries; thus, developing countries are becoming even more attractive as an investment destination

for foreign companies. There are moves on the part of developing countries to take advantage of foreign direct investment (FDI) as an engine for economic growth and to promote domestic industries by developing supply chains in cooperation with foreign companies.

To attract FDI, developing countries need to address two challenges: (1) “improvement of the investment environment” by, for example, streamlining investment procedures and removing barriers to investment; and (2) “enhancement of investment promotion functions,” including active dissemination of investment opportunities information. JICA dispatches investment promotion advisors mainly to Asian and African countries to help them address these challenges.

In recent years, the development of special economic zones and industrial parks in developing countries is drawing attention. Such zones and parks are designed to offer an attractive investment environment — intensively built infrastructure, preferential treatment, and accessible services — so that foreign companies will use them as a foothold for their operations in these countries. In fiscal 2014, JICA launched assistance to support capacity development for the Thilawa Special Economic Zone (SEZ) Management Committee in Myanmar as well as the formulation of SEZ development plans and capacity development for the implementing agency in Bangladesh [→ see the Case Study below].

In India and other countries, JICA is also engaged in improving the investment environment under its development policy loan program, which is aimed at reforming and improving the policies and institutions of developing countries’ governments.

### (2) Promoting Trade

Imports and exports of emerging and developing countries account for 40.3% in export value and 39.6% in import value of total global trade in 2013. It is obvious that trade plays an important role in economic development in developing countries.

For furthering trade, it is essential to simplify and facilitate

trade-related procedures, including customs, as well as to improve access to foreign markets by companies in developing countries.

JICA provided support for facilitating trade procedures by modernizing customs in Viet Nam and Myanmar. It also supported functional improvement of the Directorate General for National Export Development, Ministry of Trade in Indonesia. In fiscal 2014, JICA launched a project in Ethiopia aimed at promoting the branding of local products to differentiate them from competing products.

### 3. Improving the Competitiveness of Local Companies

JICA is engaged in strengthening support services for companies and developing industrial human resources to improve the competitiveness of local companies, especially SMEs, which account for the predominant proportion, that support economic growth in developing countries.

#### (1) Strengthening Support Services for Companies

From the point of view of heightening the competitiveness of companies, assistance could be provided addressing management resources within companies: labor, technology, capital, and information. Because assistance in these areas, which is aimed mainly at SMEs, tends to be provided through intermediary public/private support organizations, much of JICA’s assistance targets improving the functions of these support organizations.

In fiscal 2014, JICA helped with the development of SME support systems in many countries. For example, it assisted both in strengthening SME support networks in Thailand and in introducing an SME mentor system in three Balkan states — Serbia, Bosnia and Herzegovina, and Montenegro. In Indonesia and the Philippines, JICA’s support for groups of enterprises/producers, such as industrial clusters, contributed to capacity development, improved coordination, and better performance.

JICA is also spreading the use of *Kaizen* methodologies for quality and productivity improvement, one of the areas of Japan’s

#### Case Study

#### Myanmar: The Project for Capacity Building of Thilawa SEZ Management Committee

### Supporting Expeditious Investment Procedures with an Efficient One-Stop Service

**In the Thilawa Special Economic Zone (SEZ) in Myanmar, which is set to start operations in autumn 2015, efforts have been made to speed up the processes of obtaining an investment permit as well as building and environmental permits and licenses through a one-stop service. These efforts are highly valued by foreign companies operating in the country.**

#### Investment Permits Already Granted to 36 Companies

The Thilawa SEZ is a public-private project being undertaken by the governments of Japan and Myanmar. To support this SEZ, JICA has been extending comprehensive assistance that combines various ODA schemes, including Private-Sector Investment Finance, ODA Loans, Grant Aid, and Technical Cooperation.

In September 2014, JICA started the project to launch the SEZ Management Committee and the One Stop Service Center (OSSC) smoothly and to operate and manage the

SEZ effectively. In November 2014, the first investment permit was granted to a Japanese SME. By June 2015, a total of 36 companies were granted investment permits and 11 of them commenced construction work. Officials from nine government offices concerned are working at the OSSC to streamline the processes of obtaining permits and licenses.

The track record shows that it takes two to three weeks on average to complete the procedures for obtaining an investment permit after an application is accepted. The OSSC handles all the procedures, including receiving



The first investment permit granted to the representative of a Japanese company

and processing applications for company registration, visas, and residence permits.

The system for speeding up the investment procedures and one-stop services are nearing completion through these activities, attracting high marks from Japanese companies and other investors.

greatest competency. In consideration of TICAD V, this effort has been strengthened especially in Africa. JICA provided cooperation for private sector development in Ethiopia, Ghana, Tanzania and Zambia in 2014, pursuing further mutual collaboration in this field.

## **(2) Developing Industrial Human Resources**

Assistance for developing industrial human resources focuses on measures to boost the competitiveness of companies utilizing Japan's know-how in this area. JICA cooperates with government institutions, educational institutions, and other entities in various countries that provide such support for human resources development. The goal of the cooperation is to enable companies to acquire and improve the know-how necessary for business activities, such as business and production management and manufacturing technology.

The results of this type of cooperation can mutually benefit both the developing country and Japan. It contributes to the development of the manufacturing industry in the developing country and to the business activities of Japanese companies operating locally. For example, JICA shares Japanese manufacturing techniques with India and assists in nurturing potential leaders who will play a central role in achieving sustainable development of the manufacturing industry. As visionary leaders, they are expected to play a leading role in developing Indian industries and serve as business partners for Japanese companies who understand Japanese ways of thinking. This will likely help expand business between the two countries.

Particularly notable in this field are the Japan Centers for Human Resources Development (Japan Centers). JICA is establishing Japan Centers in Cambodia, Laos, Myanmar, Viet Nam, Mongolia, Kazakhstan, the Kyrgyz Republic, Uzbekistan, and Ukraine as focal points for its efforts in nurturing industrial human resources in developing countries. Through the Business Training Programs that form the core of their operations, the Japan Centers nurture human resources that are specialized in Japanese-style management and production management methods. In recent years, alumni reunions actively work on creating networks among the local industrial workforce. Utilizing the know-how and networks built up over the many years of the Business Training Programs, JICA is also providing support and cooperation to Japanese companies doing business in these local markets.

## **4. Promoting Local Economies and Industries**

As the economies of developing countries grow, regional disparities have become a major issue in an increasing number of developing countries. In order to spread the benefits of economic growth widely to local residents, JICA supports industrial development benefitting local areas by effectively utilizing the special characteristics and resources of local areas.

In many countries, including Malawi, the Kyrgyz Republic, Colombia, and Kenya, for example, JICA helps create a system whereby small enterprises that produce processed agricultural products and handicrafts and their associations can expand their business on their own. Specifically, JICA assists in developing a mechanism for providing guidance and advice on various issues such as basic business knowledge (accounting, etc.), exploration and utilization of local resources, improvement of quality and

productivity, food sanitation, packaging/design, and marketing/sales promotion. This effort contributes to creating attractive products.

JICA cooperates in the tourism field in countries, such as Mozambique and Bosnia and Herzegovina, by providing assistance for coordinated efforts and collaboration by the public and private sectors. JICA cooperates with advertising and promotions for targeted tourists and with developing tourism products that make use of the special characteristics of local resources and thus benefit the region. Tourism projects in Jordan and Ethiopia emphasize the concept of preserving, displaying and utilizing the tourism resources including local nature, culture and ways of life, in a sustainable and unified manner with local people. To materialize this concept, JICA is supporting capacity development of public and private stakeholders and strengthening of collaboration among those stakeholders.

## **Energy and Mining**

Natural resources and energy are not only a risk but an opportunity for developing countries. The key for sophistication of industry in developing countries is to secure stable natural resources and also energy at low cost. In other words, in developing countries with natural resources, the way natural resources are utilized and managed has a great influence on the future of their growth and development. For the international community, including Japan, appropriate supply of natural resources and energy and low-carbonization are also significant issues for economic growth, the global environment, and resources and energy security. JICA is working on energy and mining issues with a focus on contributing to a stable supply of environmentally friendly natural resources and energy at low cost.

### **● Overview of the Issue and JICA Activities**

#### **1. Energy**

It is estimated that energy consumption by developing countries will expand substantially. At the same time, it is predicted that a large share of energy consumption will inevitably be taken up by fossil fuel, which could be a cause of climate change. While low electrification rate is still a critical issue in developing countries, improving electric power supply and electricity access takes huge investments. The International Energy Agency (IEA) estimates that non-OECD countries need to invest \$10 trillion in the electric power sector in the period up to 2035.

In such a situation, stable securement of low-cost, low-carbon energy is a very important development subject for developing countries to achieve stable social economy and sustainable growth. However, many countries face a lack of necessary techniques, know-how, and funds, and even human resources in charge of policy planning and implementation are limited. Therefore, it is essential for developing countries to obtain sufficient funds and the cooperation from advanced countries with technologies and accumulated experiences and know-hows.

Responding to the issues of the energy and power sector in developing countries, JICA is providing the following assistance, with the concept of "3Ls" policy (i.e., simultaneous attainment

of Low-cost, Low-carbon, and Low-risk).

### (1) Promoting Better Access to Electric Power and

#### More Stable Power Supply by Reinforcing National Grids

For many years, JICA has been committed to achieving better access to electric power and more stable power supply in developing countries by supporting the reinforcement of their national grids. In recent years, JICA has provided assistance for establishing an electricity master plan for Myanmar, which recently has faced rapid democratization and economic growth and required huge assistance in improving electric power supply infrastructure. Tapping into Japan's technical prowess, JICA has been assisting the development of key electric power facilities in partner countries. Such assistance includes (1) support for highly efficient coal-fired power generation in Bangladesh; (2) financial assistance for a gas-fired combined cycle power generation in Uzbekistan; (3) technical cooperation and studies for the introduction of pumped-storage hydropower generation in Sri Lanka and Turkey; and (4) support for the reinforcement of power transmission and distribution networks in Sub-Saharan African countries. Reinforcing and extending national grids will enable stable power supply to a wide range of users, including the poor, thereby contributing to human security.

### (2) Promoting of Low-carbon Power Sources

Japan possesses world-class technology in geothermal power generation, which is renewable energy and stable base-load power sources. JICA provides a wide range of support, from resources development to the construction of geothermal plants in Indonesia, African Great Rift Valley countries that include Kenya, and Latin American countries, and will continue to provide and develop comprehensive support for the technical, infrastructural, scientific, and policy aspects of geothermal power generation

[ → see Case Studies on pages 49 and 55].

Small island states, especially those of the Pacific region, depend on imported fuel (diesel) for most of their power supply. Constant high electricity tariffs, however, underscore the urgent need to improve energy security by curtailing fuel consumption. To meet this need, JICA is assisting small island states in developing a “hybrid” grid that is designed to support both more efficient diesel power generation and optimal introduction of renewable energy so that stable power supply and lower fuel consumption will be achieved at the same time. Such a grid development will also contribute to a smaller carbon footprint and better resilience to natural disasters [ → see the Case Study below].

### (3) Pursuing Efficient Use of Energy

JICA has also been providing technical cooperation in promoting energy efficiency on the demand side in the form of energy saving in Viet Nam, Bangladesh, and other countries. In Indonesia and Pakistan, it has been supporting policymaking in this field. Financial assistance for reinforcing power transmission and distribution systems and technical cooperation for strengthening operation and maintenance capacity for the systems in developing countries are also provided, where JICA contributes to energy efficiency by reducing the loss rates of the power supply.

### 2. Mining

In developing countries with substantial natural resource reserves, energy and mining development can produce results in a relatively short time frame compared with development of other industries serving as an engine for economic growth. Mining development also has a tremendous impact on society and the economy through infrastructure and regional development. For the sustainable development of both developing countries and the global economy, it also is extremely important to ensure a stable and sustainable supply of mineral resources from diverse sources by encouraging mining development in many countries.

#### Case Study Pacific Region: Hybrid Islands Initiative

### Assisting Small Island States in Improving Energy with Japan's Knowledge and Technology

**Pacific island countries are faced with two energy challenges: the high risk of fluctuations in the cost of fuel for power generation, and low energy self-sufficiency. To help them address these challenges, JICA is supporting the development of a hybrid grid system that involves making diesel power generation more efficient and introducing renewable energy on an optimal scale.**

#### Japan's Technology and Cooperation with the Stakeholders Essential

Many small island states are not endowed with energy resources and are isolated geographically. These countries are heavily dependent on imported diesel fuel for their power supply, which constitutes the foundation for people's lives. High power costs and the risk of fluctuations in oil prices pose a major challenge.

Under these circumstances, small island states have been building their expectations for renewable energy in recent years. Renewable energy is not a panacea, however. While providing an opportunity to increase energy

self-sufficiency and reduce fuel costs, renewable energy has its own weaknesses. For one, power output fluctuates widely according to the weather. Also, excessive dependency on renewable energy may reduce the quality of electric power and destabilize the supply.

The question is how to achieve the two objectives of reducing dependency on diesel power generation and utilizing renewable energy at the same time. To answer this question, JICA launched the Hybrid Islands Initiative, designed to improve energy security in small island states, to coincide with the Pacific Islands Leaders Meeting held in May 2015. To put the initiative into practice, it is essential



A solar power generation facility in Tonga

to work with Japanese stakeholders. JICA has been drawing on the experience of Okinawa, the southernmost island prefecture in Japan, to train the people responsible for power supply in small island states. More recently, progress has been made both in the introduction of power system stabilizers that use Japan's latest technology and in the partnership with Okinawa-based companies. JICA will continue to seek more and better assistance for improving energy security in small island states based on Japan's knowledge and technology.

Against this background, there are many countries with large reserves of natural resources that have a strong desire to develop their mining industry.

A transition from the mineral resource exploration stage to the production stage requires large amounts of capital and advanced technology, which in turn calls for the entry of foreign companies into the mining industry in developing countries. However, many developing countries' governments lack knowledge of how to promote the mining industry or manage corporate activities. They have weaknesses in mining policy, legal systems and frameworks, basic geological information, and infrastructure. Political and social risks, security and conflict risks, and growing "resource nationalism," which tries to impose various regulations on ore exports and mining operations, all point to the essential need for developing countries to develop their own human resources and create employment in the industry. Developing countries are also faced with the challenge of how to translate mining development into national development in the wider context of resource management.

Keeping in mind both extending assistance to developing countries for the previously mentioned mining development issues and Japan's need to secure natural resources, JICA provides cooperation that builds a Win-Win relationship with developing countries. Led by Japan's Ministry of Economy, Trade and Industry (METI), Japan's government-related institutions have formed a coordinated and structured collaborative system (a one-stop organization for securing overseas mining resources) working with JICA, and Japan Oil, Gas and Metals National Corporation (JOGMEC) and other organizations. Within that system, JICA implements technical cooperation and human resource development that especially targets governments of developing countries.

JICA has two objectives in the mining sector: (1) to improve the investment environment in terms of both software and hardware aspects by, for example, strengthening the administrative capacity of developing countries' governments and developing peripheral infrastructure; and (2) to develop human resources. For the second objective, JICA has recently been working with Japanese universities to offer the training program in Japan, popularly known as the "Kizuna Program." The program is aimed both at allowing the participants to build a human network involving Japanese people and at strengthening relations with resource-endowed countries [→ see the Case Study below]. Specifically, JICA focuses on four priority areas in the mining sector:

- (1) Assistance for the development of peripheral infrastructure essential to mining development, such as roads, railways, harbors, electric power, and water supply for development of peripheral utilities.
- (2) Assistance involving government planning and formulating policies for legal systems, policies, implementation systems, and basic information compilation necessary for mining development and appropriate mineral resource management.
- (3) Strengthening governments' administrative skills in soliciting private sector investment and implementing sustainable mining development and resource management. Specifically, JICA provides assistance related to supplying basic information necessary for resource exploration and establishing management systems.
- (4) Developing mining pollution control technologies, in cooperation with Japanese universities, as appropriate, and assist with public administration of mine safety and mining environmental management.

#### Case Study Training Program for Human Resources Development in the Mining Sector (Kizuna Program)

### Fostering Kizuna (Bonds of Friendship) between Japan and the World through Human Resources Development

Japan, which until recently had many operating mines, has vast experience in overcoming mining pollution with technology. The Kizuna Program, launched in March 2014, takes advantage of this technology and experience for the development of mining in developing countries, thereby contributing to stable supply of mineral resources.

#### Transferring Japan's Experience in Mineral Resources Management to Developing Countries

For developing countries endowed with such resources, mineral resource development provides a more powerful engine for growth that produces outcomes sooner than the development of other industries does.

There are concerns, however, that if a developing country with inadequate administration systems for mining resources management hastens to develop such resources, its economy may become so dependent on mining that the country will face a number of negative outcomes, including an impediment to the development of other industries, a growing

gap between rich and poor, and local mining pollution. Long-term national development through mining calls for broad-based capacity for mineral resources management that covers everything from regulatory framework development and resources exploration and development to mine safety and mining environmental management — especially with regard to mining pollution — and mine closure.

The Kizuna Program is designed for participants to develop their capacity in such a wide range of aspects, it offers an array of subprograms. They include a program to obtain a master's or doctor's degree from a Japanese university; an internship program; a JICA short-term program, which combines



A coal mine in Mozambique's northwestern Tete province

lectures on mining policy and management with inspection tours to relevant facilities; and an overseas field research program. Support for mining development in developing countries will contribute to stable and sustainable supply of mineral resources to other parts of the world, including Japan. It also is expected to bolster the revitalization of the mining industry and the sustainable growth of the manufacturing industry in Japan.

## Governance

The term “Governance” refers to not only administrative activities, but the overall social system in which the public and private sectors are also involved. Governance becomes the basis for growth and development of developing countries. JICA is supporting various kinds of capacity development activities in the field of legislation, judiciary, administration and finance. Such cooperation is conducted from the perspective of assistance in democratic growth and development in developing countries by sharing universal values, such as freedom, market economy, and rule of law.

### ● Overview of the Issue and JICA Activities

#### 1. Legal and Judicial Frameworks

Since 1996, JICA has been cooperating in (1) establishing and improving the legal framework, and (2) restoring legal and judicial frameworks and developing human resources for economies in transition and in post-conflict countries. Such assistance is delivered based on a peer-to-peer approach and in cooperation with Japanese jurists.

In fiscal 2014, JICA launched new projects in China and Laos. These projects focus on assistance such as establishing basic laws, drafting coherent and systematic legislation, and applying laws that directly improve the business environment. In Viet Nam, JICA conducted a study for a new project that is in close collaboration with frameworks such as the Viet Nam-Japan Joint Initiative. Also in Indonesia, JICA carried out a study for a new project aimed at (1) improving consistency in drafting and examining business-related laws and regulations, including intellectual property laws, and (2) strengthening the framework for protecting intellectual property rights.

In Myanmar, Cambodia, Nepal, and Mongolia, JICA continued its assistance in developing laws and regulations, developing their execution capacity, promoting the mediation system, and improving judicial practice [→ see the Case Study on page 27].

JICA also supported African countries in developing legal

and judicial frameworks. In December 2014, JICA sent a judicial advisor to Cote d'Ivoire to assist in improving access to justice, and developing human resources in criminal justice. This is in line with the TICAD V initiatives and global discussions toward establishing the Sustainable Development Goals.

#### 2. Democratic Systems

JICA extends assistance for a range of measures to strengthen the foundations for democratic rule in developing countries. The assistance covers such measures as improving the capacity of election management committees in order to ensure fair elections, strengthening the functions of parliament, and reinforcing the capacity of the media, which functions as a monitor of the use of power and influence [→ see the Case Study below].

In response to a request from the Cambodian government calling for assistance with election reforms, JICA conducted a feasibility study and offered recommendations for improvement. JICA also invited members of the Supreme Presidential Electoral Commission of Egypt — where parliamentary elections are scheduled for 2015 — to Japan for its training program, aimed at developing election administration capacity.

In Myanmar and Kosovo, JICA made preparations for assistance regarding the media that will start in fiscal 2015.

In addition to these activities, JICA extended full-fledged support for the capacity development of the Office of the National Assembly in Viet Nam. Members and officials of the House of Representatives of Myanmar were invited to Japan and had opportunities to learn about Japan's expertise. Moreover, JICA shared with Ukraine the experiences and achievements, efforts in the development of Japan's democracy as well as challenges to be addressed. A study for a new project aimed at promoting Ukraine's self-help efforts in this area was also conducted.

#### 3. Public Safety

JICA is also committed to supporting developing countries in improving public safety in cooperation with the National Police Agency and prefectural police departments of Japan. Such assistance addresses a number of aspects, including (1) the

#### Case Study

#### South Sudan: The Project for Institutional Capacity Development of South Sudan TV and Radio (SSTVR)

### Supporting the Transformation of SSTVR into a Public Broadcaster in Conflict-Affected Situations

Since fiscal 2012, JICA has been assisting South Sudan TV and Radio, a state-run broadcaster in South Sudan, in becoming a public entity, independent of the government, so as to provide the public with more accurate, neutral, and impartial information.

#### Training in Neighboring Countries amid the Internal Conflict

During fiscal 2014, experts from JICA were unable to enter South Sudan because of the ongoing armed conflict that broke out in December 2013. Nevertheless, JICA continued with the project by providing training in Kenya, Uganda, and other neighboring countries.

Training participants discussed challenges in transforming SSTVR into a public broadcaster and the steps to be taken to address them

and drafted a short-term roadmap for such transformation. In addition, the participants selected for themselves a few topics that serve the public benefit, including agriculture and inter-ethnic reconciliation, and produced short programs on these topics. This allowed them to learn the whole process of production, ranging from proposing a program and drawing a program table to conducting location shooting and editing. The programs thus produced were aired on SSTVR.



A crew from South Sudan TV and Radio at work on location

The participants learned how to propose a news project and produce a news program based on interviews with sources rather than government press releases in order to build their broadcasting capacity. In this way, this project aims to improve the quality of news broadcasting.

democratization of police organizations, (2) *koban* community policing designed to promote crime prevention and deterrence based on trusting relationships with the public, and (3) criminal investigation skills as represented by expertise in criminal identification.

In fiscal 2014, JICA started a project in Brazil that is aimed at disseminating *koban* community policing nationwide. JICA also continued its assistance in institutional and human resources development for promoting civilian community policing in Indonesia, Timor-Leste, and Honduras. The third country training course titled “Community Policing Strategies Evolving from the Koban System of Japan and the NPC System of Singapore,” which JICA has been conducting in Singapore, saw its 20th anniversary in fiscal 2014.

Other training that JICA conducted in collaboration with the National Police Agency during fiscal 2014 included (1) training on forensic science for the Philippines; (2) a seminar for high-ranking police officials of the Democratic Republic of the Congo that introduced an overview of the Japanese police with a focus on its human resources development aspects; (3) local training aimed at developing the basic capacity of police officers in cooperation with the UN Police in Cote d'Ivoire; and (4) training in judo for Afghan police officers conducted in Turkey.

In fiscal 2014, the scope of JICA's training programs on public safety with attendance from multiple countries was expanded to include cybercrime in addition to international investigations and control of drug offenses.

JICA also conducted a preparatory survey for Grant Aid (provision of equipment) projects on increasing antiterrorism capabilities for Tunisia and Morocco.

#### **4. Public Administration / Public Financial Management / Finance**

Public administration, public financial management, and finance constitute the basis for policy formulation, implementation and economic management in each country. This indicates the need for any donor agency to pay adequate attention to the political and economic background of each partner country and put the country's reform process into in a medium- to long-term perspective, rather than seeking short-term outputs.

In fiscal 2014, JICA extended assistance in these three sectors, as shown below:

##### **(1) Public Administration**

In public administration, JICA assisted Bangladesh and Ghana in improving the services of the public sector. It also supported eight countries, including Bhutan, Tanzania, and Honduras, in building the planning capacity of local governments that aim to provide public services in ways that benefit the citizens. In Cambodia, JICA worked to build the capacity of officials at the National Institute of Statistics and provincial planning agencies by transferring skills and knowledge that are needed to conduct statistical surveys, such as population and economic censuses. In Bangladesh, JICA assisted in improving the quality of public services by introducing Total Quality Management (TQM) into the training course for public servants so that they will be able to translate their awareness into operational improvements. A representative of the participants in this course achieved significant operational improvements: made a presentation at the

International Kaizen Convention, held in the Bangladeshi capital, Dhaka, in December 2014, and was cited for this achievement by the State Minister for Public Administration.

As part of its assistance in anticorruption measures, JICA supported institution building to ensure the integrity of government officials in Bangladesh. JICA also organized an anticorruption seminar as part of its support for the democratization process in Ukraine.

##### **(2) Public Financial Management**

Public financial management (PFM) constitutes a key sector that supports the management of central and local governments, whose services in turn support people's lives. This sector covers all the components that relate to the flow of funds for the public sector. They include budget planning, revenue planning, national treasury management, accounting and procurement, internal audit, financial reporting, and external audits. In short, PFM is a key development issue that influences everything from development planning to public-sector management.

In fiscal year 2014, JICA presented its activities in PFM and exchanged views at a number of institutions in the United Kingdom and the United States, including the London School of Economics, the Overseas Development Institute (ODI), and the headquarters of the Chartered Institute of Public Finance and Accountancy, as well as the United Nations Development Programme, the International Monetary Fund, the World Bank, and Harvard University. They shared their strong interest in JICA's assistance in PFM as it features taking local contexts into full account focusing on capacity building for partner countries. JICA actively disseminates knowledge and trains JICA experts in PFM primarily through its customized training for experts program. JICA's assistance in PFM is diverse. It covers such aspects as performance-based budgeting in Indonesia, public investment management in Laos, Bangladesh, and Malawi, internal auditing in Mongolia and Tanzania, and public-private partnerships (PPP) in Mongolia.

JICA also continues its assistance in tax and customs, which play the pivotal role on the revenue side of public expenditures. In April 2014, JICA introduced a new customs clearance IT system in Viet Nam as a trade facilitation measure. This boosted the efficiency of clearance operations in Viet Nam. Similar assistance started in Myanmar as well. In the east, west, and south subregions of Africa, JICA continued to set up “One-Stop Border Posts” to facilitate cross-border transportation.

##### **(3) Finance**

Finance constitutes a major part of the “soft infrastructure” that supports private sector development. In recent years, demand for development assistance in finance has been increasing, and so has JICA's assistance in this sector. In Viet Nam, JICA drew on Japan's experience to support the reform of state owned enterprises and the disposal of nonperforming loans. In Myanmar, JICA has provided the central bank with assistance for modernizing the fund settlement system and helped to nurture the inter-bank market and to develop a stock exchange system. In this way, JICA supported the dawning of financial modernization in Myanmar. In Mongolia, JICA supported the development of capital markets as well.

# Public-Private Partnerships

## New Partnerships Supporting Social and Economic Growth

It is difficult to meet the capital demands for social and infrastructure development in developing countries with their governments' limited budgets and ODA support from other countries alone. In fact, the private sector now accounts for a large proportion of the financial flows entering developing countries from developed countries. The private sector have been expanding its trading and investment activities in developing countries and are focusing on new fields, including Public-Private Partnership (PPP) based infrastructure projects, and BOP/inclusive businesses etc.

These efforts have contributed to creating employment opportunities, human resources development, and improving technologies. In addition, the outstanding technologies and business ideas of Japanese companies are making big contributions to solving socioeconomic problems in developing countries.

JICA provides wide-ranging support schemes to produce better developmental results efficiently and effectively through further collaboration between the activities of the private sector.

### ● Private-Sector Investment Finance

#### Economic and Social Development Support in Developing Countries through Partnerships with the Private Sector

Of the Loan Aid assistance provided by JICA, Private-Sector Investment Finance (PSIF) is a scheme supporting development projects in developing countries by Japanese and other countries' private enterprises. Through the provision of loans and equity, PSIF supports businesses with positive impacts on socioeconomic development in developing countries, such as PPP infrastructure projects, BOP businesses, and business expansions of SMEs abroad. Furthermore, by introducing technologies and know-how of private companies and coordinating with local governments, JICA makes efforts to reduce various risks associated with projects and to further increase development outcomes through

coordination with other JICA schemes, such as Technical Cooperation etc.

In fiscal 2014, along with the joint venture agreement on a development project for Myanmar's first special economic zone, JICA also concluded an agreement with an investment fund targeting energy-saving and renewable-energy projects in Latin America and the Caribbean. This agreement is the first foreign investment case in the climate control field since the full resumption of PSIF [[→ see the Case Study below](#)].

### ● Preparatory Survey for PPP Infrastructure Projects

#### Public-Private Partnerships to Address Infrastructure Projects in Developing Countries

In recent years, there has been a growing trend in developing countries toward incorporating the expertise of the private sector into infrastructure projects. Based on a proper demarcation of roles and risks between the public and private sectors, public-private partnerships are implemented in order to engender greater benefits and efficiency in these projects. JICA provides a survey scheme for the formulation of PPP infrastructure projects that are intended to be carried out under the PSIF or Japanese ODA Loan assistance.

This scheme is designed to formulate favorable PPP infrastructure projects at the upstream stage, based on the cooperation between the public and private sectors. JICA entrusts the necessary surveys to private Japanese companies that have submitted excellent proposals so as to develop project plans. This scheme contributes to various policies under the Japanese government, such as the Japan Revitalization Strategy, the Infrastructure Systems Export Strategy, and the Healthcare Policy, as well as "quality infrastructure."

In fiscal 2014, seven proposals were selected from two calls (with one adoption) for proposals. These proposals include

#### Case Study

#### Energy Efficiency and Renewable Energy Projects in Latin America

### Supporting Promotion and Implementation of Energy Efficiency and Renewable Energy through Fund Investment

In November 2014, JICA signed an investment agreement for a fund that invests in various energy-efficiency and renewable-energy projects in Latin America, the MGM Sustainable Energy Fund L.P. (MSEF), hereinafter referred to as "the fund." This is the first project to be carried out in the climate-change field since JICA Private-Sector Investment Finance (PSIF) was resumed in October 2012.

#### Use of Japanese Low Carbon Technologies Expected

This project supports various energy-efficiency and renewable-energy projects in Latin America and other countries through investment in the fund.

According to the World Bank's estimates, the demand for electricity in the Latin America region will more than double by 2030 compared to 2008, and a drastic increase in electrical

power plant capacity will be necessary. Taking climate change into account, the promotion of energy efficiency and implementation of renewable energies are highlighted as big challenges.

It is expected that the highly durable and efficient technologies of Japanese companies (in solar panels, air conditioning facilities, etc.) that are used in this project will become a driver to spread energy conservation and renewable

energy systems using Japanese technologies in this region, and as a result, measures against climate change will be further promoted.

The Japanese government considers support for addressing climate change, including energy efficiency and renewable energy, to be an important challenge in Latin America. It is expected that this project will be one of a number of initiatives providing concrete assistance in developing countries in the field of climate change as announced at Actions for Cool Earth, a diplomatic strategy for countering global warming formulated by the Japanese government in November 2013. Furthermore, it is also expected that this project will contribute to the development of Japanese companies' business expansion overseas through public-private partnerships.

projects to improve international airports and logistics in addition to health care projects that contribute to developing countries through Japan's health care and medical technologies. Through these projects, it is expected that the excellent technologies, know-how and efficient service delivery by Japanese companies will be disseminated internationally.

However, there are many challenges related to PPP infrastructure projects especially in Asian countries. These challenges include difficulties in securing project viability, insufficient recognition of proper role-sharing and risk allocation (lack of host government support) among the public and private sectors, and completion risk due to factors such as delays in construction of related facilities. Therefore, not only providing support for formulation and establishment of favorable projects at the upstream stage, JICA is also promoting comprehensive efforts for crystalizing PPP projects by enlightening counterpart country officers on the PPP system, assisting introduction of appropriate PPP policies and institutions, and strengthening implementation capacities.

### ● Preparatory Surveys for BOP Business Promotion

#### A New Approach for Enhancing Development Impact in Partnership with Private Businesses

BOP/Inclusive Business is a business model aimed at finding new market opportunities by targeting the low-income segment of the population (i.e. the Base Of the Pyramid), which is defined as the populace with an income below \$3,000 per year based on purchasing power parity, as consumers, employees, or business partners. BOP business is also in the spotlight as a business model that can contribute to solving socio-developmental issues in developing countries through business activities.

JICA entrusts surveys on development of business models, project planning, and ideas for collaboration with JICA projects, to private companies that have made excellent BOP business proposals. In fiscal 2014, 16 proposals were selected from two calls for proposals. With an aim to improve this system, JICA is also engaged in building an environment to commercialize this system by conducting surveys to ascertain the needs of private

companies, and also by providing networking events for private companies. Of the completed surveys to date, 13 proposals have already started as of the end of 2014. At the same time, some collaborative approaches with ODA projects have also been realized in various forms.

### ● Collaboration Program with the Private Sector for Disseminating Japanese Technology

#### Boosting the Dissemination of "Japanese Model" that Contributes to the Growth of Developing Countries

The dissemination of "Japanese Model," with advanced high competitiveness, is regarded as a priority issue in some policies advocated by the Japanese government, such as the Japan Revitalization Strategy and the Infrastructure Systems Export Strategy. As an effort to solve technology issues in developing countries and boost the dissemination of "Japanese Model," JICA initiated "Collaboration Program with the Private Sector for Disseminating Japanese Technology for the Social and Economic Development of Developing Countries" in fiscal 2013.

This program aims to facilitate the understanding of excellent products, technologies, and systems of Japanese companies as well as to consider the possibility of applying them in developing countries. In this program, training sessions in Japan or counterpart countries will be provided primarily for government officials from developing countries. By soliciting project proposals from private companies, JICA bears the expenses up to ¥20 million for projects selected. Subsequently, the companies will take the initiative to provide training programs or seminars.

In fiscal 2014, 24 proposals were selected from two calls for proposals. Today, a lot of JICA's efforts including technical assistance are bearing fruit, such as a widely employed cardiac catheter treatment technique in Mexico; dialysis treatment technology that is being promoted for international expansion in cooperation with the Japanese government under the Strategy on Global Health Diplomacy [[→ see the Case Study below](#)]; and a hybrid toilet system distributed in Kenya that is receiving media attention for women's active participation in the field.

#### Case Study

#### Thailand: Disseminating Japanese Technology for a Dialysis System with a Central Dialysis Fluid Delivery System (CDDS)

### Bringing Dialysis Technology Developed in the East Kyushu Medical Valley to Southeast Asia

Two private companies belonging to the East Kyushu Medical Valley Framework and local governments worked on transferring Japanese technology for a dialysis system to two base national hospitals for dialysis treatment in Thailand, under JICA's collaboration program with the private sector for disseminating Japanese technology.

#### An Initiative Involving Industry, Governments, and Universities

A number of medical equipment manufacturers with technology levels that have gained number-one market shares in the world or in Japan, along with universities and research institutes specializing in medical fields relating to blood and blood vessels, are gathered in the Eastern Kyushu area, which covers Oita and Miyazaki prefectures. Especially for dialysis treatment, the technologies here are more

advanced than those of Western nations. This area is designated as the country's special zone for the Medical Valley Initiative in East Kyushu, making a medical industry base with a focus on blood and blood vessel health. The area promotes development of international competitiveness especially in Southeast Asia, and vitalization of local medical care, through cooperation among industry, governments and universities.

Based on this special zone concept, two



Thai engineers learning about a dialysis system

companies, Asahi Kasei Corp. and Nikkiso Co. Ltd., worked on disseminating dialysis technologies in Thailand. They have future plans to establish a training center for dialysis treatment there, and to develop human resources and business in Southeast Asia with this center as a base. The international spread of such Japanese-style medical technology, and utilization of local resources in the Eastern Kyushu area, are expected to contribute to the regional vitalization.

# Partnership with Japanese Private Sector

## Support for Japanese Small and Medium Enterprises (SMEs) Overseas Business Development

Japanese government revised the Framework for Supporting Japanese SMEs in Overseas Business in March 2012 where JICA became a member of the all-Japan support system for overseas business development of SMEs. Since then, JICA initiated programs for supporting overseas expansion of SMEs, and has supported those companies with ODA for the past three years. In these programs, as of March 2015 JICA had received an aggregated total of 1,300 proposals from SMEs and selected 270 of them. In the Development Cooperation Charter approved by Japan's Cabinet in February 2015, activities by the Japanese private sector, including SMEs, are considered one of the major driving forces to promote the economic growth of developing countries. With the understanding that ODA is expected to play the catalytic role in tackling various challenges in developing countries and in accelerating business activities of private sectors, JICA continues its cooperation with SMEs.

### ● JICA's Overall Support for Japanese SMEs Overseas Business Development

Along with the transfer of responsibility to study the feasibility of proposed projects from the Ministry of Foreign Affairs to JICA in fiscal 2014, JICA revised its organizational structure, such as establishing a one stop contact point at JICA for communication with SMEs regarding proposal-based programs, and accepting multi-fiscal-year projects. Furthermore, to expand further opportunities, JICA started accepting proposals from small business associations such as business cooperatives, small business cooperatives, enterprise cooperatives, cooperative partnerships, and commercial associations. At the same time, JICA also proactively selected proposals that would contribute to the revitalization of local communities in the supplementary

budget for fiscal 2014.

Support structures for SMEs' overseas development have been strengthened at JICA's 15 domestic offices. Approximately 1,300 meetings with 2,200 companies were held, and more than 100 seminars for over 6,400 participants were held across the nation during the year.

More effective use of overseas offices has also been considered, and JICA will actively provide such information as the needs from developing countries.

### ● Promotion Survey and Project Feasibility Survey

In fiscal 2014, JICA made two advertisements for SME Partnership Promotion Survey (called the Promotion Surveys) and Project Feasibility Survey. In a Promotion Survey, basic information is collected and an overseas business plan is drafted in order to examine the possibility of solving development problems through a Japanese company's overseas business development, and the possibility for the company to collaborate in related ODA projects. In fiscal 2014, there were 19 surveys selected out of 122 proposals. In a Project Feasibility Study, the feasibility of using the company's products and technologies for overcoming challenges in a developing country is analyzed, while information is gathered and a network with the counterpart government agency is built, all of which are necessary to conduct an overseas development program. There were 51 surveys selected out of 305 proposals [[➡ see the Case Study below](#)].

The number of cases increased in fiscal 2014, when private companies' products and technologies were used in ODA projects as a result of the Surveys. The number included 10 cases of collaboration with technical cooperation projects, 9 cases that contributed to usage in Grant Aid and ODA Loan projects

#### Case Study

**Bangladesh: Project Feasibility Survey for the Use of an E-Learning System, Compatible with a Poor Communication Environment, for the Course of the Information Technology Engineers Examination (ITEE)**

### Making Use of a Japanese E-Learning System to Realize a Digital Bangladesh

**An SME from Miyazaki City in Miyazaki Prefecture conducted a Feasibility Survey in Dhaka, the capital of Bangladesh, for the e-learning materials used for preparing for the Information Technology Engineers Examination (ITEE).**

#### Supporting a National Examination for IT Engineers Developed in Japan with Training Materials also Developed in Japan

As part of the initiatives under the banner Digital Bangladesh, aiming at making effective use of IT, the country is currently working on developing IT engineers, including IT programmers. To respond to this, JICA, in cooperation with the Information-technology Promotion Agency, Japan (IPA), is running a technical cooperation project to assist in the implementation of a national examination to measure the levels of IT engineers' expertise (ITEE).

A proposed product for this Feasibility Study is an e-learning system developed by Kyouiku Jouhou Service. The system computerizes conventional text and enables additional explanation by voice and manual drawings. Implementation of this system is expected to support effective learning in preparation for the ITEE, and a consequent increase in the numbers of examinees and successful candidates.

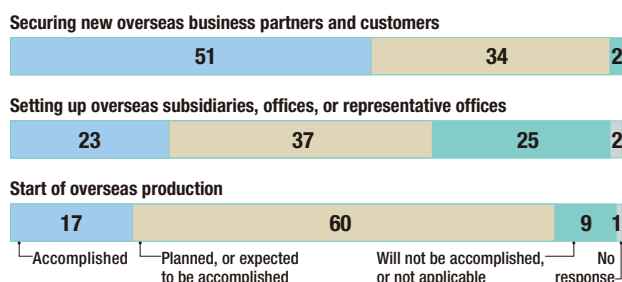
During the survey, students of local universities actually used the e-learning system, and the effectiveness of the system was identified through an increase in simulated test scores and feedback from students after the trials.



Explaining to counterparts how to use the system

Upon completion of the study, JICA plans to implement the system, with further adjustments, in Bangladesh, and would like to contribute the development of IT engineers by providing learning opportunities using the e-learning system to a larger number of ITEE examinees.

(Unit: cases)

**Current Status of Business Expansion in Target Countries (n=87)**

Source: Results of the Follow-up Survey of Partnership with the Japanese Small and Medium-Sized Enterprises (SMEs) conducted by JICA in fiscal 2015

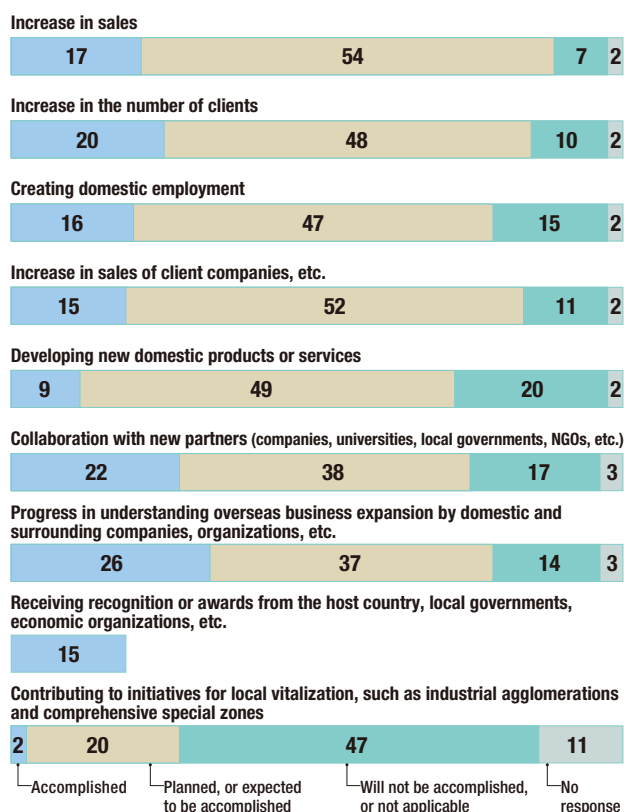
or development of new projects, and 6 cases that led to JICA Partnership Programs, Private Company Partnership in JOCV, etc. Some examples are a private company that considered implementation of solid fuel manufacturing equipment that uses chaff as a raw material in Tanzania, conducting lectures at a JICA's training course in Japan, and a manufacturer of power-generating floors introducing its products to 11 trainees from Latin American and African countries at the International Training Course in Sustainable Urban Management Practices, a Third-Country Training Program held in Brazil.

### ● Verification Survey with the Private Sector for Disseminating Japanese Technologies

The surveys are intended to verify the compatibility of Japanese SMEs' products and technologies to various socio-economic conditions in developing countries, and possible dissemination of these technologies and products. JICA initiated the surveys under fiscal 2012 supplementary budget, and 88 surveys have been started as of March 2015.

In many developing countries, urbanization is one of the development challenges, and JICA is extending its cooperation in this area. For example, the products and technologies include traffic-congestion mitigating IT system, underground tunneling

(Unit: companies)

**Contribution to Domestic and Local Economies in Japan (n=80)**

Source: Results of the Follow-up Survey of Partnership with the Japanese Small and Medium-Sized Enterprises (SMEs) conducted by JICA in fiscal 2015

excavation machine for sewerage construction, and inspection techniques for bridges and concrete buildings for their life prolongation. These surveys lead these SMEs to open-up new business opportunities such as establishing overseas offices and securing orders from governments of developing countries. Many SMEs are currently involved in verification surveys in various fields, such as energy, health care and education [→ see the Case Study below].

## Case Study

**Indonesia: A Pilot Survey for Disseminating SME's Technologies for Recycling, Processing, and Composting of Waste in Surabaya**

### Producing Compost from Organic Waste and Creating Employment

A company which provides collection and intermediate treatment of waste in the city of Kitakyushu tackles a waste problem in Indonesia, by utilizing their business expertise gained in Japan.

#### Toward Nationwide Dissemination in Indonesia

In Indonesia, increasing waste amount along with the growth of the population and economy is causing deterioration of the environment. By volume, 70% of the total generation amount, consisting mainly of garbage, is organic waste and its reduction and proper management are a priority issue.

Nishihara Corporation provides waste management services such as collection and treatment in Kitakyushu City. Because of this specialty, the company was entrusted by the Ministry of Foreign Affairs of Japan and built

a waste sorting plant in Surabaya City under the agreement of "Green Sister City" with Kitakyushu City. The facility employs the people who had been called as waste pickers: individuals who get their daily bread by sorting valuable materials from waste and sell for reuse and recycle.

As the next step, Nishihara concluded a contract with JICA under its support for SMEs and started producing compost from organic waste. Their goal is to stably produce high-quality compost and commercialize organic composting in Indonesia so that they have been repeatedly doing trial production to improve



Producing compost from organic waste after segregation together with local human resources

the quality of the compost. Development of the composting business will contribute to further employment creation.

They will propose a model for sustainable waste management as an outcome of this survey. Thus, Nishihara aims at getting a contract to provide its waste management with local governments in Indonesia and disseminating nationwide the model.

# Volunteer Programs

“There is always something you can offer” International Cooperation Led by Citizens

JICA's volunteer programs support activities by citizens who wish to cooperate in the economic and social development as well as the reconstruction of developing countries. The volunteer programs are widely recognized as representative programs of Japan's international cooperation and are highly praised by partner countries. Furthermore, the programs are expected to act as a means to develop human resources with global perspectives that are valuable to Japanese society.

## ● JICA's Volunteer Programs

Japan Overseas Cooperation Volunteers (JOCVs) were dispatched to the first five nations, namely Laos, the Philippines, Cambodia, Malaysia, and Kenya, in fiscal 1956. The JOCVs celebrate their 50th anniversary in 2015.

Along with big changes in the environment surrounding volunteer programs over 50 years since their establishment, JICA's volunteer programs have grown.

For JOCVs, recruitment targets people between the ages of 20 and 39. An approximate total of 40,000 people have been dispatched to 88 countries so far. For Senior Volunteers, recruitment targets people between the ages of 40 and



A JOCV in community development and his counterparts in Laos  
(photo by Kenshiro Imamura)

69. Volunteers for Japanese Communities Overseas and Senior Volunteers for Japanese Communities Overseas, too, are dispatched to contribute to the development of *Nikkei* communities in Latin America. As well as long-term volunteers, short-term volunteers are dispatched for periods of less than one

## The 50th Anniversary of the Founding of the JOCVs: Ever-Evolving Volunteer Programs



Director General  
Secretariat of Japan Overseas Cooperation  
Volunteers  
Toshio Ogawa

### Always “Together with the Local Community”

This year is the 50th year since the first members of the Japan Overseas Cooperation Volunteers were dispatched to Laos under JICA's volunteer program. Approximately 47,000 civil volunteers have served in 96 countries so far, with enthusiasm to contribute to the three objectives of the volunteer programs that have remained unchanged since their establishment: (1) contribution to the socioeconomic development of recipient countries; (2) promotion of international friendship and bilateral relationships based on mutual understanding; and (3) development of human resources through cooperative activities and the return of such developed human resources to Japanese society.

The volunteers are engaged in solving problems that the societies of developing countries face under severe circumstances that are quite different from those in Japan. These issues are in various fields, including agriculture, health care, education, and administration, for example, and they deal with those issues through extermination of an epidemic disease or contribution to school-teachers' capacities by developing teaching guidelines on school subjects. Japanese morals and styles, such as being punctual, being tidy, and valuing teamwork are well accepted by local people through joint activities and daily life, and

these are passed along to other local people.

At the time of the Great East Japan Earthquake, many caring messages and support were received from people in the countries where JICA volunteers had worked. This is proof that JICA volunteers have developed trust, friendships, and mutual understanding through experiencing good times and hard times together with local people. The volunteers are active in their own organizations and in society after their return to Japan. Many returned volunteers participate specifically in overcoming local challenges such as the revitalization of villages, multicultural coexistence, the aging population and lower birthrate, and internationalization. In areas stricken by the Great East Japan Earthquake, over 100 returned volunteers have joined the Reconstruction Agency and are still active.

Here I have mentioned various overseas and domestic outcomes of the volunteer programs. We would like to take this opportunity of the 50th anniversary to communicate about ourselves, including our history, achievements, and future plans, and we would be very happy if you got to know more about us.

In future, our volunteer programs will keep evolving and adapting to challenges in the next 50 years, with programs that many people can participate in and that always maintain the position “together with the local community.”

year. To date, a total of around 47,000 people have joined these JICA volunteer programs.

As summarized by the phrase “together with the local community,” JOCVs live and work together with the communities in the country to which they were sent, speak the same language of the community and carry out activities with an emphasis on raising self-reliant efforts while fostering mutual understanding. This style of cooperation has been carefully handed over to new generation for 50 years.

### ● Development of Human Resources with Global Perspectives

Lately, JICA's volunteer programs are highly regarded by local governments, private sector, universities, etc. as opportunities to develop capabilities in solving problems, communication, dealing with diverse cultures, etc., through volunteer activities and experiences living with local people in developing countries. The number of job offers to volunteers who have returned home increased from 304 in 2009 to 1,950 in 2014.

Furthermore, to make use of technologies and knowledge of domestic partners, including local governments, private sector, and universities, in solving development challenges



A Volunteer for Japanese Communities Overseas, an incumbent primary school teacher, teaches origami to Brazilian private school students in kindergarten and first grade. (Photo by Atsushi Shibuya)

in developing countries, JICA cooperates with such entities to dispatch volunteers in the form of cooperation agreements with 6 local governments, 83 private companies, and 14 universities. Such initiatives are expected to promote the usage of rich human resources and knowledge of each entity or company for the benefit of developing countries, which in return will lead to high evaluation of the cooperation by the subject countries. At

#### Case Study

### Measures against Epidemic Diseases by the Japan Overseas Cooperation Volunteers

## Fight Epidemic Diseases Together with Local People and Local Governments

The history of the JOCVs is also the history of volunteer members implementing various measures against epidemic diseases.

### Contribution to the Eradication of Smallpox

The only epidemic disease that humanity has ever successfully eradicated is smallpox. It is not widely known that JOCVs were active in Africa, the last major battlefield for the eradication of smallpox in the 1970s. In response to a request by the World Health Organization (WHO), the first team of 13 members, consisting of 8 inspectors who searched for smallpox patients, along with 4 vehicle engineers and 1 radio operator to support them, were sent to Ethiopia in 1972. The team intently explored the land in remote regions and in the depths of the mountains carrying their sleeping bags. Through a series of activities, from finding patients in crowded places like markets, preventing further infection by vaccinating people close to the identified patients, searching for sources of infection for the patients, to repeating the same process, the scope of smallpox was narrowed. The eradication of smallpox was announced in 1980, and it was not by accident that JICA's volunteers were working in the Horn of Africa,

where the last smallpox patient was found.

Since then, many JOCVs have contributed to the elimination of epidemic diseases. Members with health care expertise worked in medical institutions and inspection facilities, while others worked closely with local people and local health administrators.

### Coordination with Technical Cooperation

In the 2000s, to cope with the serious situation of the spread of AIDS in Africa, 260 volunteers, mainly without medical expertise, were dispatched to different African countries and engaged in activities such as preventive education and patient care. About 70 volunteers were dispatched to the Pacific region and Africa to implement measures against malaria and were involved in activities such as the diffusion of preventive measures, mainly to mothers and children, focused on fighting the mosquitoes that carried malaria. To fight the three major infectious diseases, the two mentioned above plus tuberculosis, many volunteers were successful through



A JOCV supervising cleaning of a leg affected and thickened by filariasis in Bangladesh

coordination with other forms of support, such as technical cooperation projects, the dispatch of experts, and financial assistance arranged by JICA.

It can be said that the roles played by the volunteers for polio eradication and improvement of vaccination systems in various countries, and implementation of measures against the so-called neglected tropical diseases, including Chagas disease in Latin America, Guinea worm disease in Africa, and filariasis in Bangladesh and the Pacific, not only received high evaluation by the recipient countries' health ministries and WHO, but they also provided encouragement to diseased people, among others, and were appreciated by them.

the same time, the experience of international cooperation is expected to provide opportunities to develop human resources to deal with the globalization of Japan.

### ● Strengthening Ties with Japanese Society and Contributions to Japanese Society

The JICA volunteers who have completed their missions in developing countries and returned to Japan are expected to contribute to overcoming challenges in Japanese society, such as multicultural coexistence and revitalization of local communities, as human resources with experiences in welcoming diverse cultures and societies, being open to dialogue, and taking actions in a variety of settings.

Many returned volunteers take initiatives to address various issues faced by Japanese society, including the implementation of child-rearing support, earthquake disaster reconstruction, and the revitalization of Japanese communities. Volunteer programs became known as programs which not only contribute to the development of developing countries but also serve to “energize Japan.”

Based on information that has been confirmed as of 2014, the number of local

government authorities and boards of education that have special employment quotas or preferential treatment for returned volunteers has increased to 74 local governments/educational boards.

Hence, JICA has support systems in place to allow volunteers to make use of their experiences in their assigned countries upon their return to Japanese society.



A Senior Volunteer for Japanese Communities Overseas serving in a nursing home for the elderly in Brazil (photo by Atsushi Shibuya)

#### Case Study

#### Activities in the Field of Sports in Volunteer Programs

### International Cooperation through Sports

Many volunteers supported international cooperation through sports, including the spread of physical education classes at schools and the development of athletes in competitions.

JICA involves itself in the Sport for Tomorrow program, designed to promote the value of sports and the Olympic movement to all generations around the globe, in preparation for Tokyo 2020 Olympic and Paralympic Games. JICA aims to expand the dispatch of volunteers engaged in sports-related jobs, and provide more opportunities for people in developing countries to enjoy sports.

#### Cambodia: International Cooperation through Adapted Sports (JICA and the University of Tsukuba)

For the purpose of “improving understanding of disabled people by experiencing adapted sports — the types of sports that people can enjoy regardless of being able or disabled and regardless of age,” five students from the University of Tsukuba were sent to Cambodia as JOCVs and held an event for people to experience playing games such as “blind soccer,” “sitting volleyball,” and “Boccia,”\* together with Hearts of Gold, a recognized NPO; the Olympic Committee of Cambodia; and Cambodian Mekong University and its student

volunteers. The primary, lower secondary, and upper secondary students who participated in the event played each game under the same conditions and rules as persons with disabilities. They experienced the enjoyment and difficulties of playing the games, and improved their understanding of persons with disabilities.

#### Ecuador: An Event for Sports and English, UNDOKAI

In cooperation with her counterpart, Satsuki Ueki, a JOCV for youth activities stationed at the Educational Primary School Attached to Manuela Cañizares Teacher Training School, held an event, UNDOKAI, consisting of games such as “Running and Listening,” where knowledge of English and physical running capabilities are combined. The objective was to develop a spirit of independence and cooperation while presenting the students’ learning achievements. Preparation and management of the event were left to the students. The program proceeded smoothly on the day of the event, and the participants enjoyed the event very much. Satsuki said that she was

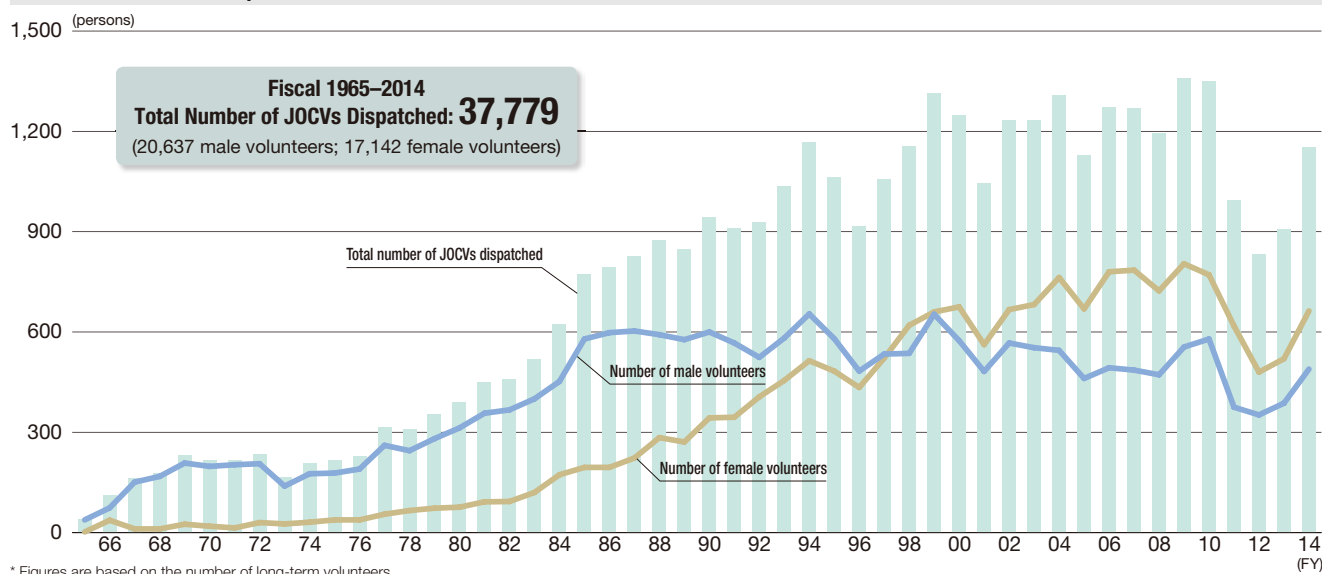


Students enjoying UNDOKAI, the Event for Sports and English, in Ecuador

impressed by the words of her counterpart, who said, “I have learned that an event is successful when the students gain self-confidence and a sense of accomplishment.”

JICA continues to contribute to fostering and developing human resources in developing countries by making use of the power of sports that “connects people” and “brings about a sense of unity and vitality to communities.”

\* An official Paralympic sport developed for competition among people with severe cerebral palsy or people with severe disturbance of movement of their extremities on similar levels. Boccia means “ball” in Italian.

**The Number of JOCVs Dispatched over 50 Years**

### ● Efforts to Implement Volunteer Programs with a Focus on Quality

JICA volunteers work on improving the effects of cooperation on diversifying development challenges by working together with JICA's other projects, volunteer organizations of other countries, and international institutions, in accordance with the development cooperation policy of Japan.

Efforts have been made in recent years to improve the quality of the programs to maximize the effects of cooperation by flexibly dealing with diversifying development challenges, such as fighting international problems that include epidemic diseases and environmental issues, initiatives to develop local industries and small and medium-size enterprises, and development activities through culture and sports.

#### Case Study **Assisting the Tokyo Global Youth Camp**

### High School Students Attend Trial Training at JICA Training Centers

**The Tokyo Metropolitan Board of Education, in cooperation with JICA, held the Global Youth Camps, aiming at developing human resources with the awareness of being part of the international community, the will to contribute to society, and the capability to act independently. In the summer of 2014, 99 high school students from Metropolitan Tokyo attended training courses, including pre-assignment training for the JOCVs on a trial basis.**

#### Teachers Will also Participate in 2015

The programs were held twice, at both JICA's Komagane Training Center in Nagano Prefecture and Nihonmatsu Training Center in Fukushima Prefecture.

The participants stayed for six days with the JOCV candidates, who were going through pre-assignment training. They attended courses such as language lessons to prepare for volunteers' assignments and workshops to gain practical skills on a trial basis.

In the workshops "to think about richness," lively discussions took place about richness that cannot be measured by economic indices alone, by comparing pictures of families from different countries.

During the programs, Hideto Hiruma, then the Chairman of the Tokyo Metropolitan Board of Education, visited the JICA Nihonmatsu Training Center. He said, "For high school students to participate in workshops to challenge issues for which there are no

clear solutions, think about them on their own, discuss them with other students, form opinions, and present them is a rare experience that cannot be gained in a regular classroom situation. In cooperation with JICA, we would like to continue activities to develop human resources with global perspectives. We would also like to consider participation by school teachers."

Feedback from the participants included

comments such as, "Going through the training made me feel more than before that I would like to work in a developing country in future as a JOCV. I would like to contribute to international cooperation and exchanges through sports that I'm fond of," and "I could see that the candidates for JOCVs highly value relationships with their peers in their daily lives. From now on, I would also like to think about what can be done to make the world better, not only on my own but also with other people with various opinions."

Favorable reviews were received that pointed out that the programs would cultivate capabilities to act independently and instill international perspectives in young people. In addition to the Tokyo Global Youth Camps for high school students, training is also scheduled for school teachers in fiscal 2015.



Presenting the workshop results, JICA Nihonmatsu Training Center

# Citizen Participatory Cooperation

## Making International Cooperation Part of Japanese Culture

JICA promotes and supports international cooperation activities by Japanese citizens as bridges between developing countries and Japan. JICA refers to such cooperative activities as Citizen Participatory Cooperation and undertakes a variety of initiatives.

Through Citizen Participatory Cooperation activities, JICA aims to contribute to developing countries, to promote understanding of and participation in international cooperation by Japanese citizens, and further to return benefits to Japanese local communities. It is also expected that international cooperation will become a part of Japanese culture through promotion of Citizen Participatory Cooperation as two-way initiatives that invigorate both developing countries and Japan.

See pages 112–115 for more information about volunteer programs and pages 118–119 for Partnerships with NGOs and Other Organizations regarding the JICA Partnership Program and support programs for NGOs.

### ● Using Japan's Domestic Offices as International Hubs

JICA has 15 offices in Japan. These domestic offices undertake activities such as visiting programs focused on promoting understanding of, and providing opportunities for participation in international cooperation.

Additionally, JICA's international cooperation promotion officers at local government entities nationwide, who play the role as liaisons linking JICA with local communities, hold events or seminars and also are available for consultation regarding the series of international cooperation programs, especially citizen participatory cooperation.

At the JICA Global Plaza in Ichigaya, Tokyo, and the Nagoya Global Plaza in Nagoya City, Aichi Prefecture, people with abundant experiences in international cooperation and global issues serve as Global Concierges, and they lead visitors to exhibitions that encourage seeing, listening, touching, and thinking. Through these exhibitions, with intelligible explanation, visitors can virtually learn and experience various conditions in developing countries and become aware of global issues as well as international cooperation activities to tackle with their issues. Global Plazas feature on-site cafes that allow visitors to enjoy international cuisines and sell fair-trade commodities. In addition, plazas have spaces for holding seminars and meetings about citizen-led international cooperation activities as well as presentations on the outcomes of such activities. In February 2015, JICA Global Plaza broke the 1.2million mark in total visitors, while there were about 420,000 visitors in total to the Nagoya Global Plaza. [[➡ see the Column](#)]

### ● Efforts to Promote Understanding about International Cooperation

#### Programs for Supporting Development Education

In various scenes, including school education, JICA supports development education programs at educational forums in partnership with NGOs, local governments, and schools in order



International Cooperation Lecture

to foster abilities to understand various developmental issues that the world faces and their relationships to Japan, to treat them as their own problems and proactively study them, and to participate in efforts to overcome them.

For children and students, the International Cooperation Lectures, which mainly deploys former Japan Overseas Cooperation Volunteers as lecturers, are delivered 2,000 times per year in schools. There is also an Essay Contest on International Cooperation for Junior and Senior High School Students, an essay-writing competition that receives about 70,000 total applicants per year, for essays on themes related to international cooperation.

For teachers, the Study Tour Program for Teachers allows teachers to observe the actual conditions in developing countries

### Nagoya Global Plaza Celebrates Its 5th Anniversary; the Number of Visitors Exceeded 420,000

The Nagoya Global Plaza opened in 2009 and celebrated its fifth anniversary in June 2014. Since its opening, the Plaza has been used by many people as a place to deepen their knowledge and understanding of international cooperation, and a place for communication, exchange, and training for various organizations.

The cumulative total number of visitors exceeded 420,000 in February 2015. Meanwhile, the UNESCO World Conference on Education for Sustainable Development (ESD) was held in Nagoya in November 2014, and JICA made a booth presentation as a side event. In July, prior to the conference, the participants in the ESD Children's Conference in Aichi-Nagoya visited the Nagoya Global Plaza to improve their understanding of international cooperation.



and then put their experiences into practice in their classes once they have returned to Japan. JICA provides about 20 courses per year and about 170 teachers participate in the program every year. In fiscal 2014, JICA provided the Meeting on Sharing Practices, intended to follow up with teachers who were actively involved in development education after they returned from the Study Tour Program for Teachers. In March 2015, the meeting participants made presentations under the theme of practicing Inquiry Studies in International-Understanding Education [→ see the Column]. At each domestic office, JICA holds the Training Program for Development Education Leaders, designed to provide methods and case examples regarding development education in which more than 9,000 teachers in total participate every year. JICA also creates educational materials for international-understanding education and development education. Please visit JICA's Global Plaza website where these materials can be viewed: [→ <http://www.jica.go.jp/hiroba/menu/education/index.html>].

### ● For Development of Global Human Resources

Along with promoting prioritization of development education in school education, JICA is also engaged in forging collaboration with the Ministry of Education, Culture, Sports, Science and Technology (MEXT) as well as the prefectural boards of education. In addition to this, JICA is also working on correlating school curriculum guidelines with development education in order to gain an understanding from officials involved in educational administration. From December 2011 to March 2014, JICA Global Plaza and the National Institute for Educational Policy Research jointly carried out a project titled Comparative Study on International Education for the Global Age. For future revision of education curricula, MEXT is now considering "21st century competencies," which are composed of basic literacy skills, collaborative thinking and problem solving abilities, and practical abilities. With regard to these skills and abilities, the results of the survey conducted in this project show that development education or international-understanding education will be effective for acquisition of collaborative thinking and problem solving abilities and practical abilities. JICA continues to contribute to the development of global human resources through initiatives to support development education.

In June 2012, a proposal titled Strategy for Developing Global Human Resources was advocated by the Council on Promotion of Human Resource for Globalization Development, chaired by the Chief Cabinet Secretary. As an activity in light of the strategy, JICA is providing the Field Study Program for College Students on International Cooperation in order for undergraduate students to acquire a global perspective and skills to identify and resolve problems. In 2014, JICA provided 40 college students with international cooperation field-survey exercises in Indonesia and Cambodia as well as prior and subsequent training programs in Japan.

### ● For Practice and Promotion of Development Education at Schools

In order for teachers to carry out development education, it is also important to gain understandings from those involved in educational administration, including prefectural boards of



A picture from the agricultural course, one of the courses for international understanding for undergraduate and graduate students conducted by JICA's Tsukuba International Center

education. On this account, JICA started providing educational supervisors with Overseas Study Tour Program for officials involved in educational administration in fiscal 2014. Along with developing partnerships with the education centers of local governments, JICA affiliates sometimes deliver lectures at teacher-training events conducted by local governments for the purpose of facilitating the understandings of JICA projects and developing countries. The Global Plaza further contributes to the enlightenment by lending its showpieces in Saitama and Gunma prefectures as well as to the Niigata Prefectural Education Center for exhibition. In an induction training course for newly hired teachers in Saitama Prefecture, all participants visit the exhibition.

### Aiming to Practice Inquiry Education: 2015 Report Meeting on Lesson Practices Which Deals with Development Education and International-Understanding Education

In March 2015, the Report Meeting on lesson practices at schools was held at JICA Global Plaza as an opportunity for the teachers who are involved in development education and international-understanding education, focused on various challenges in the world, including those in developing countries, to present the results of their lesson practices and to learn from each other.

The theme for the report meeting this time was Practicing Inquiry Education in International-Understanding Education. As an example of the lesson practices at school, there was a presentation on a program for the International Cooperation Guide for High School Students—Project-Based Learning Version. The process and the results for fostering abilities to create new values were reported, through activities such as fieldwork in Thailand, where the learning covered not only understanding of different cultures and foreign languages but also realization of various challenges, including poverty and environmental issues on a global scale, development of the ability to identify issues by oneself, and experience of the discovery process for problem solving. Furthermore, there was a variety of reports, including the one on virtual experience of recovery support.



# Partnerships with NGOs and Other Organizations

## Collaboration with Diverse Actors in International Cooperation

As development issues have become more complicated, there is a greater need for Japanese overseas cooperation to mobilize people, knowledge, and expertise, based on the concept of human security, in order to cope with diverse themes such as the Millennium Development Goals (MDGs).

In order for more people to become interested in international cooperation and also obtain opportunities to get involved in developmental challenges, JICA has been promoting “civic participation” through providing assistance, cooperation, and dialogue for NGOs, local governments, universities, and private sector entities.

### ● JICA Partnership Program (JPP)

#### Joint Implementation of Overseas Development Projects

JICA implements JPP projects jointly with Japanese organizations that are ardent about implementing international cooperation projects, including NGOs, local government entities, universities, and private companies. JPP is based on proposals from these experienced organizations, which helps benefit the local people in developing countries. JPP projects are unique as they directly contribute to improving the lifestyles and livelihoods of the people by carrying out detailed activities at the grassroots level. In fiscal 2014, JICA implemented 250 JPP projects in 50 countries.

JPP projects consist of three schemes: the partner type, in which projects are carried out by organizations with a certain level of experience in developing countries; the support type, in which projects are carried out by organizations with less experience in developing countries; and the local government type, in which local government entities play a central role and utilize the know-how accumulated in their localities.

In fiscal 2014, as part of the Japanese government’s policy of Economic Measures for Realization of Virtuous Cycles, JICA promptly conducted projects according to the Special Category of Local Economy Revitalization for local governments under the fiscal 2013 supplementary budget.

### ● NGO-JICA Japan Desk

#### Supporting the Activities of Japanese NGOs

JICA has NGO-JICA Japan Desks in 20 countries to support the activities of Japanese NGOs operating in developing countries. These desks offer consultation and information on various matters, for example, on local laws, local systems, the social situation, and the state of local NGO activities, which are also helpful for NGOs in implementing JPP projects.

### ● Support for Capacity Building

#### Strengthening Human Resources and Organization for Better International Cooperation

To support international cooperation activities by entities that include NGOs, JICA provides a variety of support programs. These include Project Cycle Management (PCM) method training, dispatching advisors with special expertise, and training for quick



Handmade paper training, part of the JICA Partnership Program (local government type) titled Industrial Promotion of Handmade Paper in the Kingdom of Bhutan, proposed by Hamada City, Shimane Prefecture, conducted by Sekishu Washi Cooperative

response to regional NGO-specific issues. In fiscal 2014, the following programs were implemented.

- Project management basic seminar utilizing the PCM method for individuals in charge of international cooperation; 416 participants
- Dispatch of domestic advisors for NGO organizational strengthening: dispatched to 10 organizations
- Dispatch of overseas advisors for NGO organizational strengthening: dispatched to 3 organizations
- NGO human resources training and Regional NGO-Proposed training: conducted 4 training events; 62 participants

### ● NGO-JICA Dialogue Meeting

#### Promoting Equal Partnerships

JICA emphasizes the importance of dialogue with NGOs for ensuring deeper mutual understanding and promoting excellent collaboration. Through its headquarters, overseas offices, and domestic offices, JICA exchanges opinions and information with NGOs on regional and sectoral issues. Also, JICA holds a quarterly dialogue meeting with NGOs where both sides discuss the effective cooperation and promotion of equal partnerships.

### ● JICA Donation Fund for the People of the World

#### International Cooperation through Donations

The JICA Donation Fund for the People of the World encourages citizens, corporations, and groups to participate in international cooperation. The donations are used to support Japanese civil society groups’ activities aiming to alleviate poverty and improve health care, education, and the environment of developing countries. In fiscal 2014 the fund supported 12 projects.

## Case Study JICA Partnership Program

## Supporting Improvement of Life Skills — The Skills to Live

## Philippines: Building Life Skills Training Program for the Urban Poor Children in Kasiglahan Resettlement Area (a support type project)

Project Operator: Salt Payatas Foundation

People who have left their homes because of the development of Metro Manila, natural disasters, etc., live in the Kasiglahan Resettlement Area. Many of the residents are temporary workers and face severe poverty. The project provides combined support to the children of the area to enter schools and to improve Life Skills\* to better cope with problems that they encounter.

The Salt Payatas Foundation that has been supporting the Philippines for about 20 years and has been active in resettlement



To become a community-rooted facility: a picture of a workshop with the residents

areas, including Kasiglahan. An incomplete educational environment, together with family problems and a lack of motivation to learn, were major background factors for low enrollment rates and students leaving schools before graduation, and the graduation rate for secondary education was only 48%.

To cope with this situation, Salt Payatas has taken initiatives to improve Life Skills through establishment and management of a library for children, empowerment projects such as support to increase women's income levels, and other activities in the Payatas Area, which adjoins the Kasiglahan Area, since 2010.

Based on the experience in the Payatas Area, this project, which started in December 2014, aims (1) to run a Life Skills training program that suits characteristics and trends of the children and mothers in the Kasiglahan Resettlement Area, (2) to develop trainers to conduct Life Skills training, and (3) to manage the Empowerment Center, which is a base for these activities.

## The Voice of an NGO Staffer

Emiko Ogawa  
Project Manager

Through an investigation that we conduct on baselines, we are researching to find out what capabilities the local children need, and what type of training is effective. We face many difficulties, but children's precious smiles and local people's kindness help us carry on.

\* The World Health Organization (WHO) defines Life Skills as "psychosocial abilities for adaptive and positive behaviour that enable individuals to deal effectively with the demands and challenges of everyday life."

## Mobilizing the Knowledge and Capabilities of Public and Private Sectors to Reduce Waste

## Solomon Islands: Establishing Separate Collection System of Household Waste in Cooperation with Public and Private Sectors Based on a New 3Rs (Reduce, Reuse, Recycle and Return) Concept (a partner type project)

Project Operator: Learning and Ecological Activities Foundation for Children

Honiara City, the capital city of the Solomon Islands, faces a big environmental and sanitary problem, since untreated waste is piled outdoors while the volume of imported goods made of plastic is sharply increasing. With the New 3Rs (Reduce, Reuse, Recycle, and Return) as keywords, the public and private sectors are jointly working to establish a separate collection system for household waste.

In Honiara, where household waste is rarely separated and the number of garbage trucks is limited, the increased amount of unattended waste is creating an unsanitary environment.

The project collects and analyzes basic data regarding garbage collection, and also explores new solutions that suit the conditions specific to an island country, in place of waste recycling. In more specific terms, a method to collect and immediately treat plastic bottles, and then return them to the countries that exported the products, is under practical consideration.

In October 2014, the Mayor of Honiara and three other delegates attended a study tour in Japan, and learned about waste reduction initiatives that the Learning and Ecological Activities Foundation for Children had taken in Nishinomiya City in Hyogo Prefecture, and methods of environmental education applied in educational institu-

tions, including primary schools. Meanwhile, in Honiara, the Cooperation Committee was established by citizens, administrators, and corporations. The Committee has carried out activities to raise local awareness of the issue through local events, etc.

## The Voice of an NGO Staffer

Masayoshi Ogawa  
Project Manager

Waste recycling is difficult within the Solomon Islands. I would like to see the establishment of a separate collection system for household waste through united cooperation of stakeholders in Honiara, including citizens, administrators, and corporations, so that waste, such as used plastic bottles, can be returned to the countries of manufacture as high-quality materials.

## The Voice of a Local Staffer

Natsuko Kishimoto  
Local Coordinator

I think that the first step to solve the waste problem is for each stakeholder, not just the City Council, to have problem awareness and take action.



Delegates from Honiara City visiting a paper recycling company

# Science and Technology Cooperation on Global Issues

## International Cooperation Jointly Creating “Knowledge”

Global-scale problems including global warming, food issue, natural disaster and infectious disease have been increasingly complex. In particular, the influence on developing countries with vulnerable socioeconomic infrastructures is critical. The international community is now required to work together to approach such problems, since it is hard for only individual countries or regions to tackle them. In addition to traditional cooperation systems, innovation by science and technology is also expected to play an important role in providing solutions for responding to complex and growing issues.

Under this circumstance, and in accordance with the Japanese government's policy to promote science and technology diplomacy as set forth in the Council for Science Technology Policy, JICA initiated the cooperation<sup>1</sup> focusing on the utilization of science and technology for developing countries in 2008. Based on Japan's science and technology, JICA aims at creating newer “knowledge” by international joint research between Japan and developing countries, as well as solving global-scale issues by giving research outcomes back to the real world.

### ● Science and Technology Research Partnership for Sustainable Development (SATREPS)

#### 1. Overview

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

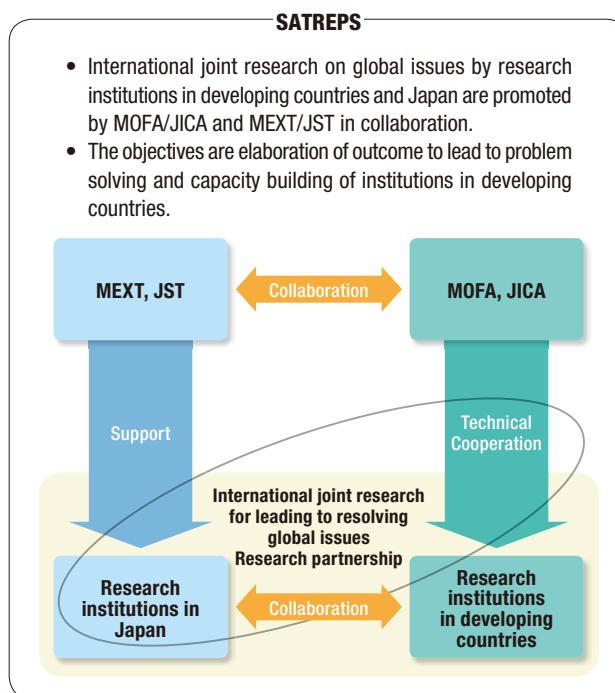
#### 2. Objectives

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

#### 3. Implementation System

SATREPS is jointly conducted by the Ministry of Foreign Affairs (MOFA), JICA, the Ministry of Education, Science and Culture (MEXT), and the Japan Science and Technology Agency (JST)<sup>2</sup>. In SATREPS, research proposals that are submitted from Japanese research institutions to JST are examined to see if they are consistent with research requests from developing countries (i.e., matching system), from the perspective of science and technology and ODA. Then, adopted proposals come into practice by research institutions in both Japan and developing countries,

#### Implementation System of SATREPS



under the framework of JICA Technical Cooperation Project.

JICA provides support for developing countries conducting the researches (e.g., dispatch of Japanese researchers, acceptance of their researchers, provision of equipment, and local activity expenses). On the other hand, JST supports research activities necessary in Japan or third countries.

#### 4. Eligible Fields of Research

Research objects are four fields: environment and energy, biological resources, disaster prevention, and infectious disease. For the environment and energy field, two research areas, (1) resolution of global-scale environmental issues and (2) advanced energy systems for low carbon society, have been set. Specific research areas in each field are reviewed every year.

### ● Efforts in 2014

#### 1. Selection of Research Projects

From September to October 2013, JICA asked Japanese research institutions for SATREPS research proposals for 2014 and also upon that conducted a survey of developing countries on research requests. As a result, there were 84 matches among 97 proposals and 105 requests, and 10 research proposals were finally selected.

1. Initially, the science and technology cooperation had two schemes; “The Science and Technology Research Partnership for Sustainable Development (SATREPS),” which was a technical assistance project model and “The Dispatch Program for Scientific and Technology Researchers” an individual expert dispatch model. However, the latter was finished in 2012.  
2. With the April 2015 establishment of the Japan Agency for Medical Research and Development (AMED) as an institution to integrally conduct medical research and development in Japan, activities in the field of infectious diseases were transferred from JST to AMED. SATREPS projects in this field are implemented by JICA in cooperation with AMED.

Research proposals adopted include three environment and energy fields (one environment area and two low carbon areas), two biological resources fields, two disaster prevention fields, and three infectious disease fields. Viewed geographically, these proposals consist of seven fields in Asia, two fields in Central and South America, and one field in the Middle East and Europe.

## 2. Implementation Status

With additional 10 proposals, SATREPS has adopted 87 research projects since 2008 when the project started, in cooperation with 41 countries including those in preparation and two new entrants.

Research proposals adopted includes 35 environment

and energy fields, 19 biological resources fields, 16 disaster prevention fields, and 17 infectious disease fields. Viewed geographically, these proposals consist of 49 fields in Asia (39 in South East Asia and the Pacific, one in East Asia, and nine in South Asia), 15 fields in Central and South America, 17 fields in Africa, and six fields in Middle East and Europe. In terms of percentage of the total, the Asian region is the largest with 56%, followed by the African region with 20%.

On the other hand, although 14 collaborative research projects were finished in 2014, SATREPS has produced many results in each field. These outcomes have been contributed to the real world.

### Case Study

#### Sudan: Project on Improvement of Food Security in Semiarid Regions of Sudan through Management of Root Parasitic Weeds

### Development of Preventive Methods against *Striga* and Success in Verifying Their Effectiveness

The root parasitic weed known as *Striga* is one of the most serious biological factors that harms the production of grains such as sorghum, a staple food in Sudan. Damage caused by *Striga* has serious effects on Sudanese food security and poverty issues. Research jointly conducted by institutions that include Kobe University and Sudan University of Science and Technology has elucidated the physiological ecology of *Striga*, developed an herbicide, and largely contributed to development of related technologies.

#### The Lives of Approximately 300 Million People Are Estimated to Be Affected

*Striga* is a type of root parasitic weed peculiar to Africa that grows by depriving host plants of nutrition and water, and it is causing serious damage in crop production in semiarid regions. One estimate indicates that approximately 300 million people's lives are affected by *Striga* in Sub-Saharan Africa, including Sudan.

In Sudan, traditional rain-fed agriculture is carried out by small-scale farmers, who

account for the majority of the poor rural population, in an area of 7 million hectares, about half the total acreage under cultivation in the country. It is said that repeated cultivation of the same crop with low input in semiarid conditions is contributing to the increase of *Striga*. A vicious circle is formed, where the small-scale farmers with poor business conditions face greater risks of production decreases.

In this project, which started in 2010, Kobe University represented research institutions in Japan and conducted research on preventive

methods against *Striga* in cooperation with research organizations such as the Sudan University of Science and Technology, and at the same time worked on developing local researchers and engineers in Sudan to be involved in data collection and equipment maintenance.

In the research on preventive methods against *Striga*, the project team focused on the fact that *Striga* seeds germinated only on receiving germination stimulants, and that *Striga* could not live independently without a host plant, and subsequently developed a *Striga* germination stimulant to induce suicidal germination. Through structural determination of strigolactones, which are germination stimulants, the project team identified one of the uniquely synthesized carbamate compounds, T-0101, as a candidate for a germination stimulant that would induce suicidal germination, and in pot and soil experiments, verified the effectiveness of this compound to prevent *Striga* for the first time in the world.

The team also isolated microorganisms from dead *Striga* and soil to develop techniques to prevent *Striga* growth, using bacterial and soil-borne fungus isolated in laboratory and pot experiments. As a result, one of the fungal isolates, called *Fusarium brachygibbosum*, was found to prevent infestation of *Striga* on sorghum. It was further verified in pot experiments that combinations of the application of *Fusarium brachygibbosum* with other preventive measures, such as nitrogen fertilization, bring about higher effectiveness in prevention of *Striga*.

It is expected that the results of the research will be widely shared among farmers through training initiatives such as the Farmer Field Schools organized by Sudanese people, and will lead to practical *Striga* prevention in future.



*Striga* parasitizing sorghum and flowering

A *Striga* pot experiment

# Support for Japanese Emigrants and Their Descendants

Focusing on Human Resources Development and Elderly Welfare

## ● Evolving Issues and Challenges Weighing on Japanese Emigrants and *Nikkei* Communities

There are currently more than 3.2 million Japanese emigrants and their descendants (*Nikkei*) living around the world, with the majority living in North America, Latin America, and the Caribbean. Japanese emigrants and *Nikkei* communities make important contributions in many fields in each country, including politics, business, education, and culture. Their presence plays a key role as an intermediary between Japan and the countries where *Nikkei* reside.

JICA had been assisting to settle in the new lands and stabilize livelihoods for Japanese emigrants who have settled in Latin America and the Caribbean in line with Japanese emigration policy until 2005.

The characteristics of Japanese emigrants have changed along with the maturing and the generational transition of *Nikkei* communities. The first generation of emigrants is aging, and some *Nikkei* communities are encountering a situation where some of the working-age population is leaving the settlements, increasing social and economic vulnerability of the *Nikkei* communities.

Accordingly, JICA supports Japanese emigrants and *Nikkei* focusing on human resources development and elderly welfare. JICA also engages in establishing relationships between Japanese private sector and *Nikkei* companies, or companies in Latin America and the Caribbean owned or managed by Japanese descendants, by promoting partnership between *Nikkei* community and Japanese private-sector.

## ● The Main JICA Programs and Activities for Japanese Emigrants and *Nikkei*

To support Japanese emigrants and *Nikkei* confronting these issues, JICA undertakes the following activities and programs.

### 1. Knowledge Dissemination

The Japanese Overseas Migration Museum, which opened in Yokohama in 2002, aims to disseminate the history of Japanese emigration to the public in general, especially for those in the younger generation who are prospective leaders of Japan. It also provides opportunities to become acquainted or reengaged with emigrants and *Nikkei*. The museum consists of permanent exhibits and special exhibitions featuring the history of overseas migration and the present situation of *Nikkei* communities. The museum also provides information on its website [[see the Case Study below](#)].

### 2. Support for Emigrants Abroad

#### 1) Medical Care and Hygiene

JICA assisted in the management of five *Nikkei* clinics at settlements in Paraguay, Bolivia, and Brazil in fiscal 2014. JICA also supports travelling clinics for settlements in Brazil. Furthermore, JICA assists programs involving, nursing care, medical examinations, and day-care services in countries such as the Dominican Republic, Brazil, Argentina, and Bolivia.

#### 2) Education and Culture

JICA assists Japanese language heritage education among *Nikkei* communities. In addition to joint training sessions for local *Nikkei* Japanese-language teachers, as well as third-country training for them, JICA supported the Brazil Japanese Center

#### Case Study

A Special Exhibition at the Japanese Overseas Migration Museum (JOMM) in Collaboration with Major Prefectures of Origin of Japanese Emigrants

## Working Closer with Local Governments to Support *Nikkei* Communities

JOMM of JICA's Yokohama International Center, which marked its tenth anniversary in 2012, is working to strengthen cooperation with major prefectures of origin of Japanese emigrants, major migration museums, and neighboring local governments.

### Toward Assistance for the Future

The prefectures Hiroshima, Okinawa, Kumamoto, Yamaguchi, Fukuoka, Wakayama, in that order, are the six major prefectures of origin of Japanese emigrants. A map of Japan on permanent exhibit at JOMM depicts the prefectural emigrant statistics in 3-D form, demonstrating the characteristics of overseas emigration by region.

JOMM offered a special exhibition with Okinawa Prefecture in March 2014, and with Wakayama Prefecture in March 2015. These exhibitions aimed to strengthen future cooperation

with major prefectures of origin of Japanese emigrants. These exhibitions not only featured the prefectural history of emigrants, but also introduced the path of Japanese emigrants and their descendants. Activities of relevant institutions and organizations in the respective prefectures were also presented. The exhibitions also focused on JICA's *Nikkei* Volunteers and *Nikkei* Training Program to enhance the knowledge of present *Nikkei* communities.

Growing interest in *Nikkei* communities in recent years in Okinawa, Wakayama, and other major prefectures of origin of Japanese



Wakapan, the mascot representing Wakayama tourism promotion, tours with visitors at the special exhibition jointly organized with Wakayama Prefecture

emigrants is accelerating their networking with Japanese emigrants and their descendants. Through these efforts, JOMM encourages visitors to view *Nikkei* communities and emigration as an ongoing process rather than a historical fact.

JOMM will continue to collaborate with prefectures of origin of Japanese emigrants through joint research and the sharing of collections.

in São Paulo with research on Japanese-language heritage education in fiscal 2014.

### 3) Upgrading Facilities and Equipment

JICA provided funds for regional development programs in *Nikkei* settlements in Paraguay in fiscal 2014.

## 3. Educational Initiatives for the Children of Emigrants

### 1) Education Program for Next-Generation *Nikkei*

JICA organizes a one-month program that provides a firsthand opportunity to gain a deeper understanding of Japanese culture, society, and heritage. Targeting *Nikkei* students aged 12 to 15 attending Japanese-language classes run by local *Nikkei* organizations, the program includes an educational experience in a public junior high school and a homestay in Japan. A total of 50 students from Latin America, the Caribbean and Canada participated in this program in fiscal 2014.

### 2) Scholarship for Japanese Emigrants and Their Descendants in Latin America and the Caribbean: Program for Developing Leaders in *Nikkei* Communities

JICA offers a scholarship covering living expenses and tuition to support *Nikkei* students attending graduate schools in Japan. Five new students benefited from this program in fiscal 2014.

## 4. Support for *Nikkei* Communities and Local Communities

JICA dispatches Youth Volunteers and Senior Volunteers to *Nikkei* communities in Latin America and the Caribbean, called *Nikkei* Volunteers, to assist with Japanese-language education, health care, and welfare services among others. JICA established the Special Program for School Teachers for *Nikkei* communities, where public school teachers from Japan are assigned to government-accredited schools in Brazil in fiscal 2008. Two teachers participated in a 21-month volunteer program in fiscal 2014. Upon returning to Japan, these former volunteer teachers

are expected to take full advantage of their experience to assist with the education of *Nikkei* children residing in Japan, among other activities. There were 31 volunteers who participated in JICA's short-term volunteer program to *Nikkei* communities in Latin America and the Caribbean in fiscal 2014, which was launched in fiscal 2012.

In addition, JICA coordinates *Nikkei* Training Programs for participants from Latin America and Caribbean countries. Universities, local governments, public organizations, and private enterprises in Japan submit proposals to JICA for training programs to be received by *Nikkei*. JICA accepted 144 *Nikkei* training participants under this program in fiscal 2014.

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

JICA dispatched the Third Partnership Promotion Survey Team to Brazil and Peru in 2014 with an aim to contribute to economic and social development in Latin America, through strengthening partnerships between Japanese private companies and private companies owned or managed by *Nikkei* in those countries. Some of the Japanese companies that participated in the survey now utilize JICA Private-Sector Partnership Projects, such as the Feasibility Survey with the Private Sector for Utilizing Japanese Technologies, the Small and Medium-Size Enterprise (SME) Partnership Promotion Survey, the Overseas Volunteering Program in Collaboration with the Private Sector, and the *Nikkei* Training Program, to promote business partnerships with *Nikkei* companies.

## 6. Business Loans

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

### Case Study Brazil: The *Nikkei* Medical Doctor *Nikkei* Training Program

## Toward *Nikkei* Hospital-Based Public-Private Partnership in Health Care Assistance

From February 16 to 27, 2015, JICA invited 12 doctors from six Brazilian *Nikkei* hospitals to Japan as part of its efforts to strengthen cooperation with Brazilian *Nikkei* communities in the health care sector. The *Nikkei* Medical Doctor program offered the participating doctors hands-on experience with cutting-edge technologies at medical institutions and medical equipment suppliers in Japan. It also provided an opportunity to build a network among *Nikkei* hospitals as well as participating institutions and suppliers for business expansion.

### Building a Network Involving Japanese Universities and Businesses

Many Japanese emigrants and their descendants participate actively in the health care sector in Latin America and the Caribbean. There are some 15,000 *Nikkei* doctors in Brazil. *Nikkei* communities play an important role as the core of regional development for the country's economic and social development. *Nikkei* are expected to pursue an active role in connecting Japan and the region in the business sector.

When Prime Minister Shinzo Abe visited Latin America and the Caribbean in August 2014, he

pledged to strengthen relations with *Nikkei* communities and to increase support. As an initiative, he highlighted partnerships with *Nikkei* hospitals. The *Nikkei* Medical Doctor program is the very first program to be executed under this initiative.

The *Nikkei* doctors visited the National Cancer Center Hospital, university hospitals, and medical equipment manufacturers in Japan. They had the opportunity to learn hospital management and the practical use of the cutting-edge medical equipment at the hospital.

As part of the program, JICA organized a seminar on cooperation with Brazilian hospitals run



Participants are receiving an explanation of medical equipment in the program at Hitachi Medical Corporation.

by Japanese descendants as part of international medical development. Approximately 130 people from Japanese hospitals, universities, and medical equipment suppliers participated in the seminar. Participants in the seminar discussed the challenges and opportunities for doing business in Brazil and working with *Nikkei* communities. Furthermore, the seminar also provided an opportunity for the *Nikkei* doctors to foster connections among the participants.

JICA will explore the possibility of translating the outcomes of this training into public-private partnerships as part of its efforts to build mutually beneficial relationships between Japanese organizations and trusted *Nikkei* communities in Latin America and the Caribbean. In a global context, JICA will also continue to be fully dedicated to addressing development objectives, including improving medical technology.

# Recruiting and Training Human Resources

## Training the Personnel Needed for Future International Cooperation Programs and Recruiting Human Resources

There is a dynamically growing need in the field of international cooperation for professionals who are capable of responding accurately to increasingly complex and diverse aid needs. However, recruiting such professionals has become increasingly competitive. In order to respond promptly to these needs, JICA has been undertaking a variety of programs for training and recruiting eligible people.

### Overview of Programs in Fiscal 2014

| Title/Objective                                                                               | No. of participants (as of March 2015)                                              |
|-----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| <b>Comprehensive Career Information for International Cooperation Programs on the Website</b> |                                                                                     |
| PARTNER                                                                                       | Number of those registered as human resources for international cooperation: 10,616 |
| <b>Human Resources Training</b>                                                               |                                                                                     |
| 1. Associate Expert Program                                                                   | 8 new participants, 14 ongoing participants                                         |
| 2. Customized Training for Experts Development                                                | Totally implemented 7 courses, 14 participants                                      |
| 3. Internship Program                                                                         | 40 participants                                                                     |
| 1) Open Recruitment Type (including physicians)                                               | 59 people                                                                           |
| 2) Development Consultant Type                                                                | 35 people                                                                           |
| 4. Other training programs                                                                    |                                                                                     |
| 1) Pre-Dispatch Training for JICA Experts                                                     | Implemented 12 times/year, 317 participants                                         |
| 2) Capacity Enhancement Training                                                              | Totally implemented 18 times, 323 participants                                      |
| 3) Security Management Training in Collaboration with UNHCR                                   | Totally implemented 2 courses, 68 participants                                      |
| 4) Long-Term Overseas Training                                                                | Selected 4 applicants                                                               |
| 5) French Language Program                                                                    | 9 people                                                                            |
| 6) Spanish Language Program                                                                   | 2 people                                                                            |
| 7) Local Language Program                                                                     | 161 people                                                                          |
| 8) Other                                                                                      | Pre-Dispatch Training for JICA Staff, National Staff Training, etc.                 |
| <b>Securing Human Resources</b>                                                               |                                                                                     |
| 1. JICA Senior Advisors                                                                       | 74 people                                                                           |
| 2. Special Advisors                                                                           | 27 people                                                                           |

### ● Training Human Resources for the Future

#### 1. Associate Expert Program

##### — A Step toward Being JICA Experts

With the goal of mid- and long-term training for human resources for international cooperation in the sectors in which there is a human resources shortage, JICA re-organized its Associate Expert Program in fiscal 2012. The new program is designed for young people with certain levels of expertise based on some professional experience and who are willing to work as JICA experts in the future. They learn about overall activities for international cooperation mainly through on-site training at JICA headquarters. In order to increase the number of potential human resources, JICA conducted recruitment twice a year since 2014; this had been done once in 2013 and before.

#### 2. Customized Training Program for Experts

##### — Responding to New Development Agendas

This program provides opportunities for JICA human resources to participate in short-term training courses at overseas universities and international organizations. The goal of this program is to hone their expertise through discussions and debates with researchers and practitioners throughout the world while learning about the latest aid trends and recent developments in development issues. In fiscal 2014, 14 people participated in training courses in climate-change management, microfinance, and peacebuilding, among other fields. In fiscal 2015, the scope of the program will be expanded to include social security in response to an aging population.

#### 3. Internship Program

##### — JICA Experts, Expanding the Range of Future International Cooperation Personnel

This program provides graduate students and physicians who aspire to a career in international cooperation and are engaging in research related to this field with one to four months of internship training at a JICA domestic or overseas office or project site. In fiscal 2014, in addition to this program, JICA offered the development consultant internship program, whereby interns were dispatched overseas to work with Japanese development consultants responsible for JICA projects on the ground. A total of 35 interns participated, including undergraduate students.

In fiscal 2015, JICA integrated these two types into the single JICA Internship Program that is open to a wider range of participants. In addition to graduate students and physicians, undergraduate students and other health care providers (nursing professionals, midwives, and public health nurses) are eligible for the new internship program.

#### 4. Restarting the Long-Term Overseas Training Program

In fiscal 2014, JICA restarted the invitation of applications for the Long-Term Overseas Training Program to meet the expanding and diversifying aid needs of developing countries. This program is designed to offer educational training opportunity to prospective JICA technical cooperation experts and other development assistance practitioners with adequate advanced expertise. In 2014, JICA selected four successful applicants. Within fiscal 2015, they will be sent to educational institutions overseas to obtain masters' degrees.

### ● Training Work-Ready Personnel

#### 1. Pre-Dispatch Training for Experts

##### — Orientation and Upgrading Skills Immediately Before Departure

Prior to their assignments, JICA provides experts with training programs through which they can obtain a variety of information and know-how on subjects such as JICA's cooperation policy, project content, current trends in aid, effective means of

technology transfer, and other items. These training programs are intended to enable the experts to provide effective assistance shortly after assignment.

## 2. Capacity Enhancement Training

### — Short-Term Intensive Training for Enabling Experts to Work Efficiently Immediately upon Assignment

JICA provides training programs for individuals who already possess skills or expertise in certain specialty fields as well as language proficiency and are expected to be assigned as an expert to a developing country in the future. In fiscal 2014, JICA added a course in the Smallholder Horticulture Empowerment Project (SHEP) approach in addition to courses in environmental and social considerations, and peacebuilding and reconstruction assistance, in light of recent development needs and trends.

## 3. Security Management Training

### — Security Management Training in Collaboration with UNHCR

In collaboration with the Office of the United Nations High

Commissioner for Refugees (UNHCR), Regional Centre for Emergency Preparedness (eCentre), JICA offers training in security management for staff at JICA, the UNHCR, NGOs, international organizations, and governmental agencies. This training is provided to individuals who are engaged in the fields of peacebuilding and reconstruction assistance as well as to those responsible for security management.

## ● Recruiting Human Resources

JICA makes efforts to secure people such as JICA Senior Advisors or Special Advisors with wide practical experience in developing countries who can work immediately for development assistance. JICA Senior Advisors, in particular, fully utilize advanced knowledge and practical experience in their respective specialized fields to contribute to the improvement of the quality of JICA's programs in such aspects as research and dissemination and human resources development, although their main task is to provide advice on their specialized fields or domains. JICA Senior Advisors are also expected to serve as global leaders in their specialized domains.

## Aiming to improve quantity, diversity, and quality of international cooperation activities The Comprehensive International Cooperation Career Information Website “PARTNER”

### What is PARTNER?

PARTNER is a comprehensive career website planned and operated by the Department of Human Resources for International Cooperation. PARTNER provides an abundance of useful information on career development and recruitment to people aiming to engage in a wide range of activities in developing countries. Information from JICA as well as international agencies, government agencies, NPO/NGOs, consulting firms, and Japanese companies aiming to expand their business overseas is put on PARTNER. More than 10,000 people have registered on the PARTNER website. Large numbers of organizations and companies have been approaching those registrants on PARTNER and have recruited them as competent or next-generation leaders.

A place where people who want to participate in overseas projects and the organizations and companies that want to recruit these people can meet each other — this is what PARTNER is.

### Ever-Evolving PARTNER as a Forum for Interaction among Individuals and Organizations

In fiscal 2014, there were 3,323 job listings and 1,711 pieces of information on training programs and seminars, including JICA's information, posted on the PARTNER website, and the number of hits on the main page of the website reached 846,911 during the year. The number of those registered as “human resources for international cooperation” is 10,616 people, while 882 organizations are registered as “international cooperation groups” as of the end of March 2015. The number of registrations has increased significantly compared to the previous year.

In fiscal 2014, JICA renewed the PARTNER website in its entirety to improve access to relevant information and upgrade the content and features for more animated interaction among registered individuals, organizations, and companies.

Specifically, the main page now displays content relevant to each career step for easier access to the information the user needs. The bulletin board “New Arrivals from Organizations” has been set up on the main page to facilitate information dissemination from registered organizations. PARTNER has also added a new feature that allows organizations and companies to

send a job-offer e-mail to individuals who show interest in them.

### Improvement of the Career Consultation Service

PARTNER provides career consultation services for registrants. These services are provided via e-mail, face-to-face, or via Skype for those living in foreign countries or remote areas of Japan. Also, PARTNER conducts holiday and evening career consultation three times each. In this way, PARTNER now offers services in ways that better meet the needs of consultation seekers. In fiscal 2014, a total of 315 career consultations were provided. JICA provides staff members in charge with career counseling training to improve the quality of their services.

JICA also organizes seminars concerning a career in international cooperation in many parts of Japan. In fiscal 2014, JICA held the Seminar on Human Resources for International Cooperation three times and the international cooperation career seminar six times. It also gave on-demand-delivery lectures at universities.

In fiscal 2014, PARTNER introduced a “skills assessment feature” whereby the user can assess his or her skills relating to international cooperation. The user can



<http://partner.jica.go.jp>

get useful information, including a message from a career counselor, on how to improve his or her skills.

### Disaster-Response Human Resources Registration and Utilization System Launched

JICA has launched the disaster-response human resources registration and utilization system in cooperation with the Japan NGO Center for International Cooperation (JANIC). Building on the lessons learned from the experience in assisting in the aftermath of the Great East Japan Earthquake, this system is designed to make it easier for international cooperation organizations such as NGOs to secure human resources capable of emergency disaster response and reconstruction assistance when a major disaster strikes in Japan. PARTNER has set up a dedicated site for this system, which contains an overview of the system, explains the skills required, and provides information on training, seminars, and recruitment.

The dedicated site is primarily aimed at linking skilled individuals that have the will to participate in disaster-related assistance with organizations that seek such individuals. It also offers information on disaster-related training and seminars. In this way, the site will contribute to improve the capacity of registered individuals in terms of not only disaster response but also disaster reduction and prevention.

Going forward, PARTNER will remain committed to further enhancing the quantity, diversity, and quality of its services.

# Emergency Disaster Relief

## For Prompt Response to Emergencies

### ● The JICA Disaster Emergency Support System

JICA is responsible for executing Japan's disaster relief operations in response to requests from the governments of affected countries or international organizations following large-scale disasters. JICA has two forms of assistance: dispatch of a Japan Disaster Relief (JDR) Team and provision of emergency relief supplies.

JDR is composed of four units: rescue team, medical team, expert team, and the Self-Defense Force unit. The decision to dispatch a JDR team is made based on the request of the affected country and consultation among the government organizations concerned. On orders from the Minister of Foreign Affairs, JICA takes charge of JDR operations. On the basis of the Act of the Incorporated Administrative Agency—Japan International Cooperation Agency, JICA is in charge of providing emergency relief supplies.

### ● Operations of the Secretariat of Japan Disaster Relief Teams

#### 1. Dispatch of JDR Teams

The Secretariat of JDR at JICA is in charge of the operation of human resources and relief supplies for overseas afflicted areas. When the Japanese government decides to dispatch a JDR Team, the Secretariat of JDR organizes the team members. In addition to arranging flights for the team and organizing cargo, the secretariat sends a team of JICA personnel for logistics support and provides various other types of support so that team members are ensured of smooth operations in the field. Among the JDR teams, the rescue team and the medical team are most often dispatched.

A JDR rescue team is made up of people from the Ministry of Foreign Affairs, the National Police Agency, the Fire and Disaster Management Agency, the Japan Coast Guard, and JICA, as well as medical staff and structural engineers. It searches for

and rescues people affected by large-scale disasters such as a major earthquake abroad. JDR rescue teams are classified by the International Search and Rescue Advisory Group (INSARAG) as “heavy” or the highest rank.

A JDR medical team, made up of doctors, nurses, pharmacists, paramedical staff, and JICA who are keen to save disaster-affected people, provides medical assistance to these people. The team used to provide only primary care involving outpatient services. Now the team is capable of meeting advanced medical needs, including performing surgeries and dialysis and providing hospitalization services. The medical team has the longest history and is the most frequently dispatched among the JDR teams.

#### 2. Provision of Supplies

In order to provide affected areas with emergency relief supplies in a quick and secure manner, it is necessary to procure and store them beforehand where easy access to such areas is available. JICA keeps a stockpile of such supplies in its warehouses at three locations around the world and at United Nations Humanitarian Response Depots. It may take other approaches in a flexible manner depending on the nature of the disaster and the availability of transportation means. For example, JICA may procure relief supplies in the afflicted country or its neighbors, as appropriate.

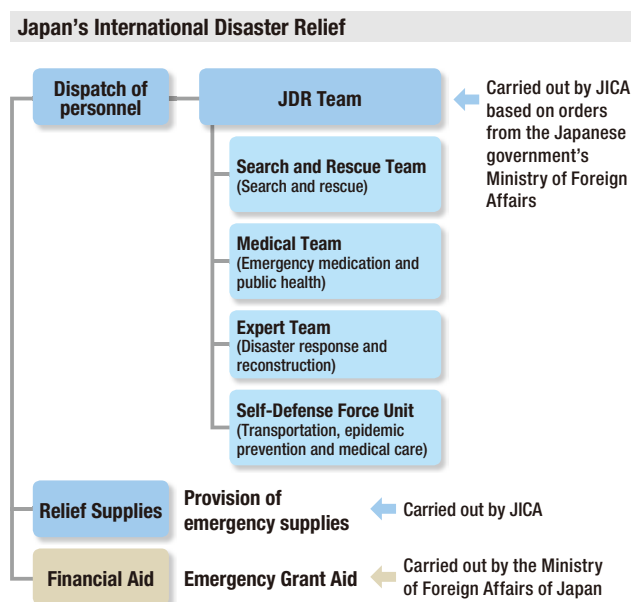
#### 3. Readiness in Normal Times

In order to enable JDR teams to deliver prompt and appropriate assistance in times of large-scale disasters, it is essential to maintain readiness in normal times. To this end, JICA provides various kinds of training to build the capacity of JDR team members.

The rescue team conducts a 48-hour drill in searching and rescuing survivors from under the rubble in a simulated setting. The medical team provides introductory training for aspiring registration applicants. Three times a year, it also offers intermediate-level specialized training as part of its efforts to improve skills and knowledge in disaster medicine. With regard to donor coordination, the Secretariat of the JDR has been working to strengthen relationships with other international organizations concerned, including the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) and the World Health Organization (WHO). In 2014, the JDR Secretariat signed a memorandum of understanding for strengthening ties with UNOCHA.

### ● Seamless Assistance to Cover Both the Emergency Response Phase and the Recovery and Reconstruction Phase

Recent years have seen more and larger natural disasters in the world. Accordingly, international disaster relief operations by Japan, a disaster-prone country with vast experience in disaster management, is increasing in importance. JICA provides seamless assistance in this sector by, for example, combining the dispatch of JDR teams with needs assessment surveys for recovery and reconstruction assistance.



**Emergency Disaster Relief in Fiscal 2014: 28 cases**

| No | Date disaster occurred | Country/region         | Type of disaster  | Type of relief          | Value of material aid       | Supplies provided                                                                                                       |
|----|------------------------|------------------------|-------------------|-------------------------|-----------------------------|-------------------------------------------------------------------------------------------------------------------------|
| 1  | April 2014             | Solomon Islands        | Flooding          | Provision of supplies   | approx. ¥13 million         | Blankets, potable jerry can, water purifiers                                                                            |
| 2  | May 2014               | Afghanistan            | Landslide         | Provision of supplies   | approx. ¥11 million         | Blankets, tents, sleeping pads                                                                                          |
| 3  | May 2014               | Bosnia and Herzegovina | Flooding          | Provision of supplies   | approx. ¥12 million         | Blankets, tents, sleeping pads, generators, cord reels, water tanks                                                     |
| 4  | May 2014               | Serbia                 | Flooding          | Provision of supplies   | approx. ¥12 million         | Tents, sleeping pads, generators, cord reels, water tanks                                                               |
| 5  | June 2014              | Croatia                | Flooding          | Provision of supplies   | approx. ¥11 million         | Blankets, tents, sleeping pads, generators, cord reels, water tanks                                                     |
| 6  | June 2014              | Paraguay               | Flooding          | Provision of supplies   | approx. ¥19 million         | Tents                                                                                                                   |
| 7  | August 2014            | Sierra Leone           | Ebola             | Provision of supplies   | approx. ¥29 million         | Blankets, tents, sleeping pads, plastic sheets, generators, cord reels, potable jerry can, water tanks                  |
| 8  | August 2014            | Liberia                | Ebola             | Provision of supplies   | approx. ¥30 million         | Blankets, tents, sleeping pads, plastic sheets, generators, cord reels, potable jerry can, water tanks, water purifiers |
| 9  | September 2014         | Sierra Leone           | Ebola             | Provision of supplies   | 230,000 sets                | Personal protective equipment (PPE)                                                                                     |
| 10 | September 2014         | Liberia                | Ebola             | Provision of supplies   | 230,000 sets                | Personal protective equipment (PPE)                                                                                     |
| 11 | September 2014         | Guinea                 | Ebola             | Provision of supplies   | approx. ¥30 million         | Sleeping pads, generators, cord reels, potable jerry can, water tanks, water purifiers, non-contact thermometers        |
| 12 | October 2014           | Sierra Leone, Liberia  | Ebola             | Expert team             | 13 people                   |                                                                                                                         |
| 13 | November 2014          | Guinea                 | Ebola             | Provision of supplies   | 230,000 sets                | Personal protective equipment (PPE)                                                                                     |
| 14 | November 2014          | Mali                   | Ebola             | Provision of supplies   | 30,000 sets                 | Personal protective equipment (PPE)                                                                                     |
| 15 | November 2014          | Ghana                  | Ebola             | Self-Defense Force team | 17 people                   |                                                                                                                         |
| 16 | December 2014          | Cabo Verde             | Volcanic eruption | Provision of supplies   | approx. ¥3.5 million        | Generators, cord reels                                                                                                  |
| 17 | December 2014          | Philippines            | Typhoon           | Provision of supplies   | approx. ¥22 million         | Blankets, sleeping pads, plastic sheets, potable jerry can, water purifiers                                             |
| 18 | December 2014          | Maldives               | Fire              | Expert team             | 1 person                    |                                                                                                                         |
| 19 | December 2014          | Indonesia              | Missing airplane  | Self-Defense Force team | 375 people                  |                                                                                                                         |
| 20 | January 2015           | Malaysia               | Flooding          | Provision of supplies   | approx. ¥19 million         | Generators, cord reels, water tanks, water purifiers                                                                    |
| 21 | January 2015           | Malaysia               | Flooding          | Provision of supplies   | approx. ¥10 million         | Blankets, tents, sleeping pads                                                                                          |
| 22 | January 2015           | Malawi                 | Flooding          | Provision of supplies   | approx. ¥19 million         | Blankets, tents, sleeping pads, plastic sheets                                                                          |
| 23 | January 2015           | Mozambique             | Flooding          | Provision of supplies   | approx. ¥15 million         | Tents, plastic sheets                                                                                                   |
| 24 | January 2015           | Madagascar             | Cyclone           | Provision of supplies   | approx. ¥17 million         | Tents, plastic sheets, water purifiers                                                                                  |
| 25 | February 2015          | Albania                | Flooding          | Provision of supplies   | approx. ¥6.1 million        | Blankets, sleeping pads                                                                                                 |
| 26 | February 2015          | Vanuatu                | Cyclone           | Provision of supplies   | approx. ¥20 million         | Tents, sleeping pads, plastic sheets                                                                                    |
| 27 | March 2015             | Vanuatu                | Cyclone           | Medical team            | 13 people and 1UNDAC member |                                                                                                                         |
| 28 | March 2015             | Chile                  | Flooding          | Provision of supplies   | approx. ¥16 million         | Blankets, tents, sleeping pads, plastic sheets, generators, cord reels                                                  |

Concrete Initiatives

Other Activities and Initiatives

**Case Study Vanuatu: Emergency Relief Operations for the Cyclone Disaster****Medical Assistance Fine-Tuned to Accommodate the Conditions of the Affected Areas**

From March 13 to 14, 2015, Cyclone Pam devastated the South Pacific island nation of Vanuatu, displacing more than 100,000 people and destroying 90% of all the buildings in the capital city of Port Vila. Upon request from the Government of Vanuatu on March 16, JICA sent a JDR medical team to the country.

**JDR Medical Team Focused on the Central Hospital in the Capital and a Remote Island**

Upon arrival, the JDR medical team discussed what assistance approach to take with officials from the Government of Vanuatu and rescue and relief teams from other countries. The team learned that medical care was much in demand at hospitals in the capital city and that the damage to medical facilities on the country's remote islands had yet to be assessed. As a result, the JDR medical team decided to focus its resources on the capital's central hospital, where medical care was most needed, and on Pentecost Island in the north.

The central hospital was full of patients, many of whom had been brought from other islands. The hospital's medical staff were exhausted. In these circumstances, the JDR medical team conducted a number of activities, including round visits, guidance and assistance in surgical operations by doctors, nursing activities in operating rooms by nurses, and dispensing by pharmacists. These activities were highly appreciated by local staff

members, who said that the JDR medical team lessened the burden on the hospital, which was increasingly flooded with trauma patients as work to clear the rubble proceeded.

On Pentecost Island, where water and power were in short supply, the JDR medical team toured the villages by boat or on the deck of a pickup truck to assess the damage to medical facilities there. Team members even walked along paths through thick forests that were inaccessible by cars to provide medical care. One day when they arrived at a village, residents were already waiting in line for medical care. The village head said that the Japanese medical team was the first to arrive at the village after the cyclone hit and that he greatly appreciated the fact that the team went out of its way to reach the highly inaccessible inland area.

The JDR medical team supported some 1,000 patients in total, including those it assisted with medicine preparations. This was the result of each member playing many roles and doing his or her best when many roads and communications infrastructure had not been



A team member performing an operation with a Samoan doctor at Vila Central Hospital



Team members striding over a fallen tree on their way to provide medical care on Pentecost Island

restored.

The JDR medical team used to provide medical care revolving around medical tents and other equipment. However, many disaster survivors around the world need medical assistance that is fine-tuned to accommodate their particular conditions. The JDR medical team will continue to make arrangements so that it can deliver medical care that better meets local needs in a flexible manner.

# Research

## The JICA Research Institute Links Research and Practice in Development Work and Contributes to the World's Development Agendas

The JICA Research Institute (JICA-RI) carries out research activities with two main objectives. The first objective is: conducting analysis of development issues in developing countries and contributing to JICA's operation strategies. The second is contributing to constructive discussion on the development agenda by sharing research evidence widely and leading international policy dialogue. With these two objectives, JICA-RI conducts studies that build on the operational experiences and know-how it has accumulated as a development assistance organization.

The results of the researches are published in the form of working papers, policy briefs and books, released broadly through websites and other means, and shared in international conferences and seminars as well.

### ● Basic Policy for Research Activities

#### 1. Incorporating a Comprehensive Perspective

JICA-RI will incorporate a comprehensive perspective in its cross-field research and analysis of development issues, encompassing individuals, society, the state and the market.

#### 2. Integrating Past and Future

JICA-RI will conduct studies based on the past experiences and analytic results of development aid organizations worldwide, including JICA, and make these studies available for use in future aid activities.

#### 3. Sharing Experiences in Japan and East Asia

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

#### 4. Sharing Information with the International Development Community

JICA-RI aims to be a research institute that is open to both Japanese and international partners, including researchers, aid-implementing organizations, governmental bodies, private-sector corporations and NGOs.

### ● Key Domains of Research Activities

#### 1. Peace and Development

JICA-RI conducts comparative analysis of past experiences to uncover ways to effectively prevent and manage armed conflict, and promote post-conflict peacebuilding.

#### 2. Growth and Poverty Reduction

Japan and its East Asian neighbors are considered economic development success stories, having realized growth and reduced poverty. JICA-RI studies these cases from the multifaceted perspectives of individuals, state, market and society, and conducts comparative analysis with economic development in African countries.

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

Regional and global environmental deterioration are major threats to human security in developing countries. JICA-RI conducts research to devise policies for evaluating environmental damage, effective means to manage natural resources, and ways to mitigate or adapt to climate change.

#### 4. Aid Strategies

JICA-RI pursues rigorous academic analysis of the effectiveness of various approaches to international development assistance, utilizing Japan's experience and knowledge. Research is based on principles such as the "capacity development" approach aimed at enhancing multilevel capabilities covering individuals, organizations, governments, and society, and the concepts of "human security" and "dynamic development that benefit all people."

### ● Outcomes of Research Activities

Based on the policies and domains, JICA conducted 20 research projects in fiscal 2014 and published the outcomes.

#### 1. Publications of Research Outcomes

JICA-RI compiles its research outcomes into working papers and publishes them for those engaged in development assistance around the world. In fiscal 2014, JICA-RI released 25 working papers that present findings of the research projects.

For example, JICA-RI released four working papers as part of the outcomes of the research project "Comparative Study on Development Cooperation Strategy: Focusing on G20 Emerging Economies." One of the four papers is "Estimating China's Foreign Aid 2001–2013." This paper attracted considerable interest because there are limited disclosed figures or research data on the amount of China's aid, despite the growing presence of China's foreign aid. Separately, the research results in seven ASEAN member countries, along with China and the Republic of Korea, on how the concept of human security is perceived in their respective countries were published as nine working papers, under the research project "Human Security in Practice: East Asian Experiences," a joint undertaking between JICA-RI and the ASEAN Institutes of Strategic and International Studies (ASEAN-ISIS).

Research outcomes are also compiled as publications by JICA-RI. JICA-RI released six English-language publications and three in Japanese in fiscal 2014.

Among them, the publications released by professional publishers include *Confronting Land and Property Problems for Peace* from Routledge, which discusses land issues in conflict areas; and *Two Crises, Different Outcomes: East Asia and Global Finance* from Cornell University Press, which has compiled the outcomes of the research project titled "The Second East Asian Miracle? Political Economy of Asian Responses to the 1997–98 and 2008–09 Crises."

The books released from JICA-RI in fiscal 2014 include *Perspectives on the Post-2015 Development Agenda*, which

was presented at the 15th annual conference of the Global Development Network held in Accra, Ghana, in June 2014; and *Growth Is Dead, Long Live Growth: The Quality of Economic Growth and Why It Matters*, a collaborative work among JICA-RI, the French Development Agency (AFD), and the Institute of Development Studies (IDS) of the United Kingdom. It was presented in Paris in January 2015.

In addition, three books were released in Japanese in fiscal 2014. They are *Mori wa Kiete Shimaunoka? — Echiopia Saigo no Genseirin Hozen ni Idonda Hitobito no Kiroku* [Will the forests disappear? — A record of people who challenged themselves to conserve the last primeval forests in Ethiopia]; *Inochi no Mizu wo Banguradeshu ni — Hiso ga Kureta Okurimono* [Water of life for Bangladesh — A gift given by arsenic]; and *Punonpen no Kiseki — Sekai wo Odorokaseta Kanbojia no Suido Kaikaku* [A miracle in Phnom Penh — Cambodia's water supply reforms that amazed the world]. These books are published in the series "Project History," which aims at analyzing Japan's contribution to developing countries from a long-term perspective.

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

## 2. Collaboration with International Organizations and Research Institutions

For these research activities, JICA-RI promotes joint research with other research and aid organizations in Japan and the world building partnerships and networks.

For example, JICA-RI and the German Development Institute (DIE) have maintained a collaborative relationship since 2011, by exchanging researchers and organizing joint seminars. In September 2014, two participants from JICA-RI made presentations at a public seminar entitled "Beyond Aid and the future of development cooperation," which DIE organized in Germany. In March 2015, JICA-RI and DIE co-organized a symposium in Japan on aid strategies for emerging economies. In this way, the two institutions have been deepening collaborative ties.

In addition, JICA-RI works with the World Bank, the Asian Development Bank, and other multilateral donors, as well as the Korea International Cooperation Agency (KOICA). It also conducts joint research with researchers at the Institute of Development Studies (IDS) in the United Kingdom, as well as the Initiative for Policy Dialogue (IPD) at Columbia University, and the Brookings Institution, both in the United States.

### Case Study "Japan and the Developing World" Symposium

## Researchers in Japan and from Other Countries Reviewed Japan's Development Assistance

On November 20, 2014, JICA-RI held an open symposium titled "Japan and the Developing World: Sixty Years of Japan's Foreign Aid and the Post-2015 Agenda."

### Commemorating the 60th Anniversary of Japan's ODA

The symposium was organized in commemoration of the 60th anniversary of Japan's Official Development Assistance (ODA). With only months to go before the 2015 deadline to achieve the UN Millennium Development Goals (MDGs), discussions on the post-2015 framework for international development had reached a final stage. JICA-RI had been conducting a research project aimed at reevaluating Japan's ODA in commemoration of its 60th anniversary.

Featuring academics and practitioners from Japan and abroad who have been leading the international debate on development assistance, the symposium aimed to critically review the 60-year history of Japan's ODA and, based on the lessons drawn, discuss how Japan

and the international community should proceed with international cooperation in the future. Twenty-seven keynote speakers and panelists — ranging from researchers and Japanese government officials to representatives of the private sector, NGOs, developing countries, and international organizations—participated in the symposium. Some 200 people attended.

### Building on Partnerships with Various Actors

JICA President Akihiko Tanaka gave the opening remarks, which were followed by keynote addresses by distinguished speakers: Kimihiro Ishikane, Director-General, International Cooperation Bureau, Ministry of Foreign Affairs; Ibrahim Assane Mayaki, Chief Executive Officer, New Partnership for Africa's Development (NEPAD); Vo Hong Phuc, Former Minister of the Ministry of Planning and Investment, Viet Nam; and Cyril Muller, Vice President, World Bank Group. The keynote addresses referred to the achievements and characteristics

of Japan's ODA, as well as the opportunities and challenges in international cooperation for the future.

The keynote addresses were followed by three sessions: "Overview and Political Economy of Japan's Foreign Aid," "Asian Development Assistance Models," and "Japan, MDIs (Multilateral Development Institutions), and the Future of Global Governance in Development Finance." The panelists in these sessions discussed, among other topics, (i) the historical background, characteristics, and issues concerning Japan's ODA; (ii) the characteristics of ODA provided by Japan, China, and the Republic of Korea based on their own experiences of development; and (iii) the history of Japan's relationships with international organizations and what such partnerships should be like in the future.

The last session, titled "The Future of ODA and the Post-2015 Agenda," was joined by representatives from NGOs, private companies, and foundations to discuss the future of international cooperation. Some of the aspects stressed in the session included (i) the importance of building new partnerships based on the advantages and complementarities of each actor when the development actors are becoming more diverse; (ii) building a bottom-up system involving civil society; (iii) innovations in technology; (iv) humanitarian and idealistic perspectives; and (iv) partnerships with the private sector.



Opening session

# Enhancing Development Partnerships

## Contributing for Setting for Development Agenda in Collaboration with International Development Cooperation Agencies

### ● Issues in Recent Years

Japan and other developed countries, along with international development cooperation agencies (hereinafter “donors”), have increased their efforts in recent years to address poverty reduction under the Millennium Development Goals (MDGs). While some goals seem to be difficult to achieve, many countries have made remarkable progress in poverty reduction and the Human Development Index, including a decline in the impoverished population rate.

In recent years, however, development issues have increasingly been globalized and diverse. Such issues include equal and inclusive growth, support for conflict-affected and fragile states, climate change, food security, job creation and access to social services that are the remote cause of the Arab Spring, and disaster risk reduction. Following the Lehman crisis, the amount of ODA provided by 28 member countries of OECD/DAC has generally been flat. Although the amount of ODA from DAC countries in 2014, \$135.2 billion, remained as high as the level of the highest recorded in 2013, it is still far from satisfying the world's development needs. A relatively recent phenomenon has been the rise of private-sector companies, foundations, NGOs, and emerging countries in global development cooperation. Considering that private financial inflows to developing countries go beyond that of traditional donors' ODA, they have begun to take on a critical role in the field of global development.

In response to this situation, the modernization of definitions of ODA and development finance has been discussed in DAC for the first time in about four decades to mobilize more development finance with quality. In the international community, active discussions have been made on the Sustainable Development Goals (SDGs), new development goals for after 2015, the final year of MDGs, as well as on how to mobilize necessary resources to achieve the goals [➡ see the Case Study on page 131]. With regard to the discussion on aid effectiveness that was started in the early 2000s, following the Fourth High Level Forum on Aid Effectiveness held in Busan, Republic of Korea, in 2011, even broader development cooperation with the involvement of civil society, the private sector, and South-South cooperation has been increasingly expected to enhance the effects of the cooperation. It is essential for a development agency to constantly follow trends or changes in global development landscape, and to strengthen its ability to deliver its voice and contribute to international discussions. Furthermore, stronger efforts should be made to promote field level collaboration with other donors. All of these activities are vital to the effective and efficient implementation of development cooperation.

### ● Donor Coordination for Development Cooperation

JICA has established strong partnerships with, for example, European countries, the United States, and international organizations, in such ways as co-financing, collaboration in technical cooperation, and the like. To materialize more effective

and efficient cooperation, collaboration among donors enables to bring different set of expertise and technologies. And to support large-scale development projects, collaboration could be a solution when a single organization cannot meet the required needs. Dissemination of JICA's experience and knowledge through participation in international discussions on development cooperation will not only improve the quality of international initiatives, but also increase the understanding and raise the profile of Japan's experiences, approaches and ODA principles.

JICA actively participates in annual meetings of the World Bank (WB), Asian Development Bank (ADB), Inter-American Development Bank (IDB), African Development Bank (AfDB), European Bank for Reconstruction and Development (EBRD), and Islamic Development Bank (IsDB) and conducts mutual visits with executives of donor agencies. Such dialogues make it possible to share strategic approaches to global development issues as well as to strategies for specific regions and countries.

JICA attended the ADB Annual Meeting in May as well as the International Monetary Fund (IMF) / World Bank Spring Meeting in April and Annual Meeting in October of 2014. JICA executive officers gave keynote addresses, and served as panelists at many side events on recent development issues where they explained JICA's position, activities and policies. In addition, JICA President Akihiko Tanaka further enhanced relationships with think tanks in the United States and Europe, as well as with the United Nations, and occasionally provided lectures that covered the themes of SDGs, quality growth, which includes inclusiveness, resilience, and sustainability, and human security in respective events. All these activities are aimed at promoting a better understanding of JICA's development principles. Jointly with several member institutions of the International Development Finance Club (IDFC)<sup>1</sup> to which JICA belongs, JICA introduced the respective efforts of IDFC and JICA at the UN Climate Summit held in conjunction with the UN General Assembly in September.

In fiscal 2014, with regard to the fields of south-south and triangular cooperation, JICA shared its knowledge, experiences, and good practices with the international community at several international conferences, such as the First High-Level Meeting on the Global Partnership for Effective Development Cooperation, a high-level event hosted by the President of the UN General Assembly, and the UN Global South-South Development Expo.

JICA regularly holds strategic discussions with some of its development partners. In the fiscal year 2014, the first High-Level Dialogue headed by the presidents of the World Bank and of JICA was held to discuss health, disaster risk reduction and climate change at strategic level. JICA also had annual or regular discussions with other international (regional) organizations, such as the ADB, the UN Development Program (UNDP), the Office of the United Nations High Commissioner for Refugees (UNHCR), and

1. An international network composed of 22 national (emerging and developed countries) and sub-regional development finance institutions (as of 2014). Mainly focusing on the green finance, the network provides opportunities for mutual learning and joint projects among members and also is engaged in advocacy campaigns toward the international community.

the European Union (EU). In addition, JICA had discussions with bilateral agencies as well; on health care and gender with the U.S. Agency for International Development (USAID) and on disaster risk reduction, climate change, and sustainable urban development with the French Development Agency (AFD).

Furthermore, JICA aims to deliver cooperation with higher quality through reinforcement of collaboration with nonconventional providers, including the Bill & Melinda Gates Foundation and the Aga Khan Foundation, as well as with the Arab Coordination Group, to which 10 Arab donors belong.

### ● Partnerships with Emerging Countries

In recent years, emerging countries such as China, the Republic of Korea, Thailand, Indonesia, Brazil, Turkey have become development cooperation providers. JICA has attached much value in sharing a variety of development approaches and issues with such emerging countries based on the experience of Japan as Asia's sole DAC member for many years.

In fact, JICA has led the Asian Development Forum every

year, in order to conceptualize Asia's development experiences and share them with international community as the "voice of Asia." Through the Forum, Asian countries including emerging countries and international organizations exchange views and experiences on various topics, such as green growth, inclusive growth, mainstreaming of disaster risk reduction, SDGs, and the middle-income trap.<sup>2</sup>

JICA continues to hold bilateral discussions with development partners in China and the Republic of Korea, namely the Export-Import Bank of China, Korea International Cooperation Agency (KOICA) and Economic Development Cooperation Fund of the Export-Import Bank of Korea (EDCF). In addition, JICA, together with the Export-Import Bank of China, the EDCF, and the Neighboring Countries Economic Development Cooperation Agency (NEDA) of Thailand, holds quadripartite discussions among Asian development finance organizations.

2. A situation where a country that has overcome poverty and reached the middle-income level loses its competitiveness due to rising wages and other reasons.

#### Case Study

#### Symposium on Sustainable Future Cities Jointly Hosted at the UN Headquarters

### Contributing for Setting Sustainable Development Goals (SDGs)

On January 6, 2014, JICA held a symposium at the UN Headquarters under the theme "Sustainable Future Cities We Want." Jointly hosted with Japanese government, the French government, the Organization for Economic Co-operation and Development (OECD), and seven other UN organizations\*, this symposium contributed for setting the Sustainable Development Goals (SDGs), new development goals for after 2015.

#### Disseminating the Importance of Sustainable Urban Development

This discussion was held with more than 15 panelists from JICA, the Ministry of Foreign Affairs, Kitakyushu City, foreign governments, and international organizations, as well as around 100 participants. The discussion details were summarized as the chair's summary by the UN Sustainable Development Solutions Network (UNSDSN), the representative of which served as moderator for this event. The summary was

widely shared at the Seventh Open Working Group on SDGs, held at the UN Headquarters.

Various opinions on sustainable future cities were reflected in the chair's summary, such as "cities where all people are satisfied and happy under inclusive and equal opportunities," "the importance of both the scope (quantity) and quality of services provided by cities," and "the necessity to provide well-balanced services from economic, social and environmental dimensions." In the end, the message "It is important

to include sustainable urban development in SDGs" was disseminated to the world.

#### Reflecting Human Security and Mainstreaming Disaster Risk Reduction in the Policy Document

The Open Working Group on SDGs was established to draw up the SDGs. The working group's outcome document, summarized in July 2014 had been regarded as one of the important bases for negotiations among SDG member countries.

Finally, 17 goals came up for the outcome document. With the concept "sustainable urban development" adopted as a single goal, the outcome document fully contains the details and elements of the foregoing chair's summary.

Other than sustainable urban development, JICA also cooperated with the Ministry of Foreign Affairs and encouraged the heads of international organizations to include "human security" as a guiding principle as well as "mainstreaming of disaster risk reduction" and "universal health coverage (UHC)" as main issues in the SDGs. Thanks to these efforts, these concepts were successfully incorporated in the Secretary-General's Synthesis Report of December 2014, released as the policy document for drawing up the SDGs.



Active discussions held at the UN Headquarters

\* Seven organizations, including the UN Center for Regional Development (UNCRD), the UN Department of Economic and Social Affairs (UNDESA), the UN Development Program (UNDP), the UN Environmental Program (UNEP), the UN Human Settlements Program (UN-HABITAT), the UN Industrial Development Organization (UNIDO), and the UN Sustainable Development Solutions Network (UNSDSN).

# Response to the Great East Japan Earthquake in the Four Years from March 2011

JICA has continuously supported the people and areas affected by the Great East Japan Earthquake in the past four years, starting immediately after the disaster occurrence on March 11, 2011.

At the beginning, main activities of JICA's assistance focused on direct support to the victims including provision of shelters for evacuees, dispatch of JICA volunteers (Japan Overseas Cooperation Volunteers (JOCVs), ex-JOCV JICA personnel), coordination of international humanitarian organizations, and facilitation of NGO activities. After four years, JICA's current engagement centers around compiling lessons-learned from the recovery/reconstruction efforts and sharing them at various occasions including international conferences and seminars.

In the wake of Typhoon Haiyan, or Yolanda, which caused severe damage in the central Philippines on November 8-9, 2013, JICA took advantage of the working relations with quake-affected

areas of Tohoku and dispatched experts from Higashi matsushima City, Miyagi Prefecture, to provide hands-on advice to the affected communities in the Philippines based on their own experience of recovery/reconstruction from the Earthquake.

At the Third UN World Conference on Disaster Risk Reduction held in Sendai, March 2015, JICA made substantive contributions to the discussions on Build Back Better Initiative, which aims at building disaster-resistant societies, based on the knowledge gained through JICA's experience of international cooperation on disaster management.

JICA will continue to engage actively in international disaster management based on the concept of Build Back Better Initiative, as well as tapping on Japan's own experience of recovery and reconstruction from large-scale disasters including the Great East Japan Earthquake.

## 1.

### Compilation of Knowledge on Recovery/Reconstruction

#### (1) Study of Recovery/Reconstruction Processes from Large-Scale Disasters

The study examined recovery and reconstruction processes of past disasters in Japan, as well as those supported by JICA in developing countries, to identify ways and means to improve recovery/reconstruction support in developing countries.

#### (2) Study of Support Approaches for Recovery/Reconstruction from Earthquakes

The study conducted case-studies of recovery/reconstruction processes in 16 areas of 3 prefectures which were severely affected by the Great East Japan Earthquake to identify best-practices in community support activities in light of ensuring sustainable development and human security. The outcome of the study was presented at the UN World Conference on Disaster Risk Reduction.

## 2.

### Dissemination of Knowledge and Lessons-Learned

As a means to mainstream disaster management in development, JICA organized visits to and lectures in the quake-affected areas of Tohoku as part of its various training programs. By the end of fiscal 2014, as many as 3,085 people have been exposed to the reconstruction efforts taking place on the ground.

## 3.

### Promotion of Collaborative Reconstruction Initiatives with Local Governments in Quake-Affected Areas

As an effort to create opportunities of mutual-learning and benefit, JICA Partnership Program (JPP) projects were initiated and implemented by local governments in Tohoku region in partnership with counterpart organizations in disaster-stricken areas of developing countries.

In addition to on-going projects undertaken by Higashi matsushima, Kesenuma and Tagajo Cities of Miyagi Prefecture, new projects are being prepared by Sendai City (Miyagi Prefecture) and Ohfunato City (Iwate Prefecture), waiting for final approval.

A notable example is the case of Higashi matsushima City, which is implementing a JPP project in partnership with Banda Aceh City of Indonesia, who experienced severe damage caused by the Indian Ocean Earthquake and Tsunami of 2004. Both cities concluded a mutual cooperation memorandum in June 2014, after making repeated exchange of delegates from both sides.

## 4.

### Contribution to the Third UN World Conference on Disaster Risk Reduction

In order to share Japan's own experience of recovery/reconstruction effort after the Earthquake and JICA's support initiatives in Tohoku, JICA organized four public forums during the period of conference, under the concept of "Tohoku & the World (Tohoku is Tightly Connected to the World)," where various reconstruction experiences to realize sustainable society were introduced.

## 5.

### Promotion of Human Resource Development for Reconstruction of Disaster Affected Areas

JICA has been dispatching former JICA volunteers as the "Town Recovery Promoters" to Higashi matsushima City, Miyagi Prefecture since August 2011. A JICA staff member has also been seconded to the "Fukushima Future Center for Regional Revitalization" at Fukushima University.

Furthermore, since January 2013, as many as 111 former JICA volunteers have been dispatched (as of March 2015) to the quake-affected prefectures under the partnership agreement with the Reconstruction Agency and the Japan Overseas Cooperative Association.

With a view to disseminating experiences of collaboration between domestic and overseas local governments with similar situations and discussing innovative approaches of recovery/reconstruction, JICA organized a capacity building program in November 2014 for 70 local government personnel seconded to Tohoku region from non-affected prefectures of Japan in partnership with Miyagi Regional Bureau of Reconstruction Agency.

Finally, building on the findings gained from the "Study of Support Approaches for Recovery/Reconstruction from Earthquakes," JICA held a workshop titled "Reconstruction & Local Development & the World," on January 31, 2015, involving reconstruction supporters for the Great East Japan Earthquake and community development promoters, mainly consisting of former members of JOCV.

# Cooperation Modality / Operation, Management and Evaluation



Sri Lanka: A scene near the Hamilton Canal  
(photo by Jiro Nakahara)

## Cooperation Modality

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# Technical Cooperation

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

### ● Responding to Diverse Needs

Technical Cooperation is people-to-people cooperation that supports developing countries in enhancing their comprehensive capacities to address development challenges by their own efforts. The needs of developing countries are becoming increasingly diverse. In addition to the development of agriculture, transport infrastructures, industries, healthcare services and education, in recent years, these needs have extended to development of legal systems, transitioning to a market economy, peacebuilding and reconstruction assistance, and environmental and climate change measures.

Formulating customized cooperation plans with developing countries enables JICA to provide multi-tiered assistance for human resources development, organizational strengthening, policy formulation, and institutional development in developing countries, by utilizing the knowledge, experience and technologies of both Japan and developing countries.

### ● Effectively Combining a Variety of Components

#### 1. Dispatch of Experts

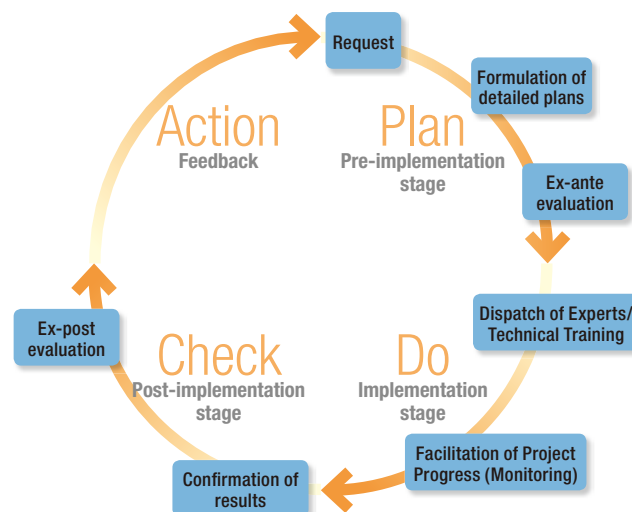
Japanese experts are dispatched to developing countries to provide necessary technologies and knowledge to government officials and engineers (the counterparts of the partner country). At the same time, they cooperate with these counterparts to develop/disseminate technologies and systems that are suitable to the partner country. Depending on the historical background, language, and regional characteristics of the partner country, JICA can also dispatch experts from third countries (countries other than Japan or the partner country) in order to deliver services more efficiently.

#### 2. Technical Training

JICA invites competent personnel in developing countries, who are responsible for social and economic development, to Japan as training participants. They participate in training programs in Japan to acquire the knowledge and technologies needed in their countries (e.g. Knowledge Co-Creation Program's Group and Region Focus courses, Country Focus courses or Young Leaders



Maternal and Child Health in Africa, a region-focused training program:  
Training participants smiling at a baby (photo by Kenshiro Imamura)



courses) [➔ See page 136 for details]. JICA also organizes overseas technical training programs outside Japan.

#### 3. Provision of Equipment

Equipment needed by experts etc. for addressing development challenges and implementing effective cooperation is provided to partner countries.

#### 4. Technical Cooperation Projects

Technical Cooperation projects, which use the optimal combination of the “Dispatch of Experts,” “Technical Training” and/or “Provision of Equipment,” are the core operation of JICA’s Technical Cooperation. Project outcomes can be obtained by working together with the counterparts and associated organizations in the partner country through planning, implementing, monitoring and evaluating the project in a systematic and comprehensive manner [➔ see the figure].

#### Implementation Process

##### 1) Project Identification and Formulation

JICA identifies and formulates projects through discussions with the government of the partner country, information gathering by JICA overseas offices, preparatory surveys and other activities.

##### 2) Request and Approval

Based on the request from the partner country, the Ministry of Foreign Affairs of Japan, related ministries and agencies and JICA decide on the approval of the project. Approved projects are reported by the Japanese government to the partner country and note verbales concerning the cooperation are exchanged through the diplomatic channel.

##### 3) Planning / Ex-Ante Evaluation

In order to clarify details and expected outcomes of the project and examine the appropriateness of implementation, a detailed planning survey is conducted. Five evaluation criteria, namely



Digital Topographic Mapping Project in Burkina Faso: An expert and his counterparts discussing the digital mapping process of the country. Maps on a scale of 1:50,000 are indispensable fundamental data for national development. (Photo by Akio Iizuka)

relevance, effectiveness, efficiency, impact, and sustainability, will be evaluated as part of ex-ante evaluation.

#### 4) Project Implementation/Monitoring Project Progress

JICA and the government organization of the partner country sign Record of Discussions (R/D) regarding project implementation, details of the activities and necessary measures.

During the project, based on the plan formulated at the planning phase, JICA and partner organizations implement the project with periodical monitoring. Then, the outcomes are reviewed at the end of the project.

#### 5) Follow-up / Ex-Post Evaluation

Although projects usually finish after a certain period, complementary assistance will be provided as necessary. Ex-post evaluation is conducted two or three years after the project completion and the evaluation results are then shared as lessons learned and used as a reference when formulating and implementing similar projects.

### 5. Technical Cooperation for Development Planning

While supporting developing countries' policy formulation and master plans, JICA provides technologies, such as survey/analysis methods and planning methods to the counterparts in the partner country.

Following the completion of this cooperation, developing countries are expected to conduct the followings.

- 1) Formulate plans for sector/regional development or rehabilitation/reconstruction by utilizing the recommendations;
- 2) Implement plans (project) by raising funds from international

organizations and others; and/or

- 3) Carry out the recommended organizational/institutional improvements.

### 6. Science and Technology Cooperation on Global Issues

As a modality of JICA's Technical Cooperation, "Science and Technology Research Partnership for Sustainable Development (SATREPS)" incorporates elements of joint research for developing and applying new technologies and acquiring new scientific knowledge. SATREPS will help address global challenges [environment, energy, natural disasters (disaster prevention), infectious diseases, food supplies and other problems that require global cooperation] by using partnerships that encompass universities and research institutions, etc. in Japan and those in developing countries [ → see page 120 for details].



Identification of Anti-Hepatitis C Virus (HCV) Substances and Development of HCV and Dengue Vaccines in Indonesia: A long-term expert supervising a young researcher at Airlangga University (photo by Mika Tanimoto)

# The Knowledge Co-Creation Program (KCCP)

## Implementation of the Strategic Training Program

### ● Globally Unique Knowledge Co-Creation Program

Implementation methods of JICA's Technical Cooperation can be divided into two approaches. One is overseas cooperation by dispatching experts and volunteers in various development sectors to developing countries; the other is domestic cooperation by inviting participants from developing countries to Japan. The latter is the Knowledge Co-Creation Program, formerly called a Training Program, and is one of the core programs carried out in Japan. By inviting officials from developing countries and with cooperation from domestic partners, the Knowledge Co-Creation Program provides technical knowledge and practical solutions for development issues in participating countries.

JICA hosts approximately 11,000 participants every year in cooperation with its 10 international centers and three branch offices across Japan. The majority of the participants is affiliated with the partner governments and is decision makers, technical advisors and practitioners, concerned strategic personnel, and so forth. Moreover, there has been an increase in NGO-affiliated participants and private-sector participants, reflecting the diversified needs of developing countries and capacity expansion of Japan's cooperation programs. The Knowledge Co-Creation Program is undertaken in cooperation with universities, research institutes, private-sector enterprises, public-interest organizations, NGOs, and other organizations as well as central and local governments.

Implementation of the Knowledge Co-Creation Program has significance with regard to the utilization of Japan's development experience and know-how by adapting them to each partner country, rather than only sharing Japan's advanced technologies



African participants hearing an explanation about a method of producing apple juice as a processed agricultural product, Takigawa City, Hokkaido  
Knowledge Co-Creation Program (Young Leaders) — African Countries (English) / Vocational Training Education

and skills. To learn and understand Japan's knowledge, skills, and experience, it is often required that on-site experience concerning Japan's institutional know-how is put into practice, as well as the background and the transitions underlying Japan's social system.

One of the specific characteristics of the Knowledge Co-Creation Program is to provide an opportunity for participants to become aware of and reexamine the issues and challenges of their own countries from outside by experiencing Japan. Hence, participants get to be able to tackle various development issues in their home countries with a different perspective. Among the courses of the Knowledge Co-Creation Program, the Group and Region Focus courses, in which participants are from several different countries, give opportunities to participants to examine a variety of issues not only from the perspectives of Japan and their

## Contribution to Regional Revitalization and Solutions to Development Issues — Formulation of JICA's Domestic Strategy



Director General  
Domestic Strategy and Partnership Department  
Satoshi Iwakiri

Regional revitalization has been emphasized as one of the Japan's important tasks. Along with the Japanese government's approach, JICA first developed the JICA's Domestic Strategy in February 2015 with the following three pillars: (1) re-acknowledgement of the importance of the Knowledge Co-Creation Program; (2) contribution to Japan's regional revitalization; and (3) re-establishment of JICA's domestic operational structure. JICA's domestic offices play an important role in connecting the development needs of developing countries to Japan's regional resources and know-how. This approach aims for a win-win contribution to both the development of developing countries and the revitalization of Japanese local communities.

In addition to strengthening the existing cooperation with conventional partners, JICA believes that it is also important to establish and expand its linkage with new partners, such as small and medium-size enterprises, for the effective implementation of the JICA's Domestic Strategy.

### “Co-Creation” of New Values through Mutual Learning

JICA's Knowledge Co-Creation Program not only contributes to regional revitalization, but also facilitates participants' understanding of Japan's technologies and quality services. In this regard, the program has been receiving attention from the government approach of Infrastructure Systems Export Strategy. In May 2015, JICA developed the Knowledge Co-Creation Program Strategy to boost Japan's competitiveness with a worldwide view. Under the concept of “Co-Creation,” which produces new value through interactive learning opportunities, JICA carries out innovative and quality program that can accommodate both the development needs of developing countries and Japan's policy challenges.

Furthermore, JICA also bolsters the Japanophile network by working with its alumni associations of former participants, who are valuable assets for Japan.



Participants from Fiji, the Philippines, Tanzania, Kenya, and Afghanistan visiting a community center for regional development and learning about its integrated approach, Iida City, Nagano Knowledge Co-Creation Program (Group and Region Focus) — Participatory Local Social Development (photo by Mika Tanimoto)

own countries, but also from multifaceted viewpoints among all participating countries by exchanging opinions and information. Group and Region Focus courses thus offer valuable insights and discoveries to each participant.

The Knowledge Co-Creation Program, a globally unique program in terms of its scale and diversity, is an essential tool of JICA's Technical Cooperation by utilizing Japan's own knowledge, skills, and development experiences to promote human resource development and to solve development issues in partner countries.

#### ● Multifaceted Benefits of the Knowledge Co-Creation Program

The goal of the Knowledge Co-Creation Program is to contribute to solving development issues in partner countries; meanwhile, the program also has achieved many other benefits.

To date, over 320,000 people have participated in the Knowledge Co-Creation Program, and the participants have met numerous Japanese people during their stays in Japan and returned home with a deeper understanding and familiarity of Japan by learning about it. Meanwhile, on-site activities designed in the program also benefit Japanese society. For instance, private-sector and public organizations can obtain direct information about developing countries and build relationships that may lead to expansion of their overseas operations and capacity. In addition, university students and researchers can acquire a greater global perspective by interacting with the participants. As a result, the Knowledge Co-Creation Program creates additional benefits of invigorating various regions of Japan and fostering its people with global attitude and knowledge.

Again, the Knowledge Co-Creation Program contributes to solving issues in developing countries. In addition, fostering Japan experts and Japanophiles, revitalizing Japanese local communities, and fostering global human resources are

other important benefits of the program. Consequently, JICA implements the Knowledge Co-Creation Program by identifying these significant benefits.

#### ● Implementation of the Strategic Knowledge Co-Creation Program

For the implementation of the Knowledge Co-Creation Program, JICA has strived to establish the program to emphasize the multifaceted aspects of its outcomes. Meanwhile, to strengthen the quality of the program with better effectiveness and efficiency, JICA ascertains the trend in other cooperation modalities and also examines all development issues, such as education, agriculture, etc.

JICA has been reinterpreting its Knowledge Co-Creation Program with three main pillars: (1) a fundamental role in realizing effective international cooperation; (2) an opportunity to encourage participants, who will forge the future in developing countries, to understand Japan; and (3) a contributor to globalizing Japanese local communities. Along with the current remarkable growth of developing countries, JICA understands them as important partners and will improve and enhance the Knowledge Co-Creation Program based on the concept of “co-creation,” which produces new values through interactive learning among the participating countries and Japan. JICA will further strengthen the Knowledge Co-Creation Program that can tackle newly emerging issues, crosscutting issues and Japan's policy challenges.

In addition to the Knowledge Co-Creation Program, JICA is working on organization-wide efforts to provide a more flexible and strategic approach mainly for senior officials and policy makers. This approach aims to deepen the participants' understanding of Japanese technologies, development experiences, and principles through conversations and discussions with Japanese high officials and concerned agencies.

# ODA Loan and Private-Sector Investment Finance

Providing Development Funds with Concessional Terms to Support Ownership by Developing Regions

In many developing countries and regions, economic and social infrastructure encompassing electricity, gas, transportation, water supply and sewerage systems, is underdeveloped. Furthermore, in recent years, global issues such as HIV/AIDS and other communicable diseases, air and water pollution, climate change, conflicts and terrorism, and financial crises have emerged in addition to the problems of poverty. To address these issues, the international community set the Millennium Development Goals (MDGs) as common goals, while individual countries have formulated a host of measures.

Loan Aid provides relatively large amounts of development funds under concessional terms to developing countries and regions to support their efforts for growth and development.

## ODA Loan

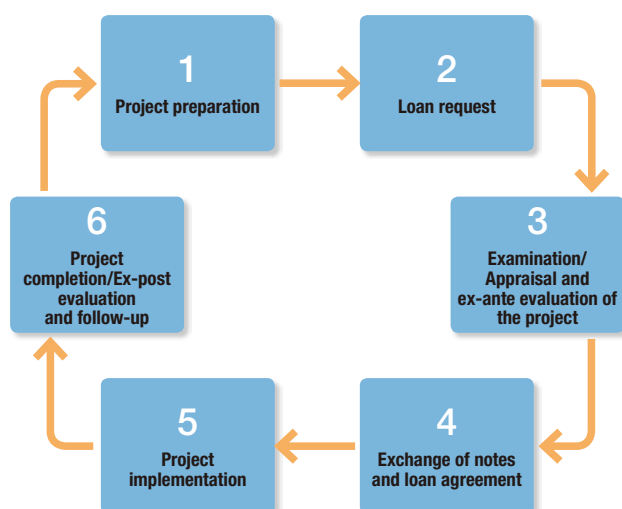
### ● Support and Emphasize Ownership by the Developing Country

Ownership is crucial for economic growth and poverty reduction in developing countries. An ODA Loan, which requires repayment, promotes efficient use of the borrowed funds and appropriate supervision of projects, thereby bolstering developing countries' ownership in the development process. In addition, as an ODA Loan is financial assistance with a repayment obligation, this method of assistance places a relatively small fiscal burden on the Japanese government and represents a sustainable instrument for ODA.

### ● Flow of an ODA Loan: Project Cycle

An ODA Loan follows six steps, and lessons learned from ex-post evaluations implemented at the final stage will be fed back into preparations for new projects. This flow of steps is called the Project Cycle.

ODA Loan Project Cycle



### ● Types of ODA Loans

#### 1. Project-Type Loans

##### 1) Project Loans

Project loans, which account for the largest portion of ODA Loans, finance projects such as roads, power plants, irrigation, water supply and sewerage facilities. The loans are used for the procurement of facilities, equipment and services and/or for conducting civil and other related works.

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

Engineering Service (E/S) loans are for engineering services necessary in the course of survey and planning stages of projects. These services include reviews of feasibility studies, surveys on detailed data on project sites, detailed designs, and the preparation of bidding documents. In the same manner as Project Loans, completion of feasibility studies or their equivalent and confirmation of the project's overall necessity and relevance are prerequisites for this type of loan.

##### 3) Financial Intermediary Loans (Two-Step Loans)

Financial intermediary loans are implemented through the financial institutions of the recipient country based on the policy-oriented financial system of the partner country. These loans provide funds necessary for the implementation of designated policies, such as the promotion of small and medium-scale enterprises in manufacturing, agriculture, and other specified industries and the construction of facilities to improve the living standards of the people with low income. These loans are known as "two-step loans (TSL)" because under the process, funds pass through two or more financial institutions before the end-beneficiaries receive the funds. Under this type of loan, funds can be provided to a large number of end beneficiaries in the private sector. Since these loans are implemented through local financial institutions, strengthening of the operational capabilities of these institutions and the development of the financial sector of recipient countries are also expected as the result of these loans.

##### 4) Sector Loans

Sector loans are for materials and equipment, services and consulting required for the implementation of development plans in a specific sector consisting of multiple sub-projects. This type of loan also leads to improved policies and systems in the sector.

#### 2. Non-Project Loans

##### 1) Program Loans

Program loans support the implementation of national strategies and poverty reduction strategies of developing countries that are seeking to improve policies and implement general system reforms. In recent years, the most common type of these loans is one in which proceeds are incorporated into the target partner country's budget. In confirming achievement, consultation proceeds with future reform items in support of

reforms based on a long-term framework. There are many instances in which these types of loans take the form of co-financing with the World Bank and other multilateral development banks (MDBs).

## 2) Commodity Loans

In order to stabilize the economies of developing countries, commodity loans provide settlement funds for urgent and essential import of materials to the countries that are experiencing a worsening foreign currency situation and facing economic difficulties. These loans are often used to import commodities such as industrial machinery and raw materials, fertilizer and pesticide and agricultural and other kinds of machinery, the specifics of which are agreed on beforehand between the Japanese and recipient governments.

## 3) Sector Program Loans

This type of loan is a Commodity Loan used simultaneously to support development policies in prioritized sectors of developing countries. Local-currency counterpart funds received by the government as payment for foreign currency sold to importers are utilized for public investment for sector-specific development.

# Private-Sector Investment Finance

## ● Support for Development Projects by the Private Sector in Developing Countries

In recent years, the importance of the private sector in economic and social development in developing countries has been steadily increasing, as international organizations as well as European and U.S. donors greatly boost their support for the private sector. Private-Sector Investment Finance aims to stimulate economic activity and improve the living standards of people in developing countries through equity investments and loans for projects undertaken in developing countries by the private sector. Private-Sector Investment Finance was fully resumed in 2012 after completion of a pilot phase that started in 2011.

## ● Scope of Support

Private-Sector Investment Finance is for such projects with high levels of development effectiveness in developing countries as fall within following three categories: (1) infrastructure and growth acceleration; (2) MDGs and poverty reduction; and (3) climate change.

## ● Organizational Structure of Risk Assessment and Control

Private-Sector Investment Finance has been resumed with an appropriate organizational structure for risk assessment and control. In addition to mutual checks and controls among the departments concerned, JICA conducts portfolio management for the whole of Private-Sector Investment Finance through an independent account<sup>1</sup> and is reinforcing its capacity for project implementation, risk assessment and management.

## Utilization of ODA Loan for PPP Infrastructure Projects

**In developing countries, the high demand for infrastructure development, coupled with the pressures on national budgets, is making governments move towards encouraging the private sector to invest in infrastructure projects.**

Many companies, not only in Japan but in other countries, have been increasingly interested in PPP infrastructure projects, while several issues still remain, such as the burden of an enormous amount of initial investment, proper risk allocation between the government and the public sector, and securing profitability. Addressing these challenges, the importance of public assistance by developing-country governments for PPP infrastructure project shall not be overlooked.

In this context, JICA introduced the new schemes to utilize ODA Loan to support public expenditures and assurances borne by developing-country governments. These efforts are expected to mitigate the burden on public budgets in recipient countries and further facilitate PPP infrastructure projects.

### VGf: Viability Gap Funding

To meet the funding gap of economically essential infrastructure projects, proceeds of the ODA Loan will be used as a subsidy (Viability Gap Fund (VGf)) contribution by developing countries to PPP infrastructure projects.

### EBF: Equity Back Finance

Proceeds of the ODA Loan will be used as an equity contribution by the developing countries to PPP infrastructure projects.

### Contingent Credit Enhancement Facility for PPP Infrastructure Development (CCEF-PPP)

To enable the recipient government to develop and implement measures for ensuring payments based on a sales-contract, thereby promoting infrastructure investments through PPP approach with the optimal risk sharing between the public and the private entities.

1. In the Private-Sector Investment Finance independent account, loans totaled ¥1.1 billion, affiliate companies' stock was ¥43 billion, and investment securities were ¥100 million as of March 31, 2015. Ordinary revenues were ¥36.4 billion (including dividends on investments of ¥36.2 billion) and net income was ¥36.1 billion in the year ended March 31, 2015. The independent account received the assets of the Private-Sector Investment Finance operations on October 1, 2008, when JICA was established under its current structure. Ordinary revenues consist of dividends on investments, interest on loans, and other revenues from Private-Sector Investment Finance; ordinary expenses consist of loss on valuation of affiliated companies' stock, loss on investment securities, interest on borrowing, provisions for the allowance for possible loan losses, outsourcing expenses, and other items involving Private-Sector Investment Finance. Revenues and expenses that are not directly related to Private-Sector Investment Finance, (depreciation, real estate expenses, personnel expenses, etc.) are not included in the independent account revenues and expenses.

# Grant Aid

## Grant Development Funds to Support Building Foundations for the Future of Developing Countries

### ● Building Foundations for the Future of Developing Countries

Grant Aid is a type of financial assistance in which funds are granted to a developing country to support construction works or services such as procuring equipment and materials that are necessary for economic and social development. Since Grant Aid is financial assistance with no obligation for repayment, it targets mainly developing countries with low income levels.

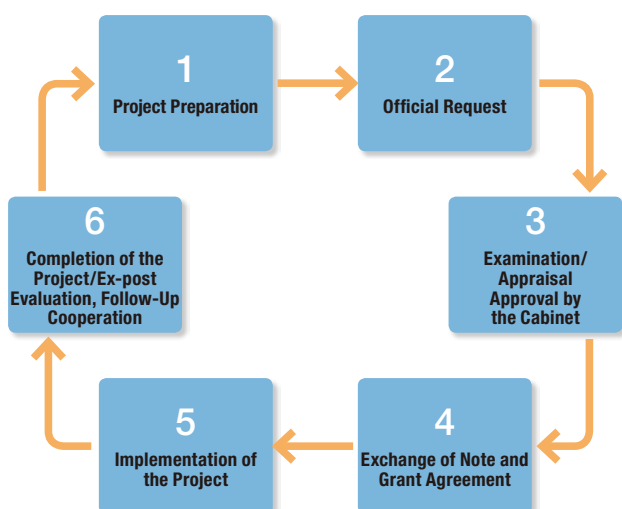
Assistance is given to development projects that are essential in developing countries' nation building, including: construction of hospitals or schools and increasing access to safe water supply to satisfy basic human needs; improvement of irrigation systems to promote development of communities and agricultural productivity; construction of roads and bridges to build socio-economic foundations; building facilities to promote environmental conservation; and developing human resources. In recent years, assistance has also been provided for peacebuilding, developing business environments, disaster prevention and reconstruction after disasters, and measures to cope with climate change. Where necessary, technical guidance for operation and maintenance, etc. (soft components) is also provided, so that the facilities and other systems financed by Grant Aid are sustainably managed.

### ● Project Cycle for Grant Aid

The Grant Aid is carried out in a project cycle consisting of six major steps, as described in the chart.

- 1 By conducting a preparatory survey for cooperation as part of 'project preparation,' JICA examines the appropriateness of the project to be carried out by Grant Aid, and develops a plan of the project through discussions with the government of the partner country.
- 2 At the receipt of 'official request' of the project from the partner country, JICA examines and appraises the contents of the project.
- 3 Based on the result of JICA's appraisal, the Japanese

Grant Aid Project Cycle



government decides to implement a project financed by Grant Aid through 'approval by the Cabinet.'

- 4 After approval by the Cabinet, the government of the partner country signs the 'Exchange of Notes' with the Japanese government, then signs a 'Grant Agreement' with JICA.
  - 5 Thereafter, the project starts with the government of the partner country as client. In order to ensure proper and smooth implementation of the project, JICA monitors progress of the project and gives advice to stakeholders including the government of the partner country, while respecting the project ownership by the partner country.
  - 6 After 'completion of the project,' JICA prepares an 'ex-post evaluation,' and where necessary, provides 'Follow-Up Cooperation' in the form of materials and equipment procurement, emergency repair work, etc. The result of the evaluation is also referred to in the preparation of new projects.
- By applying this set of project cycle steps from the planning stage to ex-post evaluation, JICA provides strategic and effective support through Grant Aid.

### ● Types of Grant Aid Implemented by JICA

#### 1. Project Grants

This is a type of Grant Aid in which the government of a partner country enters contracts with consultants or contractors to build facilities or to procure equipment and materials. It is mainly used for establishing foundations for basic human needs or for building socio-economic infrastructures.

#### 2. Sector Grants

This is a type of Grant Aid in which multiple sub-projects are implemented in a flexible manner under a single Grant Aid program. When assisting restoration or reconstruction from disputes or disasters, prompt and flexible responses to a variety of rapidly changing needs are required. Therefore, this type of Grant Aid was applied to a project to support Syrian refugees in Jordan, and to a project for restoration and reconstruction after disasters caused by Typhoon Yolanda that struck the Philippines in November 2013.

#### 3. Grant Aid in Association with an International Organization

This is a type of Grant Aid in which an Exchange of Notes and a Grant Agreement are signed with an international organization to implement a project for the government of a partner country while making use of the expertise of the international organization.

#### 4. Grant Aid through Budget Support

This is a type of Grant Aid in which budget support is provided for a developing country for purposes such as the promotion of a poverty reduction strategy that is a comprehensive development plan for the country's socio-economic development. There are three categories in this type: (1) general budget support, in which purposes and expense items are not specified; (2) budget support for a sector in which purposes and expense items are limited to a

certain sector; and (3) budget support for a common fund in which support is given to a special account opened by the government of a partner country or a supporting agency.

## Recent Initiatives

### 1. Reviewing of the Sub-schemes

Grant Aid was divided into 17 sub-schemes according to the purpose and implementation modality of the projects, and a separate procedure was set for each sub-scheme. The Ministry of Foreign Affairs reviewed the sub-schemes from fiscal 2015. By consolidating the sub-schemes, it has become possible to create projects with greater flexibility to suit local needs or political agendas.

### 2. Wider Application of the Grant for Contingency

Since fiscal 2009, JICA has been introducing the grant for

contingency to some projects on a trial basis to cope with unexpected situations that may arise in the course of Grant Aid project implementation. From fiscal 2015, the application of the grant for contingency has been expanded to all projects which consist of construction works and some of the projects consist of procurement of equipment.

Together with allocation of the additional grant (a grant to retroactively increase the maximum amount provided for a Grant Aid project previously approved by the Cabinet), which has been applied since fiscal 2013, this will assist smooth project implementation by Japanese companies that contract for Grant Aid projects by flexibly coping with unexpected risks in developing countries, such as a sudden rise in material costs, discrepancies between conditions for construction and actual construction sites, deterioration of security situation or political instability, and natural disasters.

#### Case Study

#### Philippines: Project for Improvement of Water Supply Systems in the Metropolitan Cebu Water District

### Making Use of Japanese Local Government's Expertise and Technologies

The Metropolitan Cebu Water District is a water supply area of the largest scale in the Philippines. In order to improve the water supply conditions in this District, JICA supports implementation of a system that accurately monitors the water supply situation in real time. Expertise that has been gained over the years by the Water Works Bureau of Yokohama City is utilized for the design and the management of the system.

Local governments in Japan have accumulated experiences through overcoming various challenges in connection with urban development. They also have expertise that they have gained through operation of public works, such as water and sewer services and solid waste management, which have expanded along with the economic growth of Japan. Many developing countries with rapid economic growth face problems similar to those that Japan once experienced.

#### 'Building a Relationship' to 'Exporting Technologies'

In Metro Cebu, the second-largest metropolitan area in the Philippines, reducing the unaccounted water ratio (water lost by drain-

pipe leakage or by theft through illegal usage, etc.) and improving water pressure were big challenges in meeting increasing water demand from rapid economic and urban growth.

Meanwhile, the Executive Forum for Enhancing Sustainability of Urban Water Service in the Asian Region, cohosted by the City of Yokohama and JICA in 2010, was an opportunity for Yokohama to start its relationship with Metro Cebu. Yokohama has built a relationship with Metro Cebu through conducting field study in Metro Cebu and providing training for Water District personnel. Based on these experiences, the Philippine government requested the Japanese government to provide Grant Aid to introduce a real-time and accurate monitoring system which was utilized by the



A scene from plumbing training conducted at the Water Works Bureau of Yokohama City

Water Works Bureau of Yokohama City, so that they could operate and manage the water supply facilities properly.

Yokohama Water Co. Ltd.,<sup>1</sup> owned by the City of Yokohama, was involved in a preparatory survey for cooperation on this project, in a form of a joint venture with NJS Consultants Co. Ltd. The expertise of Yokohama City is incorporated in the system design for a central control system to be installed. Furthermore, Yokohama Water is to conduct training on water control using the new system as well as maintenance and management of the new system, which is part of the soft components scheduled to be provided in the Grant Aid project.

By building relationships between Japanese local governments and developing countries through Grant Aid, it is expected to spread and expand the technologies and expertise of Japanese local governments overseas, and moreover, to contribute to revitalization of Japan's local communities.



A mission member of Yokohama Water measuring flow velocity using an ultrasonic flowmeter in Cebu

1. A company incorporated in 2010 for the purposes of developing business based on the water supply technologies and expertise that Yokohama City had accumulated, and contributing to solving problems that domestic and overseas waterworks face. The company is 100% owned by the Water Works Bureau of Yokohama City.

# Follow-up Cooperation

## Follow-up Cooperation Adds Value to Projects

### ● Post-Project Support

Cooperation projects conducted by JICA are completed in a predetermined period. JICA carries out ongoing monitoring after each project has ended to assess the partner country's self-help efforts in maintaining and enhancing the results of the project. JICA also provides supplementary support when necessary. Such support is referred to as "Follow-up Cooperation," which is divided into two categories.

#### 1. Follow-up Cooperation to Solve Problems with Facilities and Equipment

This type of cooperation involves working with partner countries to solve problems that may have arisen with facilities constructed by or equipment provided through JICA's cooperation projects. Such problems can occur owing to a variety of factors, including damage caused by natural disasters, a shortage of financial resources in partner countries due to worsening economic situation, or problems with the maintenance of the facilities or equipment.

For example, the Shokue Irrigation System in Mozambique was developed in the 1950s through the 1970s and enjoyed large rice production, called the "national grain storehouse" at that time. However, budget cuts due to discontinuance of the national farm system and the massive flood in 2000 brought the country into a remarkable decline in irrigation capability. In response to this, Japan started a Grant Aid program in 2001 to support renovation work for the main canal and the water intake and water level-regulating dam at the uppermost reaches of the river. This effort successfully secured the flow rate necessary for irrigation, eventually contributing to sound agricultural production.

However, the flood that occurred in January 2012 not only destroyed part of the irrigation system but also submerged 1,200 ha of neighboring agricultural fields. Even worse, part of the main canal and drainage path was also demolished due to the flood. In spite of efforts by the Mozambican government to restore the irrigation system, the scale of damage was too severe to be handled by the country, and emergency response was also required. Thus, JICA assisted the government in restoring the damaged main canal and drainage path through follow-up cooperation from 2013 to 2014. In addition to the self-help efforts by Mozambique, the timely follow-up cooperation by JICA successfully recovered the original function of the main canal and other facilities that had been developed under the Grant Aid program. As a result, this endeavor minimized damage to agricultural production.

#### 2. Follow-up Cooperation to Expand Project Benefits

Another type of Follow-up Cooperation is the provision of additional support to partner countries to add new value to completed projects or training programs in line with their project goals, thereby spreading and expanding the benefits that accrue from a project. Since the program's establishment, JICA has hosted in Japan more than 320,000 training program participants from developing countries. These participants will



Support for restoring Shokue Irrigation System, destroyed by a flood (Mozambique)



The ASEAN regional meeting held in 2014, gathering former participants from ASEAN countries (Myanmar)

play key roles in the future development of their respective countries while also functioning as "important human assets" that serve as bridges connecting Japan with many countries around the world. To maintain and develop friendships with these ex-participants, who have gained a positive understanding of Japan, as well as to support the ongoing enhancement of the skills and knowledge they acquired in Japan, JICA supports the formation and maintenance of alumni associations of ex-participants in their home countries through Follow-up Cooperation.

In Myanmar, for example, nine former JICA participants set up an alumni association in 2003. After a steady increase in the number of members, as of March 2015 the association has 1,132 alumni who are actively working in various fields today. As one of their activities carried out in 2014, they donated money, stationery, and used books to monasteries to support the socially vulnerable. Moreover, former participants in ASEAN countries organized the first ASEAN regional meeting in 2014 in Myanmar, where they formed a network of alumni not only with the association in Myanmar but also with those in the ASEAN region. In this way, Follow-up Cooperation contributes to forming the network between returning participants and Japan as well as among these participants themselves.

# JICA-Net

## A New Form of International Cooperation That Transcends the Restrictions of Time and Distance

JICA-Net is a distance technical cooperation modality promoted by JICA. JICA-Net uses a wide range of information and communication technologies, including those for providing remote lectures and seminars, creating multimedia-based learning materials, providing multilingual content, and supporting video conferences. By transcending time and distance restrictions, these activities improve the efficiency and quality of JICA projects.

JICA-Net was launched to put into practice the Comprehensive Cooperation Package to Address the International Digital Divide, an initiative of the Japanese government announced at the Kyushu-Okinawa Summit in 2000. Since then, the benefits provided by JICA-Net have come to be widely recognized along with the growing volume of digital content, including multimedia-based learning materials, reference materials for distance lectures and seminars, and the expansion of overseas video-conference network bases.

In fiscal 2014, the JICA-Net video-conference system was utilized approximately 7,600 times, with around 11,400 connection hours. At present, the systems have been installed at 18 JICA offices in Japan and at 78 network bases in 75 foreign countries. In addition, the JICA-Net video-conference system can be used for setting multipoint video conferences between JICA and external organizations. Especially with the Global Development Learning Network (GDLN) coordinated by the World Bank, JICA has been planning distance seminars and cross-border events.

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

### ● Remote Lectures and Seminars

As a means of enhancing the efficiency and effectiveness of project activity, JICA has held remote lectures and seminars via the video-conference system in situations when it is difficult to dispatch Japanese experts or when JICA needs to hold a regional workshop for multiple countries simultaneously.

For example, individuals from four Central and South American countries — Honduras, Bolivia, the Dominican Republic, and Colombia — participated in the Region-focused Training Program on the Study on Education Improvement of Training Courses of Teacher. After finishing the training course in Japan, the video-conference system was used to maintain the relationship among participants and to share the information gained through regional activities.

As in the case above, the JICA-Net video-conference system helps improving the efficiency and effectiveness of JICA projects.

### ● Creating Multimedia-Based Learning Materials

Multimedia-based learning materials are digitalized materials consisting of various content such as video, photographs, animation, and text. They are prepared mainly as training materials for JICA's technical cooperation projects, and are used in ways such as sharing knowledge on JICA projects with people

## JICA-Net Library

The JICA-Net Library is operated to assist JICA activities by storing and publishing multimedia-based learning materials, seminar materials, and other digital content that were developed in JICA's technical cooperation projects.



JICA-Net digital content is distributed through the JICA-Net Library.

from developing countries and with JICA partners. Currently, approximately 270 titles of multimedia learning materials are available mainly in English, Japanese, French and Spanish.

Furthermore, some of them are available in other languages as the need arises. They are utilized to disseminate knowledge and lessons such as Japan's own experiences and good practices in international cooperation projects extended to developing countries.

For example, the project titled IRODORI: Rural Community Empowerment through Exploring Local Resources, which introduces regional development experiences that exploit local resources in Kamikatsu-cho, Tokushima Prefecture, has been translated into seven languages, including Sinhalese and Persian, and is widely utilized in many countries and regions.

### ● Providing Digital Content Via the JICA-Net Library

The JICA-Net Library stores syllabi and training-course plans, reference materials for remote lectures and seminars as well as a wide range of multimedia-based learning materials for counterparts and partners of JICA activities across borders to share and reuse. As of March 2015, approximately 440 files are stored in the JICA-Net Library; anyone can search the stored content from anywhere in the world through the Internet.

JICA-Net Library URL:

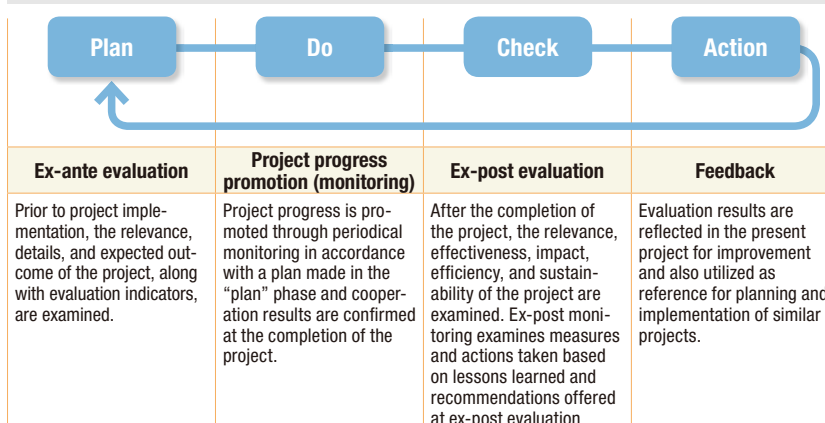
→ [JICA website](http://jica-net-library.jica.go.jp/en2/index.html) <http://jica-net-library.jica.go.jp/en2/index.html>

# Operations Evaluation

JICA uses the plan-do-check-action (PDCA) cycle to conduct evaluations of projects and programs, including Technical Cooperation, Loan Aid, and Grant Aid. JICA's monitoring and evaluation utilize a common framework that encompasses the pre-implementation, implementation, post-implementation, and feedback stages, while reflecting on the features of each aid scheme, the assistance period and time frame for expected results.

By conducting evaluations along with the PDCA cycle, JICA aims to improve the development results of the operations.

**The PDCA Cycle**



## ● Characteristics of JICA's Evaluations

### 1. Steps of Evaluation along the PDCA Cycle of a Project

[ → see the figure above]

### 2. Coherent Methodologies and Criteria for Three Assistance Schemes

JICA aims to conduct evaluations and utilize the findings based on a consistent framework and a standardized evaluation methodology, while taking into consideration the characteristics of each assistance scheme.

For example, JICA conducts monitoring and evaluations based on the PDCA cycle, using the Criteria for Evaluating Development Assistance laid out by the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD) as an international ODA evaluation criteria. Also, evaluation results are published based on a rating system developed by JICA.

#### Evaluation Perspectives Using the DAC Criteria for Evaluating Development Assistance

|                       |                                                                                                                                                                                                                                                                                                                           |
|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Relevance</b>      | Examines the extent to which the aid activity is suited to the priorities and policies of the target group, recipient, and donor. Does the goal of the aid activity meet the needs of beneficiaries? Are the activities and outputs of the program consistent with the overall goal and the attainment of its objectives? |
| <b>Effectiveness</b>  | Measures the extent to which a program or a project attains its objectives.                                                                                                                                                                                                                                               |
| <b>Impact</b>         | Examines positive and negative changes as a result of the project. This includes direct and indirect effects and expected and unexpected effects.                                                                                                                                                                         |
| <b>Efficiency</b>     | Measures the outputs in relation to the inputs to determine whether the aid uses the least costly resources possible to achieve the desired results.                                                                                                                                                                      |
| <b>Sustainability</b> | Measures whether the benefits of the project are likely to continue after the closure of the project.                                                                                                                                                                                                                     |

### 3. Cross-Sectoral and Comprehensive Evaluation through a Thematic Evaluation

JICA conducts thematic evaluations, in which certain thematic issues, such as types of challenges, sectors, and assistance

modalities, are selected; the evaluations of those projects that fall in the same category are then comprehensively analyzed and examined.

By selecting projects along specific themes and evaluating them from perspectives different from those in regular project evaluations, thematic evaluations are designed to provide recommendations and lessons that are common in each theme. Furthermore, evaluations are also conducted for the purpose of developing evaluation methods themselves, like new evaluation modalities for cooperation programs.

### 4. Ensuring Objectivity and Transparency

JICA conducts external evaluations in the ex-post evaluations that require an objective verification of project implementation results. An external third-party makes objective evaluation judgments for projects over a certain size. In addition, results of ex-post evaluations are published on the JICA website to ensure the transparency of these evaluations.

Furthermore, in order to improve the quality of evaluation, advice on the evaluation framework, structure, and methods is provided by the Advisory Committee on Evaluation, comprising third-party experts.

### 5. Use of Evaluation Results and Assurance and Improvement of Evaluation Quality

The purpose of JICA's project evaluations covers quality improvement of the "plan" and "do" phases of the PDCA cycle by using evaluation results into the next step of "action" phase: the use of evaluation results or feedback. To achieve this, JICA continuously works on ensuring and improving its evaluation quality.

JICA utilizes recommendations, lessons learned, cross-sectoral analyses and results of thematic evaluations to continuously improve JICA's strategies for cooperation, including cooperation programs and the JICA Thematic Guidelines, and to improve its projects and programs.

See the Annual Evaluation Report for the details of project evaluations [ → JICA's Web page: [http://www.jica.go.jp/english/our\\_work/evaluation/reports/2014/index.html](http://www.jica.go.jp/english/our_work/evaluation/reports/2014/index.html)]

Use the lookup function to see evaluations of individual projects [ → JICA's Web page: [http://www.jica.go.jp/english/our\\_work/evaluation/tech\\_and\\_grant/project/ex\\_post/about.html](http://www.jica.go.jp/english/our_work/evaluation/tech_and_grant/project/ex_post/about.html)]

# Guidelines for Environmental and Social Considerations

## ● JICA's Guidelines for Environmental and Social Considerations

A project aiming for social and economic development nevertheless may involve a risk of causing negative impacts on the environment including air, water, soil, and/or ecosystem as well as negative impacts on society such as involuntary resettlement or infringement of rights of indigenous peoples.

In order to achieve sustainable development, the project's impacts on the environment and society must be assessed, and costs to avoid, minimize, or compensate for those impacts must be integrated into the project itself.

This internalization of the cost that reduces environmental and social impacts into the development cost is the gist of environmental and social considerations (ESC). JICA's Guidelines for Environmental and Social Considerations (ESC Guidelines) are guides that set forth JICA's responsibilities and required procedures, together with obligations of partner countries and project proponents, in order to put ESC into practice.

The current ESC Guidelines (2010) apply to the projects that were proposed on and after July 2010<sup>1</sup>. The ESC Guidelines, in languages including English, Chinese, French, and Spanish, as well as related documents such as Frequently Asked Questions are available on JICA's website. [→ [http://www.jica.go.jp/english/our\\_work/social\\_environmental/guideline/index.html](http://www.jica.go.jp/english/our_work/social_environmental/guideline/index.html)]

## ● Application of the ESC Guidelines

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

### 1. Confirmation of ESC

JICA examines and confirms that the ESC are put into practice by the project proponents etc. at various stages of the project including formulation, review, implementation, and post evaluation. JICA's procedure consists of three processes: Screening in which projects are classified into four categories based on the magnitude of their potential impacts; Environmental Review in which JICA examines and evaluates the ESC during the review of the project proposal; and Monitoring in which JICA follows up on the ESC activities for a certain period of time including the post-completion stage.

Screening is a process in which JICA classifies the project into one of four Environmental Categories based on the magnitude of its impacts inferred from information provided by the project proponents etc. The categories are: A (likely to have significant adverse impacts), B (potential impacts are less adverse than A), C (minimal or little impact), and FI (JICA provides fund to a financial

## Environmental Categories

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

intermediary where sub-projects could not be identified prior to JICA's approval). JICA then follows the ESC procedures set by the ESC Guidelines in accordance with the category of the project.

In Environmental Review, JICA confirms the possible environmental or social impacts together with countermeasures to be taken by the project proponents etc., through examination of documents including an environmental impact assessment (EIA) report and Environmental Checklist that indicates the state of ESC, which are provided by the project proponents etc.

For category A projects, JICA holds a discussion with the project proponents etc. to confirm the positive and negative impacts of the project based on the EIA report and other documents related to ESC. Then JICA evaluates the proposed measures for avoidance, minimization, mitigation, or compensation for the adverse impacts, as well as measures to enhance the positive impacts on the environment and society.

JICA secures the transparency of the Environmental Review by disclosing relevant documents including the EIA report on its website prior to the process.

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

### 2. Reinforcement of ESC

JICA provides various assistance to project proponents etc. to ensure that appropriate ESC are put into practice. For example,

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

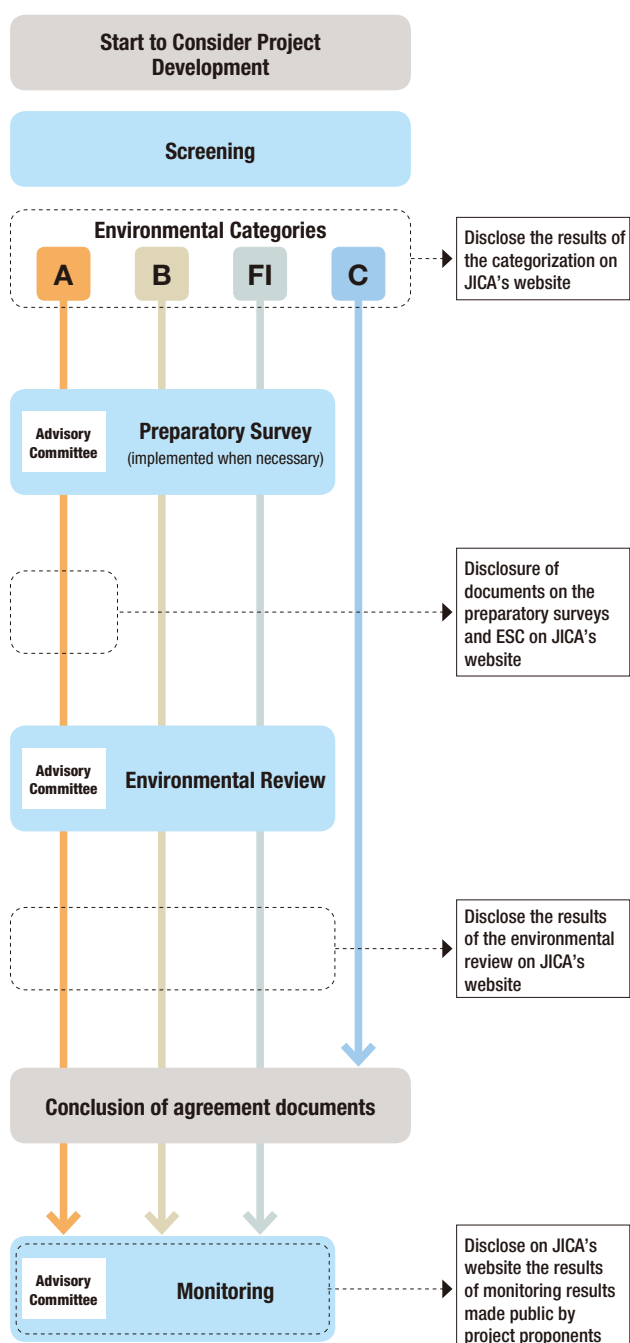
in the planning stage of a project JICA may provide assistance for the survey and other procedures related to ESC within its Preparatory Survey or Detail Design. JICA also enhances the capacity of project proponents etc. in ESC through Training and Technical Cooperation projects.

Aiming at reinforcing Japan's support system, JICA provides capacity-building programs for consultants etc., as well as collects information on ESC in developing countries. In addition to these efforts, JICA also engages in dialogues and shares information regarding ESC with development partners including the World Bank and Asian Development Bank.

### 3. Advisory Committee for Environmental and Social Considerations

The Advisory Committee for Environmental and Social

Flowchart for Environmental and Social Consideration Procedures



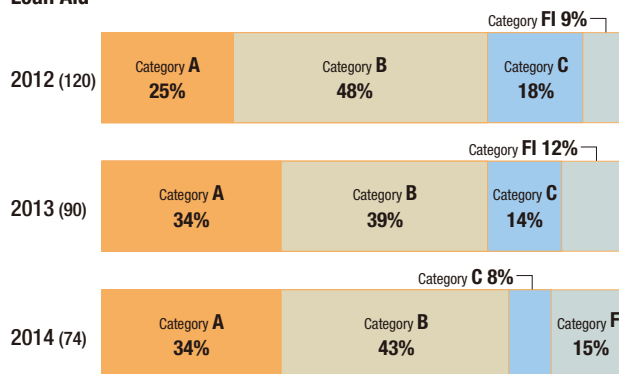
Considerations has been established by JICA as an independent council that advises JICA on its examination and support of ESC. The committee consists of external experts in the relevant field who were impartially selected following a public advertisement. Provisional members will be appointed according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

During fiscal 2014, 12 plenary meetings were held as well as 19 meetings of Working Group in which the group of committee members assigned by the plenary meeting investigated the particular project. Furthermore, in fiscal 2014, in addition to providing advice on ESC in cooperation projects, the committee provided advice on reexamining JICA's procedures of the ESC Guideline enforcement.

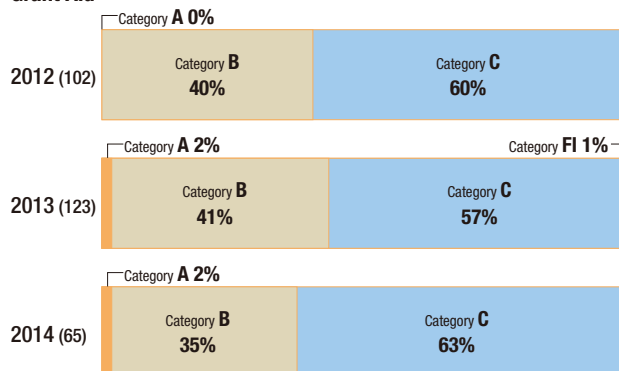
The list of the committee members and the minutes of plenary meetings (in Japanese) are available on JICA's website. [<http://www.jica.go.jp/environment/advice/index.html>]

Category Composition Trends

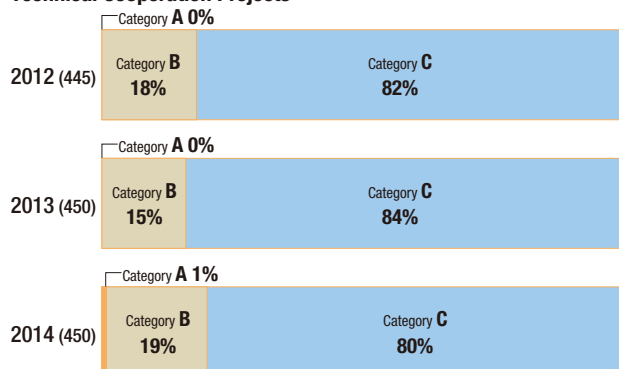
#### Loan Aid



#### Grant Aid



#### Technical Cooperation Projects



\* Technical Cooperation Projects include the programs such as Partnership with Japanese Private Sector (Feasibility Study and Verification Survey). The figures are based on the number of screenings JICA conducted, so they might not correspond with the number of projects for which agreement documents were concluded. Due to the round-off calculation, the total number may not be 100%.

#### 4. Objection Procedures

In addition to the measures mentioned above, JICA has established the Objection Procedure as a fail-safe mechanism to ensure its compliance with the ESC Guidelines. By following this procedure, residents or its agent of the partner country who is affected or is likely to be affected by the project due to JICA's non-compliance with the ESC Guidelines can file an objection with JICA.

Contents of the objection will be reviewed by the Examiners who are independent of the Operational Department of JICA. The Examiners inspect the facts relating to compliance or non-compliance with the ESC Guidelines and report the findings to JICA's president. If a problem or a dispute is identified as a result of JICA's non-compliance with the ESC Guidelines, Examiners will encourage a dialogue between the Requester (person who raised the objection) and the project proponents, etc.

Documents providing an outline of Objection Procedures and the annual reports of the Examiners are available on the Objection Procedures page of JICA's website. [➔ [http://www.jica.go.jp/english/our\\_work/social\\_environmental/objection/index.html](http://www.jica.go.jp/english/our_work/social_environmental/objection/index.html)]

During the course of fiscal 2014, three objections were accepted.

#### 5. Information Disclosure

In order to maintain its accountability and transparency, JICA actively discloses information on ESC. Project proponents, etc. are primarily responsible for the disclosure of information regarding the project's ESC, but JICA itself also discloses key information about a project's ESC at appropriate times in the planning stage of a project through the disclosure system based on the ESC Guidelines. For example, JICA discloses the EIA reports of all category A projects on its website.

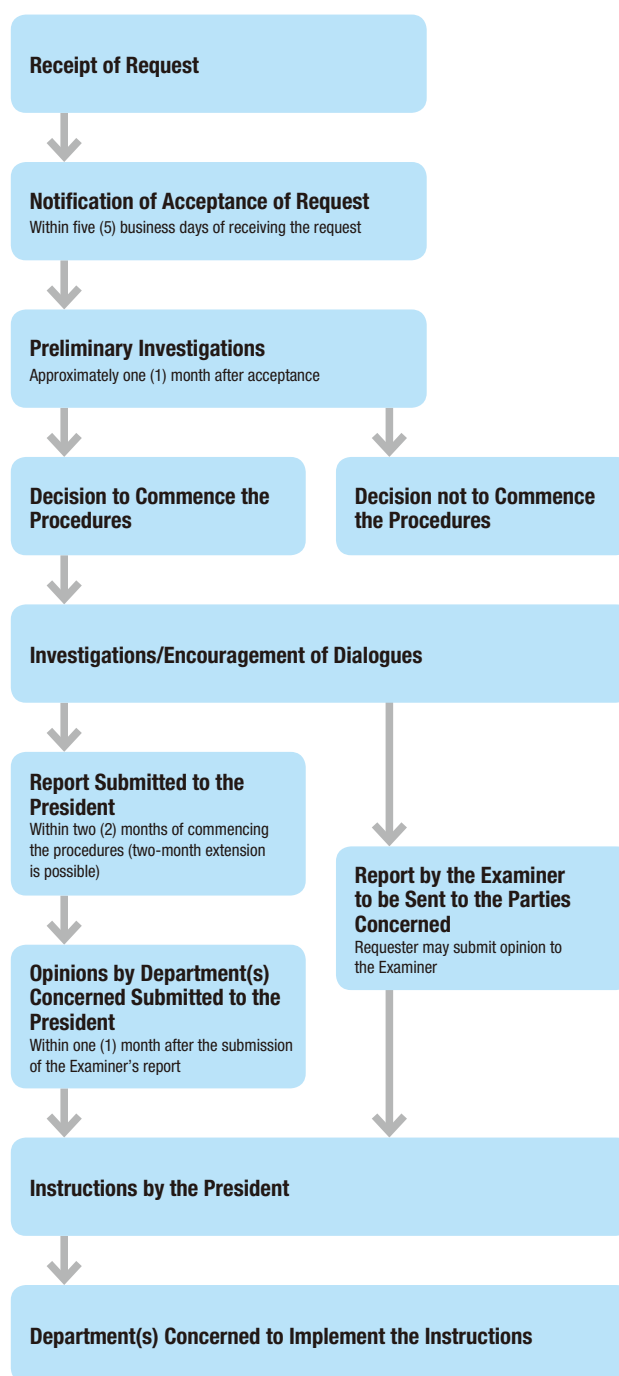
JICA also discloses resettlement action plans of the projects that involved large scale involuntary resettlements. In addition, minutes of the Advisory Committee for Environmental and Social Considerations as well as information on the Objection Procedure are available on the Environmental and Social Considerations page in JICA's website. [➔ [http://www.jica.go.jp/english/our\\_work/social\\_environmental/index.html](http://www.jica.go.jp/english/our_work/social_environmental/index.html)]

#### 6. Harmonization with Other Development Partners

The ESC Guidelines state that JICA's projects must not deviate significantly from the World Bank's Safeguard Policies, and that JICA should refer to the internationally recognized standards and good practices, including those of the international financial organizations, when appropriate.

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

Objection Procedures Flowchart



# Risk Management of Finance and Investment Account

The operations of the Finance and Investment Account of JICA involve various risks, including credit risk, market risk, liquidity risk, operational risk and other risks. The nature as well as the volume of risks in JICA's operations and the ways to deal with them differ from the risks and countermeasures at private financial institutions. Nonetheless, it is essential for JICA to have appropriate risk management just as at a financial institution. In line with the global trend of increasingly focusing on risk management among financial institutions and regulators, JICA is constantly improving risk management of its Finance and Investment Account.

More specifically, risk management of the Finance and Investment Account is positioned as a managerial issue that needs to be addressed systematically by the entire organization. JICA has thus adopted a risk management policy for its operations. Under the policy JICA identifies, measures and monitors various risks. The objective of this policy is to ensure sound and effective operations and to earn returns commensurate with risks. JICA has established Risk Management Committee for Finance and Investment Account that examines important issues related to integrated risk management.

JICA manages various risks associated with Finance and Investment operations as follows.

## ● Credit Risk

Credit risk refers to the potential loss from difficulties or failure to recover credit assets due to the deteriorating financial condition of a debtor. The main area of Finance and Investment operations is lending. Consequently, the control of credit risk is a major part of JICA's risk management. Sovereign risk makes up a considerable part of the credit risk that accompanies ODA Loan operations. JICA, as an official financier, evaluates sovereign risk by making full use of information gathered through communication with the governments and relevant authorities in the recipient countries, multilateral institutions such as the International Monetary Fund (IMF) and the World Bank, other regional and bilateral donor organizations, and private financial institutions in developed countries. As for Private-Sector Investment Finance (PSIF), JICA assesses the risk associated with lending to private entities as well as country risk and currency risk.

### 1) Credit Rating System

JICA has established a credit rating system as part of the organization's operating procedures that is to cover all the borrowers. Credit ratings are the cornerstone of credit risk management, being used for conducting individual credit appraisals and quantifying credit risks.

Credit ratings are divided into two categories: sovereign borrowers and non-sovereign borrowers. A different credit rating system is used for each category. Ratings are subsequently

updated as appropriate.

### 2) Self-Assessment of Asset Portfolio

When managing credit risks, it is important for JICA to make proper self-assessments of its loan portfolio and implement write-offs and loan loss provisions in a proper and timely manner. Based on the Financial Inspection Manual prepared by Japan's Financial Services Agency, JICA has developed internal rules for assessment. To ensure an appropriate checking function, in this process, the first-stage assessment is conducted by the relevant departments in charge of lending and investment, and the second-stage assessment is conducted by the credit risk analysis department. An accurate understanding of asset quality is essential to maintain JICA's financial soundness as well as for disclosure.

### 3) Quantifying Credit Risk

In addition to individual credit risk management, JICA is working on quantifying credit risks with a view to evaluating the risk of the overall loan portfolio. To do that, it is important to take into account the characteristics of JICA's loan portfolio, a significant proportion of which consists of long-term loans and sovereign loans to developing and emerging countries. Also, JICA takes into account multilateral mechanisms for securing assets such as the Paris Club, which is a unique framework for debt management by official creditor countries. By incorporating these factors in the credit risk quantification model, JICA measures credit risks and utilizes it for internal controls.

## ● Market Risk

Market risk refers to the potential losses incurred through changes in the value of assets and liabilities caused by fluctuations in foreign currency exchange rates and/or interest rates.

JICA bears risks arising from long-term fixed rate interest loans due to the characteristics of its lending activities. In this regard, JICA is enhancing its capacity to absorb interest rate risk by using capital injections from the General Account Budget of the Japanese government.

Furthermore, interest-rate swaps are carried out exclusively for the purpose of hedging interest rate risk. In order to control counterparty credit risk of interest rate swaps, the market value of transactions and credit worthiness of each counterparty are constantly assessed and collateral is secured when necessary.

JICA hedges exchange rate risks, which may arise from foreign currency-denominated loans in Private-Sector Investment Finance and the Japanese ODA Loan with Currency Conversion Option, with currency swaps, etc.

Moreover, when foreign currency-denominated investments are extended in Private-Sector Investment Finance, the valuation of investments is exposed to exchange risks. JICA manages this

risk through regular and continuous monitoring of exchange rate fluctuations in the currency of the country in which the counterparty is located.

## ● Liquidity Risk

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

JICA uses many measures to avoid liquidity risk through management of its cash flow. This includes efforts to secure multiple sources of funds such as Agency Bonds and borrowing under Fiscal Investment and Loan Programs.

## ● Operational Risk

Operational risk refers to potential losses incurred from work processes, personnel activities, improper systems, or other external events. For JICA, this refers to risks that stem from its operations, systems and internal or external misconduct. JICA manages the operational risk as part of the efforts to promote its compliance policy.

# Security and Safety Management

Developing countries are commonly confronted by poverty issues and insufficient security control capability, which lead to increased crime. Some countries face the risk of rioting or a coup d'état caused by political instability, and some suffer from long-running civil wars. In some cases peacebuilding activities are required in post-conflict countries or regions where it is politically unstable, and they face numerous security issues. Moreover, there are increasing threats of terrorism in some regions around the world. Additionally, there is a high risk of traffic accidents due to inexperienced or reckless driving and underdeveloped transportation infrastructure where traffic customs differ from those of developed countries.

In this regard, JICA gives high priority to security and safety management in order to ensure safe activities of JICA personnel abroad. Criminal cases involving JICA personnel have been decreasing for the last six years. The number of crimes reported in fiscal 2014 was 396; this is 22 fewer cases than in the previous year. This favorable trend is thought to be due to continuous efforts to disseminate crime-prevention awareness through training programs and guidance for overseas offices and personnel, arrangement of security goods, facilities, and communication instruments, and implementation of guidance through security advisory missions from JICA headquarters.

## ● Implementation of Security and Safety Measures Training for Related Personnel

JICA headquarters conducts security and safety training before dispatching personnel engaged in JICA activities, including staffs, experts, volunteers, and their families. These training sessions focus on prevention and emergency response to crimes such as region-specific crime, selection of housing, dealing with local residents, protection of valuables, as well as response to robbery, car-jacking, or firearms crimes.

Security and safety briefings are organized for newly arrived staff members, experts, and volunteers by the respective JICA overseas offices. Briefings focus on information on domestic security and safety conditions and crime prevention measures taken by JICA. JICA overseas offices hold Security and Safety Meetings to share experiences and lessons learned and provide information on local security and safety conditions. These meetings enable JICA personnel in the same environment to share the latest local safety information, crime experiences and gleanings, and their practical expertise with security measures gained through day-to-day experience.

## ● Security Advisors for JICA Overseas Offices

JICA assigns personnel with public security expertise as Security Advisors in order to reinforce local security and safety measures. They collect and distribute domestic and regional

security information and have the responsibility of dealing with wide-ranging cases such as residential crimes, traffic accidents, and terrorism. Security Advisors use their extensive knowledge and experiences on both the nature of local crime and Japanese living patterns in order to provide JICA resident representatives with appropriate guidance on security and safety.

## ● Establishment of Emergency Communication System for Overseas Offices and Headquarters

JICA establishes emergency communication systems that cover all relevant personnel in the event of an emergency. Since fast contact and confirmation of the safety of related personnel are essential in emergency situations, these emergency communication networks are placed as a vital pillar of JICA's safety measures.

JICA headquarters has a standby system of managerial staff members on a rotating schedule so that emergency contacts from overseas offices are able to reach the office 24 hours a day, 365 days a year for quick response.

## ● Dispatch of Security Survey Missions

For countries with particular safety issues or challenges, JICA dispatches security survey missions to assess local conditions, and to then examine specific safety measures. In responding to aid needs, JICA analyses the domestic region-by-region security conditions in a particular country and then makes appropriate decisions on the range of JICA personnel activities. Survey missions were dispatched to 11 countries in fiscal 2014.

In countries with high crime rates, JICA dispatches a security advisory mission to provide direct safety guidance to related personnel. Among other topics, the guidance covers prevention of residential and other crimes. Advisory missions were dispatched to 14 countries in fiscal 2014.

With traffic safety measures, JICA prepares various instruction manuals and distributes these to related personnel. JICA also regularly publicizes information on traffic accidents in various countries and works to foster an awareness of safety. Depending on local conditions relating to traffic accidents, the usage of rental motorcycles, etc., JICA dispatches missions to study local traffic and provide instruction on traffic safety. Missions were dispatched to 2 countries in fiscal 2014.

## ● Security Measures for Residences of Related Personnel

JICA's overseas offices conduct security checks on the residences of its experts and volunteers to ensure their safety. JICA also offers additional crime prevention systems and equipment as necessary. For example, JICA may take measures such as the allocation of security

guards, the installation of alarm systems, iron bars, and auxiliary locks, the construction of raised fences, the reinforcement of doors and window frames, the replacement of locks when considered necessary.

## ● Sharing of Safety Management Information with Private-Sector Entities

As a member of the Overseas Safety Public-Private Cooperative Council, established by the Ministry of Foreign Affairs, JICA promotes public-private cooperation for overseas safety management. By creating occasions for sharing safety management information with private-sector activities in foreign countries, JICA introduces a summary of safety management. It also provides opportunities to share information on project implementation, the status and challenges of safety measures, and so forth. JICA's training programs for experts and volunteers are also offered to security personnel for external organizations.

## ● Awareness to Avoid the Risk of Terrorism

The steady increase in the number of countries and regions prone to terrorism is a cause for concern. In particular, there has been an increase in large-scale terror incidents perpetrated by international terrorist groups in recent years. Consequently, JICA strives to develop an awareness of terrorism among JICA personnel in high-risk regions to help them avoid risk. These efforts include briefing personnel about specific precautions for avoiding involvement in a terrorist incident on such occasions as pre-dispatch training and post-arrival orientation.

## ● Security Measures in Peacebuilding and Reconstruction Assistance Activities

For peacebuilding and reconstruction assistance, JICA conducts programs in post-conflict countries or regions with ongoing conflicts such as Afghanistan, Iraq, eastern Democratic Republic of the Congo, South Sudan, Pakistan, Syria, the Palestinian territories, and Mindanao in the Philippines. Taking note of the measures employed by United Nations organizations and other agencies active in the relevant region, JICA routinely monitors volatile political and public security situations, carefully surveys regions of activity, and deploys necessary safety equipment such as radios and armored cars in the ongoing conduct of its projects, in order to reduce potential risks.

Given the ever-present danger of such unpredictable events as kidnappings, coups d'état, riots, and terrorism, practical know-how in dealing with crisis situations is essential. To that end, JICA has been conducting more practical Security Risk Management Training in conjunction with the United Nations High Commissioner for Refugees (UNHCR) eCentre since 2003.

# Performance Evaluation System

JICA, as an Incorporated Administrative Agency (IAA), is required to improve quality and efficiency, ensure autonomous management, and secure transparency, of its operations. To this end, the Act on General Rules for Incorporated Administrative Agencies identifies the mechanism for medium-term objective-based management and the performance evaluation system.

## ● Medium-term Objective-based Management and a Performance Evaluation System

To achieve the Medium-term Objectives set by the Competent Minister, JICA prepares its five-year Medium-term Plan and obtains approval from the Minister. JICA formulates an Annual Plan based on the Medium-term Plan and submits it to the Minister. JICA submits a Performance Report, specifying its achievements and self-evaluation of its performance of these plans, to the Minister, and also publishes it. The Minister evaluates the performance of JICA's operation and informs JICA of the results as well as making them public. The Minister may order JICA to improve its operational management in case the evaluation results indicate that such improvement is necessary.

At the end of each Medium-term Objectives period, the Minister examines the necessity for the continuation of JICA's operations or the retention of its organizations, as well as matters with respect to its overall organization and operation, and takes

necessary measures based on the results.

Meanwhile, as a third-party organization, the Evaluation System Committee for Incorporated Administrative Agencies, established under the Ministry of Internal Affairs and Communications, states its opinion regarding Medium-term Objectives and Medium-term evaluations concluded by the Minister. In case the Minister takes necessary measures as mentioned above at the end of each Medium-term Objectives period, the Committee states its opinion to the Minister as necessary.

## ● Efforts for Achieving Medium-term Plans and Annual Plans

In order to improve JICA's operational quality, the ongoing Medium-term Plan (business year 2012 to 2016) prioritizes formulation and implementation of quality projects that are based on a concept of human security, with focus on poverty reduction, sustained economic growth, addressing global issues, and peacebuilding, which are the Japanese government priority issues for development cooperation.

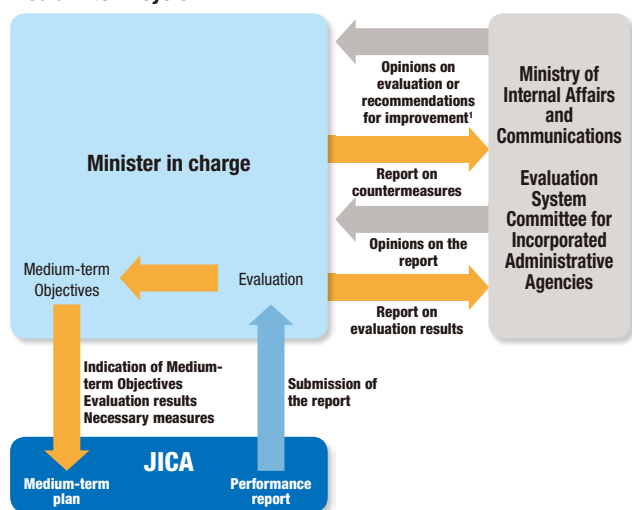
As specific measures, JICA is promoting strategic initiatives based on analyses on each country, region, issue, and field. Such initiatives include promotion of a program approach that incorporates Technical Cooperation, ODA Loan, and Grant Aid in a comprehensive manner; strengthening of partnerships with private sector, local governments, NGOs, and universities; and enhancing contribution to Japan's leadership roles in the international community. Furthermore, JICA will continuously take measures to improve the flexibility of organizational management, promote competitiveness and transparency in its contracting process, and enhance cost efficiency.

JICA internally monitors the progress of operations to achieve its Medium-term and Annual Plans. Additionally, JICA reviews its performance and self-evaluation through the Internal Advisory Committee on Performance Evaluation, with the participation of external experts. JICA also reflects the results of the evaluations by the Minister, the opinions of Evaluation System Committee for Incorporated Administrative Agencies of the Ministry of Internal Affairs and Communications, and the results of internal monitoring on the improvement of its operational quality and optimization of its operational management.

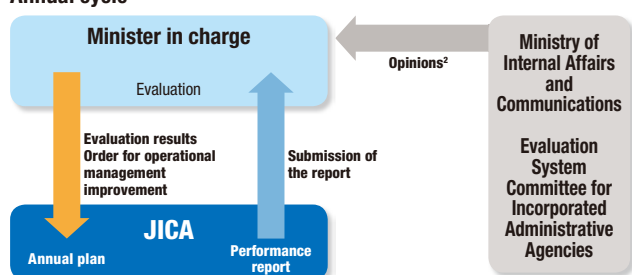
Meanwhile, in the performance evaluation of fiscal year 2013, JICA's achievements in "emergency disaster relief" and "partnership with various parties, such as NGOs and private sector" were particularly highly evaluated. On the other hand, the evaluation noted the necessity to strengthen dissemination of achievement and knowledge on disaster management and further effort on cooperation on disaster management. On this matter, JICA shared knowledge with the international community based on its experience in projects that include support in typhoon disaster management in the Philippines at the Third UN World Conference on Disaster Risk Reduction that was held in Sendai in March 2015. This is one of examples that shows that such suggestion is certainly reflected on the improvement of JICA's activities.

### Framework for Performance Evaluation and Operational Management Review

#### Medium-term cycle



#### Annual cycle



1. In cases where recommendations are made, the Committee may state opinions to the Prime Minister when specifically necessary
2. Only when application of an evaluation is deemed remarkably inappropriate

# Information Disclosure

In addition to those items identified in each of the following sections, JICA discloses information through its website and other means in accordance with Article 22 of the Act on Access to Information Held by Incorporated Administrative Agencies (Act No. 140 of December 5, 2001).

## ● Information Related to the Organization

Objectives, overview of operations, relationships with Japanese government programs; overview of organization; laws and regulations; standards for officer salary and retirement allowances; standards for employee salaries and retirement allowances; business continuity plan; etc.

## ● Information Related to Operating Activities

Project reports; performance reports; mid-term objectives; mid-term plans, annual plans; etc.

## ● Information Related to Financial Standing

Financial statements, etc.

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

Performance evaluation documents; audit reports of auditors; audit opinions of auditors; internal audit reports; administrative evaluations and supervisory reports; accounting audit reports; etc.

## ● Information Related to Procurement and Agreements

Information related to non-competitive negotiated contracts; bidding status lists; etc.

## ● Information on Related Entities

Recipients of financing activities; the status of related public-interest corporations; etc.

## ● For More Information

For additional information, please refer to the Japan International Cooperation Agency website.

### Information Related to Disclosure

→ [JICA website](#) "Home" page

→ Information Disclosure

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

### Information Related to the Protection of Personal Information

→ [JICA website](#) "Home" page

→ Privacy Policy

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

### Disclosure Request

| Type or request medium                     |                  | (Reference) |             |             |             |             | Total |
|--------------------------------------------|------------------|-------------|-------------|-------------|-------------|-------------|-------|
|                                            |                  | Fiscal 2010 | Fiscal 2011 | Fiscal 2012 | Fiscal 2013 | Fiscal 2014 |       |
| Postal mail                                |                  | 20          | 4           | 17          | 10          | 10          | 61    |
| Contact points                             | Headquarters     | 13          | 13          | 7           | 1           | 16          | 50    |
|                                            | Domestic offices | 0           | 0           | 0           | 0           | 0           | 0     |
| Cases transferred from other organizations |                  | 0           | 0           | 0           | 0           | 0           | 0     |
| Total                                      |                  | 33          | 17          | 24          | 11          | 26          | 111   |

### Disclosure Decision, etc.

| Category  |                                                  | (Reference) |             |             |             |             | Total |
|-----------|--------------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------|
|           |                                                  | Fiscal 2010 | Fiscal 2011 | Fiscal 2012 | Fiscal 2013 | Fiscal 2014 |       |
| Completed | Full disclosure                                  | 3           | 1           | 0           | 4           | 1           | 9     |
|           | Partial disclosure                               | 20          | 14          | 22          | 3           | 17          | 76    |
|           | Information not disclosed                        | 9           | 1           | 1           | 2           | 5           | 18    |
|           | Withdrawn                                        | 1           | 1           | 1           | 0           | 1           | 4     |
|           | Cases transferred in full to other organizations | 0           | 0           | 0           | 0           | 0           | 0     |
| Total     |                                                  | 33          | 17          | 24          | 9           | 24          | 107   |

Notes: 1. This table outlines the manner in which disclosure requests, including those forwarded from other organizations, were handled on an individual request basis.

2. Figures recorded under "Cases transferred in full to other organizations" indicate the number of disclosure requests transferred in full to other organizations in accordance with Article 12 or Article 13 of the relevant act. Cases in which a request was divided and transferred to multiple administrative organizations have been counted as a single request. Cases in which a disclosure request was partially transferred to other organizations have not been recorded under "Cases transferred in full to other organizations"; the portion that was not transferred to other organizations is recorded as one request under "Disclosure decisions" or "Withdrawn."

3. Figures recorded under "Withdrawn" represent the number of disclosure requests withdrawn by the requesting party following initial receipt by JICA, resulting in completion with no decision made as to the disclosure of information. This does not include requests not fully recorded, such as information disclosure requests withdrawn by the requesting party following the provision of information during the request recording process.

4. Since there are cases where disclosure decision, etc. are carried over to the following fiscal year, the number of disclosure requests and cases of disclosure decision, etc. within the same fiscal year are sometimes inconsistent.

# Internal Control

JICA has developed its Internal Control System<sup>1</sup> and continuously reviews it.

## ● Objectives of Internal Control

### 1. Improvement of Operational Effectiveness and Efficiency

JICA operates in accordance with JICA's Vision, Medium-term Objectives, Medium-term and Annual Plans, directions of operational development, and annual operational plans set by each section, to accomplish its objective as stipulated in Article 3 of the Act of the Independent Administrative Agency—Japan International Cooperation Agency. Furthermore, JICA operates more efficiently through streamlining and rationalizing its operational processes, etc.

### 2. Compliance

JICA establishes its Compliance Policy and promotes compliance to laws, internal regulations, and social norms [→ see page 153 for details].

### 3. Safeguarding of Asset

JICA ensures the safeguarding of its assets through appropriate acquisition, usage, and disposition in compliance with laws and regulations as well as its internal regulations. JICA also utilizes its assets effectively in line with the purpose of acquisition, and properly disposes of those assets as necessary.

### 4. Assurance of Reliability of Documents Such as Financial Reports

In order to assure its accountability to taxpayers and contribute to evaluation by third parties, JICA secures the reliability of information in documents such as its financial reports.

## ● Fundamental Factors of Internal Control

### 1. Control Environment

JICA sets out its Statement of Operational Procedures for the matters related to the development of the Internal Control System, and has established rules and regulations necessary for internal control, such as Internal Control Rules, Auditors and Auditors' Inspection Rules, and Compliance and Risk Assessment and Management Rules.

Within the framework of the Internal Control System, the Vice President for General Affairs Department acts as the Vice President in Charge of Internal Control, and the Director General of General Affairs Department acts as the Officer in Charge of Promotion of Internal Control, under the President, who represents JICA and presides over its operations. Furthermore, important issues relating to internal control will be deliberated on by the Board of Directors.

### 2. Risk Assessment and Management

JICA properly manages risks that may arise through its operations in accordance with Rules on Compliance and Risk Assessment and Analysis, and the Risk Management Rules for Finance and Investment Accounts. More specifically, JICA makes risk matrices at department level, and identifies and assesses risks at both department and organizational level. Major risks will be deliberated at the Compliance and Risk Management Committee.

For integrated risk management regarding ODA Loans and private sector investment finance operations, JICA has prepared internal regulations, and properly manages them through the Risk Management Committee for Finance and Investment Accounts and other related committees.

In addition, considering JICA's characteristics of implementing projects in developing countries, it conducts security management through a specialized department so as to ensure the safety and security of the personnel concerned.

### 3. Control Activities

JICA operates in accordance with the Statement of Operational Procedures and the rules set for individual operations such as guidelines for operational activities. Progress of Medium-term plans and other schemes is also monitored, and operational performance reports are prepared as appropriate. Furthermore, JICA establishes policies to respond to cases such as compliance violations, and promptly determines corrective and preventive measures.

### 4. Information and Communication

JICA ensures that the instructions of the President and organizational missions are clearly communicated to its board and staff members, and that necessary information is communicated from staff members to board members. JICA also establishes contact points for internal and external whistleblowing, and manages them properly. Furthermore, in relation to the appropriate management and disclosure of information, JICA establishes necessary rules, including Corporate Document Management Rules, to ensure that the documents regarding JICA's decision-making are properly managed. JICA also makes organizational information, including financial information, available on its website, etc.

### 5. Monitoring

The Vice President for Internal Control and the department in charge of promotion of internal control conduct necessary monitoring. Auditors will conduct audits on JICA's operations and its financial reports will be audited by accounting auditors.

### 6. ICT

JICA establishes and utilizes information systems to streamline operations, improve accuracy and ensure proper communication, etc. JICA also ensures information security as well as sets out rules and regulations for protection of personal information. Furthermore, through the Information Systems Committee, the Information Security Committee, etc., it properly manages information and communication technologies both inside and outside the organization, while taking measures to ensure information security and protection of personal information.

1. A system for ensuring that the performance of duties by its board members (excluding auditors) complies with the Act on General Rules for Independent Administrative Agencies, the relevant individual law, and any other laws and regulations, and any other system for ensuring proper operation of the Independent Administrative Agency (Article 28 (2) of the Act on General Rules for Independent Administrative Agencies).

# Compliance

## Compliance Policy

- (1) JICA shall improve transparency and fairness in both of its operational and financial management in order to secure trust from Japanese people as an incorporated administrative agency.
- (2) JICA shall contribute to sound development of the international economy and society through development assistance to ensure our reputation in the global community.
- (3) JICA shall satisfy the needs of developing countries and provide flexible and high quality services.
- (4) JICA shall give fair attention to natural and social environments in the performance of its duties.
- (5) JICA shall communicate widely with the society to maintain a transparent organizational culture.

### ● JICA's Compliance System

JICA bears heavy social responsibilities and is charged with a public mission as an incorporated administrative agency. In order to discharge this social responsibility while responding to the expectations of the general public and the international community, as well as in light of changes in the environment surrounding Japan, it is becoming increasingly important to ensure transparency and fairness of its operational management in accordance with laws, internal regulations and social norms. Compliance system is essential for appropriate operational management.

Based on this awareness, JICA has identified compliance as the highest priority management issue to be addressed by the organization, and defined principles of conduct as compliance policy.

Specifically, an accident report system and whistleblower report system have been established for the purpose of preventing violations of laws and internal regulations and properly responding as the entire organization to violations, as well as contributing to preventing the reoccurrence of violations. JICA also works on prevention of fraud and corruption to avoid bribery and other unacceptable acts from taking place in the projects funded by JICA. Furthermore, in order to deliberate and consider various issues related to compliance and risk assessment and management, the Compliance and Risk Management Committee, which is chaired by the Senior Vice-President, meets regularly.

JICA has also distributed a compliance manual to all of its officers and staff. This manual identifies, organizes, and systematizes those compliance policies, laws, rules, and social demands that must be observed in an easy-to-understand manner in addition to serving as a guide to behavior for staff.

Moreover, in addition to audits conducted by inspectors and accounting auditors based on the Act on General Rules for Incorporated Administrative Agencies, an Office of Audit,

independent of other departments, oversees internal auditing directly under the control of the President in carrying out regular audits, thereby working to ensure that JICA operations are conducted in an appropriate and efficient manner.

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

### ● Activities in Fiscal 2014

In fiscal 2014, as part of preventive actions against fraud and corruption to avoid bribery and other unacceptable acts along with ODA projects, JICA has revised its rules and implemented stricter measures against entities that are involved in corruption. And to make the Consultation Desk on Anti-Corruption more usable, improvement and enhancement were made by introducing "consultation" function, and the existence of the Consultation Desk on Anti-Corruption was widely communicated.

Aiming at raising the compliance awareness of the persons concerned, including JICA staff and experts, JICA also conducted compliance training, seminars to prevent government-initiated collusive bidding, briefings on prevention of insider trading, etc. At the same time, JICA strengthened the control environment based on investigations of the understanding of compliance among staff members and others. Furthermore, conducting remote training sessions for staff at overseas offices via a video-conference system is just one more example of how JICA is making continued efforts to enhance the compliance system of the agency as a whole.

# Public Relations Activities

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

## Public Relations Strategy and Achievements

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

For the general public, JICA distributes information to promote an understanding of the importance of international cooperation and the results of this cooperation. JICA uses its website and stories about subjects such as the global agenda, how the project addresses global issues, how JICA is going to implement projects to tackle issues, and what the project outcomes are.

In addition, the number of projects on the ODA *mieruka* site, a website for visualizing ODA that presents information such as photos of ODA projects, has significantly increased. This makes public information on ODA projects even easier to understand.

A quarterly magazine in English and a monthly magazine in Japanese contain a special feature about global trends and upcoming international conferences, such as the 60th Anniversary of Japan's ODA and the World Assembly for Women in Tokyo, WAW! Tokyo 2014.

In March 2015, following the Third UN World Conference on Disaster Risk Reduction, held in Sendai City, a special number of the JICA magazine was issued to introduce the outcomes of Japan's disaster prevention and reduction efforts to opinion leaders in the fields of media, academia, and economics.

In response to the growing number of methods for acquiring information, such as social networking, JICA continues using Facebook, Twitter, YouTube, Ustream, and other media to distribute information.

For the overseas audience, JICA is strengthening its information dissemination through its website and English magazines. At the venues of international events such as WAW! Tokyo 2014, held in September 2014, and the Symposium Commemorating the



*mundi*, a monthly magazine in Japanese



*JICA's World*, a quarterly magazine in English

## JICA Official Supporters



Mr. Kitazawa, and a Senior Volunteer instructing on a quality control method at a technical high school in Mexico.

The purpose of JICA Official Supporters is to share with the public stories on how JICA's cooperation helps solve various issues in developing countries. Mr. Tsuyoshi Kitazawa, a former member of the Japan national soccer team, and Ms. Naoko Takahashi, the women's marathon gold medalist at the Sydney Olympic Games, have been assigned as Official Supporters and are at work.

Mr. Kitazawa visited Mexico in September 2014. With a population of about 18,000 Japanese Mexicans, the country has a profound connection with Japan, and Mr. Kitazawa witnessed the continuous ties between the countries. He was invited to the ceremony for the completion of a project for the National Center for Actualization of Industrial Technical Education (CNAD), which has a long history of cooperation with JICA, and he also participated in the workshop by a Senior Volunteer who disseminated the *Kaizen* (improvement) activities in Mexico. Mr. Kitazawa also visited a local manufacturer that supplies automobile parts to Japanese automakers in the country. He found that the *Kaizen* efforts have been important not only for Mexico but also for Japanese companies there.

Ms. Takahashi visited Viet Nam and the Maldives in January 2015. In Viet Nam, she toured a series of ODA Loan projects, including the international terminal building at Noi Bai International Airport in Hanoi and the Vietnam-Japan Friendship Bridge (the Nhat Tan Bridge). Ms. Takahashi saw for herself that the main transportation artery of Viet Nam has been supported by Japan's cooperation initiatives. In the Maldives, she met a Japan Overseas Cooperation Volunteer (JOCV) serving as a coach for the badminton junior national team, and she saw how volunteers think, struggle, and achieve good results. On one of the islands with a population of 1,000 residents, Ms. Takahashi gave a PE class to pupils together with a volunteer who was the first Japanese volunteer on the island and who today provides physical training instruction. Her visit was broadcast on TV.



Ms. Takahashi visits a Japan Overseas Cooperation Volunteer serving at a rehabilitation center for children with disabilities in Viet Nam.

60th Anniversary of Japan's ODA, in November, JICA distributed the English edition of the magazine, containing a special feature about these events, to foreign media.

For the media, JICA's headquarters as well as domestic and overseas offices issue press releases in a timely manner. In addition, JICA conducts workshops for media workers that cover disaster prevention, education, and health care as well as countries and regions such as the Pacific, South Asia, and Brazil in order to provide information on JICA's recent cooperation trends. Furthermore, JICA provides opportunities for Japanese and overseas media to observe ODA programs implemented in developing countries as well as training courses conducted in Japan.

### ● Public Relations Initiatives of Domestic and Overseas Offices

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

Domestic offices actively provided the local media with information on international cooperation led by homegrown organizations and individuals, such as assistance for developing countries by local governments or universities in Japan with community-specific know-how and technologies, the studies and projects conducted by Japanese SMEs with assistance from JICA, and activities by Japan Overseas Cooperation Volunteers and Senior Volunteers dispatched to developing countries from local communities. As part of this effort, JICA hosted a seminar where its initiatives in Miyagi Prefecture were introduced to reporters in Sendai City at the Third UN World Conference on Disaster Risk Reduction in 2015. Moreover, in order to help local media understand JICA's efforts in depth, 17 reporters from 10 local media outlets were invited to visit actual cooperation sites in developing countries.

Overseas offices have made efforts at building relationships with local media in each country through carrying out press tours for them to visit JICA's operation sites as well as holding seminars for reporters.

In fiscal 2014, under the theme "Disaster Prevention and Reconstruction," 16 newspaper reporters from 16 Asian and Latin American countries were invited to Japan, and JICA provided an opportunity that allowed them to cover JICA's reconstruction experience and disaster prevention efforts in Kobe, which was affected by the Great Hanshin-Awaji Earthquake in 1995, as well as the current situation and reconstruction activities in Miyagi Prefecture, where the Great East Japan Earthquake struck four years ago.



## Nantokashinakya Project Efforts from the Fifth Year

The Nantokashinakya Project (Nan-Pro), which was started in July 2010, is promoting international cooperation through public participation. The aim of the project is to expand awareness, understanding, support, action, and participation in international cooperation. The project shares information on organizations involved in international cooperation, such as domestic citizens' groups, local governments, government agencies, educational institutions, international organizations and corporations, in order to spread the concept like waves through society at large.

### Creating Opportunities to Meet as Many People as Possible

Nan-Pro created a series of events to meet a lot of people in fiscal 2014. For example, in conjunction with the Fair Trade Week in May, Nan-Pro organized "Fair Trade Cafe" at 3x3 Labo (San San Labo) in Marunouchi, Tokyo, to set up a spot sale of products with the member groups, and also had a talk show and a fashion styling workshop by the guests. In June, Nan-Pro also hosted "Study Tour Expo" jointly with Waseda University. It was a trade show-like event where people could obtain information on study tours in many developing countries. Participants compared details of each study tour to find a suitable tour for their summer vacation.

In summer, Nan-Pro joined the "Nimaime-no-Meishi Summer Festival 2014 — Where NPOs Meet Members of Society," hosted by the NPO Nimaime-no-Meishi (literally, "second business card"). The theme of the symposium was "What needs to be done to let many people know about international cooperation?" About 300 people attended.

In autumn and winter, Nan-Pro participated in a series of events and festivals in various places under the theme of the 60th anniversary of international cooperation. It also joined the annual Global Festa Japan in Tokyo, the World Collaboration Festival in Nagoya, and the One World Festival in Osaka to run booths and also carry out talk shows and music events.

In fiscal 2015, Nan-Pro marks the fifth anniversary of its official launch. While continuing to promote the activities mentioned above, Nan-Pro will further aim to be available for everyone.



Many people visited Nan-Pro's booth at the Global Festa.

# Efforts to Improve Management of Organization and Operations

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

Above all, JICA has placed priorities on areas such as improvement of the mobility of organizational management, streamlining and rationalization of working procedures, and enhancement of competitiveness and transparency of contracts.

Examples of such activities are as follows;

## ● Improvement of Mobility of Organizational Management

To cope with internal and external environmental changes, such as the diversified needs of developing countries and a change in aid priorities in Japanese ODA policies, JICA has made the following efforts.

At JICA headquarters, in order to ensure flexible operation with advantage of scale and to promote knowledge sharing on development issues within a same sector, division-based organizational structure of five issue-based departments has been restructured into issue-based group structure. Also, in order to promote activities on peacebuilding and reconstruction and cope with increasing amount of operations in the sector, the Economic Infrastructure Department was reorganized into the Infrastructure and Peacebuilding Department, within which Office for Peacebuilding and Reconstruction was established.

Furthermore, in order to strengthen functions of overseas offices, organizational structure of overseas offices has been reviewed and fortified. Additionally, the headquarters strengthened its support system for overseas offices.

JICA will continuously work on organizational management to promptly cope with changes in internal and external environments.

## ● Streamlining and Rationalization of Working Procedures

In fiscal 2012, the Committee for Operational Process Improvement, chaired by the President, was formed within JICA. Under the leadership of the President, JICA worked on drastic streamlining and simplification of operational processes, and formulated a plan to improve quality and speed of operations. Based on the plan, JICA worked on the following operational improvement in fiscal 2014.

- ▶ JICA conducted a study on holistic optimization of its IT system. JICA has taken actions toward optimization, based on the suggestions from the study.
- ▶ To improve maintenance of facilities at Domestic Offices, JICA awarded facility maintenance contracts for Hokkaido International Centers (Sapporo and Obihiro), Tsukuba International Center, Tokyo International Center, Chubu International Center, and Okinawa International Center on public-bidding basis, in accordance with the Public Service Reform Act.

- ▶ JICA reviewed procedures for dispatching experts and volunteers to shorten the period for processing and preparation before their departure.

JICA will continuously take further actions to streamline and rationalize working procedures in future.

## ● Efforts to Enhance Competitiveness and Transparency of Contracts

In order to enhance competitiveness in JICA's contracts, the Contract Monitoring Committee monitored single bid cases and negotiated contracts that lacked competitiveness. The monitoring showed that JICA maintained high level of competitiveness in biddings in fiscal 2014, represented by 27.6% for single bid cases (as opposed to 28.8% in fiscal 2013), and 18.1% for the negotiated contracts (as opposed to 17.8% in fiscal 2013).

Furthermore, since fiscal 2012 for the enhancement of the transparency of contracts, JICA has introduced an external supervisory scheme for contracts with consultants etc. JICA increased the number of external supervisory teams from 5 to 8 in fiscal 2014, and increased the number of cases investigated from the previous 44 to 75. They concluded that in general, the selection of contracts by JICA for consultants etc. was carried out properly.

JICA will continuously make efforts to enhance the competitiveness and transparency of contracts in future.

# Efforts to Better Global Environment

JICA is active in its efforts to address environmental problems, striving for a level of environmental conservation and sustainable development. On April 1, 2004, JICA announced the Environment Policy as the basic principle toward the environment and took the first step toward the implementation of the Environmental Management System (EMS). JICA's entire organization in Japan, including the head office, received ISO 14001 certification in fiscal 2005. Certification has been renewed following annual inspections.

JICA has implemented environmental activities utilizing the ISO 14001 framework, and these activities have become an established part of JICA's operations. As a result, JICA has made progress in conservation of resources and energy and decrease environmental impact. In recent years, there have been even greater demands to properly fulfill civic obligations such as compliance with environmental laws and regulations. With this trend, JICA needs to place higher importance on the conservation of resources and energy and compliance with laws and regulations. Therefore, JICA has switched to its own EMS after ISO 14001 certification expired in 2013 for the purpose of building a more efficient and effective EMS. The JICA EMS aims to facilitate environmental protection activities while still incorporating the fundamental principles of ISO 14001.

## ● Environmental Policy

JICA places the utmost importance on efforts that incorporate concerns for the environment. Key points of the Environment Policy are as follows;

### Basic Principles

As stated in the Law on General Rules of Japan International Cooperation Agency, JICA's mission is to "Contribute to the promotion of international cooperation and to the sound development of Japan and the international socioeconomy by contributing to the development or reconstruction of the economy and society, or economic stability of overseas regions which are in the developing stage." This global environmental protection will be conducted in compliance with environmental laws and regulations. Furthermore, in order to prevent and reduce negative environmental impacts resulting from JICA's activities, JICA will utilize an environmental management system and continuously work to improve it. The system will be based on the following policies:

## ● Promotion of environmental measures through international cooperation activities

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

- ▶ Promote international cooperation projects that contribute to environmental protection in developing countries
- ▶ Mitigate in any adverse environmental impacts from development programs and projects in accordance with the guidelines

for environmental and social considerations.

## ● Promotion of activities for general environmental awareness

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

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

## ● Promotion of environmentally friendly activities within JICA offices and facilities

JICA promotes environmental programs to reduce any negative impacts caused by its activities in all facilities. JICA will continue to:

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

## ● Compliance with environmental laws and regulations

JICA will consistently adhere to relevant environmental laws and regulations.

For details on other activities, please refer to the following website:

→ [JICA website](http://www.jica.go.jp/english/our_work/social_environmental/index.html)

[http://www.jica.go.jp/english/our\\_work/social\\_environmental/index.html](http://www.jica.go.jp/english/our_work/social_environmental/index.html)

# History of JICA

## The former Japan International Cooperation Agency

|                       |                                                                                                                                                                                                                              |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>January 1954</b>   | The Federation of Japan Overseas Associations is established.                                                                                                                                                                |
| <b>April 1954</b>     | The Society for Economic Cooperation in Asia is established.                                                                                                                                                                 |
| <b>September 1955</b> | The Japan Emigration Promotion, Co., Ltd. is established.                                                                                                                                                                    |
| <b>June 1962</b>      | The Overseas Technical Cooperation Agency (OTCA) is established.                                                                                                                                                             |
| <b>July 1963</b>      | The Japan Emigration Service (JEMIS) is established.                                                                                                                                                                         |
| <b>April 1965</b>     | Japan Overseas Cooperation Volunteers (JOCV) Office is established by OTCA.                                                                                                                                                  |
| <b>May 1974</b>       | Act of Japan International Cooperation Agency is promulgated.                                                                                                                                                                |
| <b>August 1974</b>    | The Japan International Cooperation Agency (JICA) is established.                                                                                                                                                            |
| <b>December 1974</b>  | The Statement of Operation Procedures is implemented.                                                                                                                                                                        |
| <b>April 1978</b>     | Act of JICA is revised (promotion of Grant Aid operations is added).                                                                                                                                                         |
| <b>October 1983</b>   | The Institute for International Cooperation is established.                                                                                                                                                                  |
| <b>April 1986</b>     | Japan Disaster Relief (JDR) Team is formed.                                                                                                                                                                                  |
| <b>January 1991</b>   | Evaluation Guidelines are formulated.                                                                                                                                                                                        |
| <b>September 1992</b> | Environmental Guidelines for Infrastructure Projects are published.                                                                                                                                                          |
| <b>December 1992</b>  | The Handbook for Women in Development (WID) Consideration is published.                                                                                                                                                      |
| <b>August 1995</b>    | Annual Evaluation Report is published for the first time.                                                                                                                                                                    |
| <b>December 2001</b>  | The reorganization and rationalization plan for special public institutions is announced by the Japanese government. Included in this reform plan is a measure transforming JICA into an incorporated administrative agency. |
| <b>June 2002</b>      | The Advisory Committee on Evaluation is established.                                                                                                                                                                         |
| <b>October 2002</b>   | Act on Access to Information Held by Incorporated Administrative Agencies, etc. is implemented.                                                                                                                              |
| <b>December 2002</b>  | The Law concerning the Incorporated Administrative Agency Japan International Cooperation Agency is promulgated.                                                                                                             |
| <b>September 2003</b> | The Special Public Institution – JICA is dissolved.                                                                                                                                                                          |
| <b>October 2003</b>   | The Incorporated Administrative Agency – JICA is established.<br>The First Medium-Term Plan is made public.                                                                                                                  |
| <b>April 2004</b>     | JICA Guidelines for Environmental and Social Considerations are published.                                                                                                                                                   |
| <b>April 2006</b>     | The Global Plaza Tokyo is opened.                                                                                                                                                                                            |
| <b>April 2007</b>     | The Second Medium-Term Plan is made public.                                                                                                                                                                                  |
| <b>April 2007</b>     | The JICA Donation Fund for the People of the World, a public donation program, is launched.                                                                                                                                  |

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

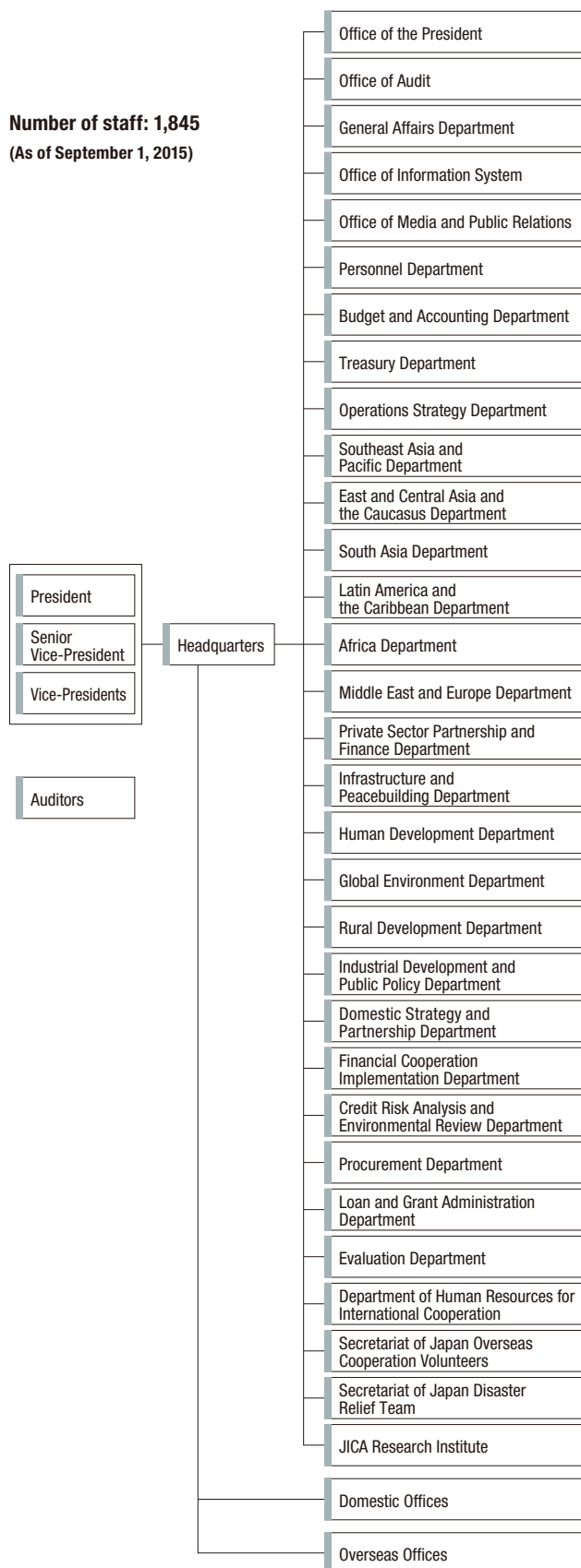
|                       |                                                                                                                                                                                                                                                                                                |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>December 1960</b>  | The Overseas Economic Cooperation Fund Law is promulgated.                                                                                                                                                                                                                                     |
| <b>March 1961</b>     | The Overseas Economic Cooperation Fund (OECF) is established to take over management of the Southeast Asia Development Cooperation Fund from the Export-Import Bank of Japan (JEXIM).                                                                                                          |
| <b>March 1961</b>     | The Statement of Operation Procedures is approved allowing operations to commence.                                                                                                                                                                                                             |
| <b>March 1966</b>     | First OECF ODA Loan (to the Republic of Korea) is provided.                                                                                                                                                                                                                                    |
| <b>May 1968</b>       | The OECF Law is revised (commodity loan facility is added).                                                                                                                                                                                                                                    |
| <b>March 1980</b>     | First government-guaranteed OECF bond is issued.                                                                                                                                                                                                                                               |
| <b>November 1989</b>  | OECF Guidelines for Environmental Considerations is published.                                                                                                                                                                                                                                 |
| <b>May 1991</b>       | OECF Policy for Consideration of Women in Development (WID) is published.                                                                                                                                                                                                                      |
| <b>March 1995</b>     | The Cabinet decides to merge JEXIM and OECF.                                                                                                                                                                                                                                                   |
| <b>April 1999</b>     | The Japan Bank for International Cooperation Law is promulgated.                                                                                                                                                                                                                               |
| <b>October 1999</b>   | The Japan Bank for International Cooperation (JBIC) is established.                                                                                                                                                                                                                            |
| <b>December 1999</b>  | The Medium-Term Strategy for Overseas Economic Cooperation Operations (October 1, 1999–March 31, 2002) is formulated.                                                                                                                                                                          |
| <b>April 2001</b>     | Ex-Ante Project Evaluation for ODA Loan operations is introduced.                                                                                                                                                                                                                              |
| <b>September 2001</b> | Japanese GAAP-Based Financial Statements and Statement of Administrative Cost Calculation are made public.                                                                                                                                                                                     |
| <b>October 2001</b>   | First Fiscal Investment and Loan Program (FILP) agency bonds are issued.                                                                                                                                                                                                                       |
| <b>December 2001</b>  | The Cabinet decides to proceed with the reorganization and rationalization plan for special public institutions.                                                                                                                                                                               |
| <b>April 2002</b>     | JBIC Guidelines for Confirmation of Environmental and Social Considerations are put into effect.<br>The Performance Measurement for Strategic Management is introduced.<br>The Medium-Term Strategy for Overseas Economic Cooperation Operations (April 1, 2002–March 31, 2005) is formulated. |
| <b>October 2002</b>   | Act on Access to Information Held by Incorporated Administrative Agencies, etc. is implemented.                                                                                                                                                                                                |
| <b>March 2005</b>     | The Medium-Term Operations Strategy based on the Performance Measurement for Strategic Management is formulated.                                                                                                                                                                               |
| <b>April 2005</b>     | The Medium-Term Strategy for Overseas Economic Cooperation Operations (April 1, 2005–March 31, 2008) is formulated.                                                                                                                                                                            |
| <b>June 2006</b>      | Act on Promotion of Administrative Reform for Realization of Small and Efficient Government is promulgated.                                                                                                                                                                                    |
| <b>March 2008</b>     | The period for implementation of policy on the Medium-Term Strategy for Overseas Economic Cooperation Operations (April 1, 2005–March 31, 2008) is extended by six months.                                                                                                                     |

## New JICA

|                      |                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>November 2006</b> | Act for partial amendments to the Act on the Incorporated Administrative Agency Japan International Cooperation Agency is promulgated.                                                                                                                                                                                                                                                         |
| <b>October 2008</b>  | Operations of ODA Loans previously managed by the former JBIC (Overseas Economic Cooperation Operations) and a portion of the Grant Aid provided by Japan's Ministry of Foreign Affairs (MOFA) are succeeded by JICA. However, MOFA remains responsible for directly providing Grant Aid in conjunction with the execution of diplomatic policies.<br>The Second Medium-Term Plan is modified. |
| <b>April 2010</b>    | The new JICA Guidelines for Environmental and Social Considerations are published.                                                                                                                                                                                                                                                                                                             |
| <b>April 2012</b>    | The Third Medium-Term Plan is made public.                                                                                                                                                                                                                                                                                                                                                     |
| <b>October 2012</b>  | Private-Sector Investment Finance is fully resumed.                                                                                                                                                                                                                                                                                                                                            |
| <b>March 2014</b>    | The Third Medium-Term Plan is modified.                                                                                                                                                                                                                                                                                                                                                        |

# Organization Chart / Executive Officers and Auditors

**Number of staff: 1,845**  
(As of September 1, 2015)



1. Number of executive officers and auditors: Pursuant to Article 7 of Act of the Incorporated Administrative Agency – Japan International Cooperation Agency, there shall be one President and three Auditors, and there may be one Senior Vice-President and up to eight Vice-Presidents.
2. Terms of office of executive officers and auditors: Pursuant to Article 9 of Act of the Incorporated Administrative Agency-Japan International Cooperation Agency, the term of office of the President and Senior Vice-President shall be four years and the term of office of Vice-Presidents and Auditors shall be two years.
3. The names, current positions and previous positions of executive officers and auditors as of September 1, 2015 are as follows.

| Title                     | Name                                                                                                              | Date of Appointment             |
|---------------------------|-------------------------------------------------------------------------------------------------------------------|---------------------------------|
| President                 | Akihiko Tanaka                                                                                                    | April 1, 2012                   |
| <b>Previous Position:</b> | Vice President, The University of Tokyo                                                                           |                                 |
| Senior Vice-President     | Hideaki Domichi                                                                                                   | April 25, 2012                  |
| <b>Previous Position:</b> | Ambassador in charge of Economic Diplomacy, Ministry of Foreign Affairs                                           |                                 |
| Vice-President            | Kiyoshi Kodera                                                                                                    | April 1, 2010 (Reappointment)   |
| <b>Previous Position:</b> | Executive Secretary of the Development Committee, The World Bank & IMF Deputy Corporate Secretary, The World Bank |                                 |
| Vice-President            | Masakazu Ichikawa                                                                                                 | August 1, 2011 (Reappointment)  |
| <b>Previous Position:</b> | Deputy Director General, Manufacturing Industries Bureau, Ministry of Economy, Trade and Industry                 |                                 |
| Vice-President            | Toshiyuki Kuroyanagi                                                                                              | July 1, 2012 (Reappointment)    |
| <b>Previous Position:</b> | Senior Advisor, JICA                                                                                              |                                 |
| Vice-President            | Toshitsugu Uesawa                                                                                                 | October 1, 2013                 |
| <b>Previous Position:</b> | Director General, General Affairs Department, JICA                                                                |                                 |
| Vice-President            | Hiroshi Kato                                                                                                      | October 1, 2013                 |
| <b>Previous Position:</b> | Senior Special Advisor, JICA                                                                                      |                                 |
| Vice-President            | Shigeru Kiyama                                                                                                    | October 1, 2013 (Reappointment) |
| <b>Previous Position:</b> | Senior Special Advisor, JICA                                                                                      |                                 |
| Vice-President            | Kae Yanagisawa                                                                                                    | October 1, 2014                 |
| <b>Previous Position:</b> | Director General, East and Central Asia and the Caucasus Department, JICA                                         |                                 |
| Auditor                   | Takafumi Ito                                                                                                      | October 1, 2011 (Reappointment) |
| <b>Previous Position:</b> | Director General, Secretariat of Japan Overseas Cooperation Volunteers, JICA                                      |                                 |
| Auditor                   | Hajime Kurokawa                                                                                                   | October 1, 2011 (Reappointment) |
| <b>Previous Position:</b> | Manager, Public Sector, Deloitte Touche Tohmatsu LLC                                                              |                                 |
| Auditor                   | Hiromi Machii                                                                                                     | January 1, 2014                 |
| <b>Previous Position:</b> | Compliance Officer, SG Asset Max Corporation                                                                      |                                 |

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

Please refer to pages 160 to 161 for a list of JICA's Domestic and Overseas Offices.

[ → Please refer to the [JICA website](#) for updates of this information.]

# Domestic and Overseas Offices

Domestic and Overseas Offices (As of September 1, 2015)

## JICA Hokkaido

### (Sapporo)

TEL: +81-11-866-8333

4-25, Minami, Hondori 16-chome, Shiroishi-ku, Sapporo City,  
Hokkaido 003-0026

### (Obihiro)

TEL: +81-155-35-1210

1-2, Nishi 20-jo Minami 6-chome, Obihiro City,  
Hokkaido 080-2470

## JICA Tohoku

TEL: +81-22-223-5151

15th Floor, Sendai Daiichi Seimei Tower Bldg., 6-1,  
Ichiban-cho 4-chome, Aoba-ku, Sendai City,  
Miyagi 980-0811

## JICA Nihonmatsu

TEL: +81-243-24-3200

4-2, Aza Nagasaka, Nagata, Nihonmatsu City,  
Fukushima 964-8558

## JICA Tsukuba

TEL: +81-29-838-1111

3-6, Koyadai, Tsukuba City, Ibaraki 305-0074

## JICA Tokyo

TEL: +81-3-3485-7051

49-5, Nishihara 2-chome, Shibuya-ku, Tokyo 151-0066

## JICA Global Plaza

TEL: +81-3-3269-2911

10-5 Ichigaya Honmuracho, Shinjuku-ku, Tokyo 162-8433

## JICA Yokohama

TEL: +81-45-663-3251

3-1, Shinko 2-chome, Naka-ku, Yokohama City,  
Kanagawa 231-0001

## JICA Komagane

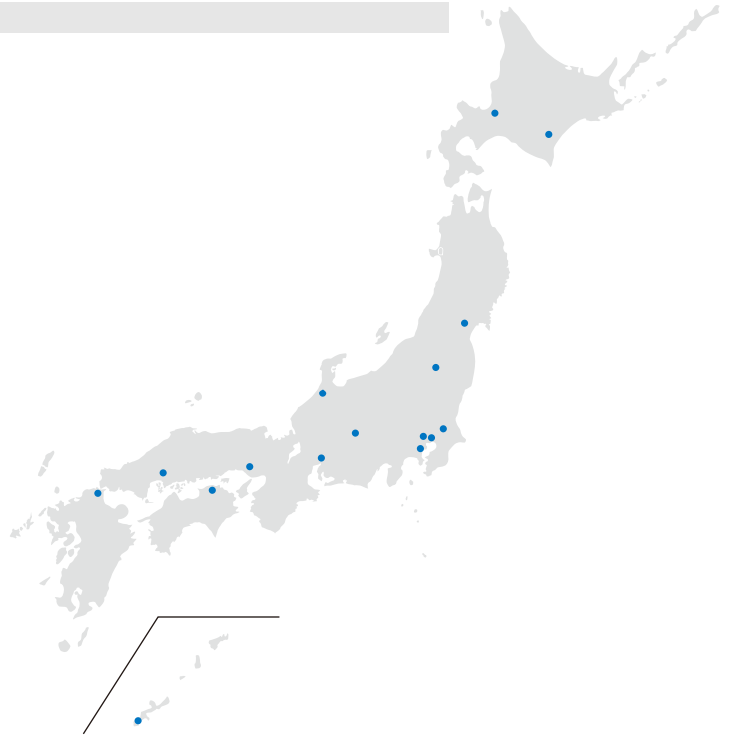
TEL: +81-265-82-6151

15, Akaho, Komagane City, Nagano 399-4117

## JICA Hokuriku

TEL: +81-76-233-5931

4th Floor, Rifare (Office Tower), 5-2, Honmachi 1-chome,  
Kanazawa City, Ishikawa 920-0853



## JICA Chubu/Nagoya Global Plaza

TEL: +81-52-533-0220

60-7, Hiraike-cho 4-chome, Nakamura-ku, Nagoya City,  
Aichi 453-0872

## JICA Kansai

TEL: +81-78-261-0341

5-2, Wakinohama Kaigandori 1-chome, Chuo-ku, Kobe City,  
Hyogo 651-0073

## JICA Chugoku

TEL: +81-82-421-6300

3-1, Kagamiyama 3-chome, Higashi Hiroshima City,  
Hiroshima 739-0046

## JICA Shikoku

TEL: +81-87-821-8824

7th Floor, Nissei Takamatsu Bldg., 1-5, Ban-cho 1-chome,  
Takamatsu City, Kagawa 760-0017

## JICA Kyushu

TEL: +81-93-671-6311

2-1, Hirano 2-chome, Yahata Higashi-ku, Kitakyushu City,  
Fukuoka 805-8505

## JICA Okinawa

TEL: +81-98-876-6000

1143-1, Aza Maeda, Urasoe City, Okinawa 901-2552

## Overseas Offices (Alphabetical order) (As of September 1, 2015)

**Asia**

Afghanistan Office  
 Bangladesh Office  
 Bhutan Office  
 Cambodia Office  
 China 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  
 Dominican Republic Office  
 Ecuador Office  
 El Salvador Office  
 Guatemala Office  
 Honduras Office  
 Jamaica Office  
 Mexico Office  
 Nicaragua Office  
 Panama Office  
 Paraguay Office  
 Peru Office  
 Saint Lucia Office  
 Uruguay Office  
 USA Office  
 Venezuela Office

**Africa**

Benin Office  
 Botswana Office  
 Burkina Faso Office  
 Cameroon Office  
 Côte d'Ivoire Office  
 Democratic Republic of Congo Office  
 Djibouti Office  
 Ethiopia Office  
 Gabon Office

Ghana Office  
 Kenya Office  
 Madagascar Office  
 Malawi Office  
 Mozambique Office  
 Namibia Office  
 Niger Office  
 Nigeria Office  
 Rwanda Office  
 Senegal Office  
 South Africa Office  
 South Sudan Office  
 Sudan Office  
 Tanzania Office  
 Uganda Office  
 Zambia Office  
 Zimbabwe Office

**Middle East**

Egypt Office  
 Office in Gaza  
 Iran Office  
 Iraq Office  
 Jordan Office  
 Morocco Office  
 Syria Office  
 Tunisia Office  
 Yemen Office

**Europe**

Balkan Office  
 France Office  
 Turkey Office

[ → Please refer to the [JICA website](http://www.jica.go.jp/english/about/organization/overseas/) for contact information regarding each overseas office.]

Home → Contact Us → Overseas Offices <http://www.jica.go.jp/english/about/organization/overseas/>

# Budget

## 1 General Account Revenue and Expenditure Budget (FY2015)

(¥ million)

| Item                                                                                                                                                                      | FY2015  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| Revenue: Fiscal year budget plan                                                                                                                                          | 147,859 |
| Revenues from operational grants (Initial budget)                                                                                                                         | 146,413 |
| Revenues from operational grants (Supplementary budget)                                                                                                                   | —       |
| Subsidy for facilities, etc.                                                                                                                                              | 613     |
| Revenues from contracted programs                                                                                                                                         | 485     |
| Interest income and miscellaneous income                                                                                                                                  | 335     |
| Donation revenues                                                                                                                                                         | 14      |
| Reversal of reserve fund carried over from the previous Mid-term Objective period                                                                                         | —       |
| Funds allocated pursuant to Article 35 of the Law concerning the Incorporated Administrative Agency Japan International Cooperation Agency (Fund for grant aid projects)* | 0       |
| Expenditure: Fiscal year budget plan                                                                                                                                      | 147,859 |
| General administrative expenses                                                                                                                                           | 10,477  |
| Excluding special items                                                                                                                                                   | 10,477  |
| Operating expenses                                                                                                                                                        | 136,270 |
| Expenses for technical cooperation projects                                                                                                                               | 64,476  |
| Expenses for grant aid (operation support)                                                                                                                                | 194     |
| Expenses for public participation-based cooperation                                                                                                                       | 14,978  |
| Expenses for emigration projects                                                                                                                                          | 401     |
| Expenses for disaster relief activities                                                                                                                                   | 880     |
| Expenses for training and securing the personnel                                                                                                                          | 1,418   |
| Expenses for assistance promotion                                                                                                                                         | 17,005  |
| Expenses related to operation                                                                                                                                             | 7,025   |
| Expenses for operation support                                                                                                                                            | 29,892  |
| Expenses for facilities                                                                                                                                                   | 613     |
| Expenses for contracted programs                                                                                                                                          | 485     |
| Expenses for donation projects                                                                                                                                            | 14      |
| Expenses for the expedition of grant aid projects *                                                                                                                       | 0       |

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

## 2 Financial Plan for the Finance and Investment Account (FY2015)

(¥100 million)

|                                                                         | FY2015 |
|-------------------------------------------------------------------------|--------|
| Investment and loan                                                     |        |
| ODA loans                                                               | 9,605  |
| Private-sector investment finance                                       | 280    |
| Total                                                                   | 9,885  |
| Source of funds                                                         |        |
| Capital investment from the Government of Japan (GOJ)'s General Account | 483    |
| Borrowings from the Fiscal Investment and Loan Program (FILP)           | 4,366  |
| Own funds, etc.                                                         | 5,036  |
| - FILP Agency Bonds                                                     | 600    |
| Total                                                                   | 9,885  |

# JICA's Medium-term Plan/Annual Plan for Business year 2015

## 1 JICA Medium-term Plan

In accordance with Article 30, Paragraph 1 of the Act on General Rules for Incorporated Administrative Agency (Act No. 103 of 1999), the Japan International Cooperation Agency (JICA) has set the following Medium-term Plan for achieving its Medium-term Objective during a period commencing with business year 2012.

Taking into consideration the circumstances surrounding development assistance set out in the Medium-term Objective, JICA will follow its vision of "Inclusive and Dynamic Development" in effectively conducting projects in accordance with the Government of Japan's initiatives and policies regarding Official Development Assistance (ODA). Guided by the vision, JICA will promptly deliver comprehensive assistance for people living in the developing area on issues including addressing the global agenda, reducing poverty through equitable growth, and improving governance from the standpoint of ensuring human security. In following this plan, JICA staff will remain particularly conscious of the enormous assistance offered by many countries after the Great East Japan Earthquake, as well as the necessity of pulling together with the rest of the nation in the reconstruction drive following this catastrophe. With these points in mind, JICA will move ahead with efforts that meet the expectations of other countries. In addition, taking full advantage of its position as one of the few public sector organizations in Japan that operates projects in the developing area at large while also having offices across Japan, JICA will correlate the domestic challenges and experiences with those of other countries to contribute to solution of issues both in Japan and other countries.

Since its launch as a renewed organization in October 2008, JICA has become the sole implementing agency for Japan's all major ODA schemes — Technical Cooperation, Loan Assistance and Grant Aid, enabling JICA to provide optimum cooperation to the developing area facing various development issues through organic combinations of different schemes, taking into account the characteristics of each scheme. Going forward, JICA will further deepen the synergetic effects of its merger and promote program approach in line with the government policy as a means to increase its competitiveness internationally and implement more strategic operations. JICA will build a broad network with Japanese NGOs, private enterprises including small and medium-sized enterprises (SMEs), academic institutions such as universities, and municipalities and bring together the knowledge and experience of an "all-Japan" team to solve development issues.

JICA will further strengthen its organizational expertise in such areas as analysis and problem solution, which is needed in operation management, through incorporating international trends of development assistance in addition to the knowledge JICA has accumulated in the field. JICA will make intellectual contribution to support the government to play a leading role in development assistance arena through strengthening external communications skills and deepening cooperation with partners in the international community. Through these measures, JICA will respond to the expectations of the international community and, by enhancing transparency, gain public understanding, support and empathy for international cooperation.

In addition, JICA will regard critical views in Japan against management of incorporated administrative agencies at large and that of JICA sincerely, and to fulfill its mandate entrusted by the Japanese people conduct operations in a more strategic, effective and efficient manner through improving organization and operations continuously and autonomously.

In executing the Medium-term Plan, JICA will make every effort possible while continuing to collaborate with associated government institutions. JICA will set goals that are as quantitative and concrete as possible in its annual plan, with consideration to the characteristics of JICA's operation.

## 1 Measures to be taken to achieve the objectives regarding improvement of the quality of operations such as services provided to citizens

### [1] Measures to carry out strategic operations

JICA will conduct operations in accordance with the government policies such as the ODA Charter, the Medium-term Policy on ODA, Country Assistance Programs and the Priority Policy Issues for International Cooperation as well as the development strategies and needs of partner countries. JICA will conduct effective operations by placing emphasis on results as well as the quantity of inputs and by applying the PDCA (Plan, Do, Check, and Action) cycle thoroughly. JICA will provide strategic, effective and efficient assistance in accordance with the priority issues of development cooperation set by the government — poverty reduction, sustained economic growth, addressing global issues, and peace-building. For this purpose, JICA will refine program approach in which JICA will analyze development needs and current circumstances through country/regional analyses and dialogues with partner countries based on JICA's expertise as an aid agency, and then combining three schemes of Technical Cooperation, Loan Assistance and Grant Aid, flexibly and organically to serve those needs. Moreover, JICA will utilize its expertise as an aid agency to enhance its program and project planning capacity and build flexible implementation structure to upgrade its project planning and execution capacity. Not limiting to existing assistance schemes, JICA will also improve its approach, methods and processes. In implementing projects, JICA will correlate challenges and experiences in Japan such as the Great East Japan Earthquake, disaster prevention, declining birth rate and aging population, environment and energy, with those abroad in order to contribute to solve issues both in the developing area and Japan. At the same time, JICA will initiate measures to enhance public understandings and support for ODA in Japan.

Taking into account the ODA policy and other policies of the government, JICA, under its vision of "Inclusive and Dynamic Development", will formulate and implement quality projects ensuring human security in priority areas such as poverty reduction, sustained growth and addressing global issues as well as peace-building.

Specific activities are as follows.

#### (a) Poverty reduction (contribution to the achievement of the MDGs)

- In order to achieve equitable growth, and thereby sustained poverty reduction, JICA will assist the poor in developing their various latent capabilities and support improvement of an enabling environment in which those capabilities can be demonstrated.

#### (b) Sustained economic growth

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

#### (c) Addressing global issues

- JICA will seek solutions to global issues such as environmental issues including global warming, infectious diseases, food and energy, and disaster management in collaborations with the international community.

## (d) Peacebuilding

- JICA will provide seamless assistance throughout the peacebuilding process, from emergency humanitarian relief to reconstruction and development, to prevent conflicts and their recurrence and to consolidate peace.

## (e) Strengthening the strategic value of operations and improving operations management

- Based on its country/regional analysis and thematic/sector guidelines, JICA will promote a program approach that brings synergy effects of Technical Cooperation, Loan Assistance and Grant Aid.
- To carry out projects more strategically, effectively and efficiently, JICA will thoroughly implement the PDCA cycle including ex-post project monitoring and follow-up activities, while compiling the project achievements and sharing them within and outside JICA.
- JICA will place importance on capacity development; holistic development of capacities at all levels of individuals, organizations, institutions and society and comprehensively support the process for partner countries to enhance the abilities to solve problems.
- Recognizing the significance and effectiveness of South-South Cooperation in assisting the developing area, JICA will strategically provide triangular cooperation and accumulate and share knowledge on it.

## [2] Enhancing program and project planning and information disseminating capacity

## (A) Enhancing program and project planning

- (i) JICA will promote formulation of country/regional analysis papers and thematic/sector guidelines on diverse and complex development needs.
- (ii) JICA will constantly accumulate knowledge and know-how about development issues and project implementation, encouraging the sharing and effective use of these knowledge and know-how.
- (iii) JICA will further contribute to the information gathering and analysis by country-based ODA Task Forces share information and knowledge that volunteers, experts, etc. have accumulated on the ground and promote dialogues with Japanese enterprises and NGOs.

Specific activities are as follows.

- JICA will promote formulation of country/regional analysis papers (around 50 countries by the end of the Medium-term Objective period) and formulate thematic/sector guidelines as an approach to correctly understand the background and current situation of the development issues and solve them.
- For more strategic operations, JICA will accumulate knowledge through dialogues with partner countries' governments as well as implementing projects, and strengthen its expertise as an aid agency.
- JICA will utilize information including relevant knowledge and know-how received from various stakeholders, and share the knowledge, experiences and information in country-based ODA Task Forces.

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

In order to realize the common benefit of the international community and Japan, JICA will actively take a part in addressing and raising awareness of global issues and contribute to Japan's leadership in these discussions. JICA will strengthen partnerships with partners in the international community including international organizations and emerging donors to disseminate aid policies and approaches in which Japan takes the lead while remaining aligned with the international community and enhance Japan's presence.

Specific activities are as follows.

- Towards higher development effectiveness, JICA will share knowledge such as effective approaches accumulated through its extensive experience broadly with the international community. In addition, JICA, as a key member will participate in formulation of international development agendas and assistance strategies for countries/regions. JICA will also make efforts to promote country/regional aid coordination to contribute to solving global issues.
- JICA will enhance strategic partnerships with emerging donors, promote

triangular cooperation and serve as an interface for their participation on aid coordination frameworks.

- JICA will promote collaboration with multilateral donors and other institutions at levels of individual programs and projects.

## (C) Research

JICA will carry out research to enhance strategic, effective and efficient operation, with insights and medium-long term perspective about changing situations in international community including the developing area and Japan. JICA will set research themes and carry out research projects so that research results can be reflected to JICA operation and influence the international trends of development assistance in collaboration with universities and institutes in Japan and overseas conducting research on development assistance. JICA will examine these contributions periodically and enhance dissemination of research results.

Specific activities are as follows.

- JICA will set research themes that can be reflected to operations and influence international trends in development assistance. In order to carry out high-quality research efficiently, JICA, while applying the knowledge cultivated by JICA operations, will strengthen efforts to ensure quality of research such as collaboration with partners in Japan and overseas, including joint research and commission, enhancement of internal capacity, peer reviews and evaluation by a third-party committee. Furthermore, to strengthen internal feedback and external dissemination of research results, JICA will ensure opportunities to disseminate strategically research results and improve dissemination tools.

## [3] Strengthening the role as the "nexus" among various actors including promoting partnership with private sector actors

## (A) Implementation of strategic economic cooperation for "the Strategy of Global Outreach"

In order to support economic development of the developing area through providing Japan's outstanding technologies and know-how and take in worldwide economic growth leading to revitalization of the Japanese economy, as well as to contribute to expansion of export of infrastructure by Japanese enterprises, etc. and overseas development of Japanese SMEs, local governments, etc., JICA will implement strategic development assistance. It includes improvement of the system of Japanese ODA Loans, utilization of the Private Sector Investment Finance (PSIF), formulation of projects based on proposals from private enterprises, local governments, etc., including Public-Private Partnership (PPP) projects, and implementation of assistance for establishing legal and judicial systems and developing human resources.

Specific activities are as follows.

- JICA will promote measures to contribute to solution of development issues of the developing area and, to this end, overseas development of Japanese private enterprises and local governments, etc., including expansion of their export of infrastructure as well. The measures include utilization of Japanese ODA Loans and the PSIF and implementation of Technical Cooperation projects and studies in collaboration with Japanese private enterprises, local governments, etc.

## (B) Partnership with various actors such as NGOs and private enterprises

JICA will strengthen its partnership with Japanese various actors, such as NGOs, private enterprises including SMEs, academic institutions, local governments, etc. Through such partnership, JICA will conduct effective and efficient development assistance by fully utilizing Japan's human resources, knowledge, capital and technologies of actors in the public and private sectors as well as contribute to fostering human resources with a global perspective in those actors.

Specific activities are as follows.

- JICA will enhance its partnership with Japanese various actors, such as NGOs, private enterprises including SMEs, academic institutions, local governments, etc. JICA will promote their participation in JICA projects to fully utilize Japan's human resources, knowledge, capital,

and technologies for solving development issues in the developing area. In addition, JICA will contribute to fostering and ensuring the human resources needed for their global outreach as well.

#### [4] Enhancing public understanding and participation

Understanding by and support from the public are vital to implementation of development cooperation. To communicate its significance and current status to the public, JICA will send information on its activities to the public effectively and efficiently and encourage citizen participation in them.

##### (A) Volunteer programs

JICA will effectively and efficiently conduct the volunteer programs with the aim of contributing to economic and social advancement and reconstruction of the developing area, deepening friendly ties and mutual understanding between Japan and the developing area and providing an opportunity for volunteers to foster global perspectives and utilize their experiences in Japan after their return. JICA will implement following measures steadily: (i) improve operation systems and methods to enhance the quality of the program; (ii) deepen partnership with other ODA programs, private enterprises with useful expertise, local governments, NGOs and other organizations; (iii) reinforce its activities to enable the public to participate in the volunteer programs without anxiety, including support to returned volunteers to utilize their experiences after return to Japan; (iv) conduct appropriate evaluation; (v) increase the visibility of volunteers' activities and accomplishments in the field, and their career after return to Japan. These measures are based on extensive reviews by the Ministry of Foreign Affairs (MOFA) and JICA of the volunteer program in July 2011 and on implementation aspect of the volunteer program in August 2011 ("Grassroots Diplomats: Japan's Overseas Volunteer Program — for Co-existence and Bonds of Friendship"), which were conducted to adapt to changes in the environment surrounding the volunteer program.

Specific activities are as follows.

- JICA will promote measures to enhance the quality of the volunteer programs through implementing measures contributing to solving development issues and collaborating with other JICA programs and organizations.
- JICA will take measures to increase the visibility of the current state of volunteer activities.
- JICA will strengthen the support to the volunteers in their field activities.
- JICA will strengthen its partnership with local governments, private enterprises, universities and other organizations in Japan to encourage participation of diverse human resources in the volunteer programs as a public participation program.
- JICA will improve its effectiveness and efficiency of recruitment, selection, training of volunteers, to ensure and train adequate human resources that match development needs.
- JICA will consider and implement specific measures for returned volunteers' active participation in Japanese society. In addition, JICA will reinforce its indirect support for returned volunteers with a global perspective to utilize their experiences in Japanese society and to develop their careers.

##### (B) Citizen participatory cooperation

Implementing programs, where knowledgeable and well experienced Japanese organizations such as NGOs, municipalities and academic institutions play a key role, contribute to the public's better understanding of ODA, and transfers appropriate and efficient technologies meeting the actual circumstances of the developing area. From this point of view, JICA will promote collaboration with NGOs, etc. and, in implementing the JICA Partnership Program, effectively conduct attentive cooperation at grass-roots level where government-to-government international cooperation has difficulty reaching, centering on basic human needs, which directly benefit improving quality of life and livelihood of the people in the developing area. Additionally, to encourage broad participation of the public, JICA will give consideration for respecting the initiatives of the partnering organizations and make efforts to expedite procedures of the JICA Partnership Program.

To enhance public understanding and participation, JICA will provide

support to international cooperation projects proposed and implemented by various individuals/organizations such as NGOs, academic institutions, and local governments.

Specific Activities are as follows.

- In order to ensure proposals that match the objectives of the JICA Partnership Program from various sectors in Japan, JICA will provide easy to understand information and project cases on targeted areas to the public. JICA will also improve operational management systematically, and simplify and expedite administrative procedures to improve effectiveness and outcomes of the JICA Partnership Program.
- JICA will use domestic offices to support international cooperation in close collaboration with regions of Japan, where domestic offices are located. JICA will also strengthen collaborations with NGOs, academic institutions, local governments and other organizations to improve the quality of development education in Japan.
- JICA will provide programs for human resources development, organization reinforcement, and project management to Japanese NGOs aiming to conduct international cooperation.

##### (C) Fostering human resources for development (Training and recruiting human resources)

Training and recruiting talented personnel in international cooperation constitute the basis for overall activities of JICA, and are the key element for improvements in quality of Japan's international cooperation. JICA, therefore, will properly undertake necessary measures for training and recruiting of human resources including consultants, based on development needs.

Specific activities are as follows.

- JICA will effectively disseminate information on opportunities of participation in international cooperation and training programs through enhancement of external communication capability of the Human Resources Center for International Cooperation.
- JICA will develop and enhance the skills of personnel engaged in international cooperation, by providing training programs particularly in sectors and themes where there is a great need but is a shortage of human resources.

##### (D) Public relations activities

###### (i) Communicating information on ODA activities

JICA will strengthen collaboration with the media, NGOs and other partners and utilize its domestic and overseas offices to conduct domestic and overseas public relations activities so that JICA can fulfill accountability, promote Japanese public's trust in, understanding of, empathy with and participation in international cooperation and facilitate understanding of Japanese ODA by people of the developing area where JICA operates. JICA will function as a hub for the public to access ODA information. JICA will also improve user-friendliness and promote disclosure of information on the formulation and implementation of ODA projects.

###### (ii) Increasing the visibility (greater transparency)

JICA will enhance disclosure of information, regardless of project's success or failure, through clear explanation of ODA effects with more focus on results and through a website to systematically visualize current status and results on all ODA projects. Thus, JICA will increase transparency of development cooperation, and through transmitting its objective and the current state in an easily understandable way, increase public trust in ODA.

#### [5] Measures related to operations

##### (A) Technical Cooperation, Loan Assistance and Grant Aid

###### (i) Technical Cooperation

Technical Cooperation is a people-to-people cooperation to develop comprehensive capacity with which people of the developing area are able to deal with development issues they are facing. JICA will support development of human resources, improvement of technical standards and formulation of development plans, pursuant to treaties and other international agreements, thereby carrying out Technical Cooperation projects strategically, effectively and efficiently with an aim of contributing to promotion of economic and

social development and improvement of welfare of the developing area.

Specific activities are as follows.

- JICA will appropriately and promptly formulate and implement Technical Cooperation projects to solve problems of partner country and region with a focus on human resources development, development planning, and institutional development.
- JICA will improve its operational system for formulating and implementing projects with high development effectiveness based on priorities of the government policies, needs in the developing area, and issues arising from project implementation.

#### (ii) Loan Assistance

Loan Assistance lends funds to a government, government agency, or local government, etc., of the developing area pursuant to international agreement such as treaty, or to a juridical person, etc. in Japan or the developing area, which executes development projects. The funds are provided under concessional terms and conditions regarding the interest rate, repayment period, etc., thereby assisting the developing area to undertake self-help efforts to achieve economic growth and economic self-sufficiency, etc. JICA will expedite operation process and improve operation system by taking measures including support to capacity development of recipient government, thereby, implement projects strategically, effectively and efficiently. The PSIF, the loan assistance for juridical person, etc. in Japan or the developing area, is provided for the projects with high development effectiveness and those cannot be financed by existing financial institutions. JICA will carry out the PSIF with suitable supervision and in line with the Japan Revitalization Strategy (cabinet decision on June 14, 2013). JICA will ensure well-prepared system including risk assessment and management system that reflects lessons from the pilot approach taken for the resumption of the PSIF.

Specific activities are as follows.

- JICA will appropriately and promptly formulate and implement projects while taking into account the needs of development area and partnership with private sector partners to solve issues of the developing area, such as economic development with self-help and economic independence.
- Based on priorities of the government policies, needs of the developing area and issues arising from project implementation, JICA will work with the government to improve the operation system for formulating and implementing projects with more development effectiveness, such as expedition of the operation process and reduction of foreign exchange risk for recipient countries.
- The PSIF is provided for the projects that have high development effectiveness and cannot be financed by existing financial institutions. Accordingly, JICA will identify the project needs of private enterprises, etc. and formulate good projects to promote development driven by the private sector in the developing area. In addition, JICA will reflect lessons learned from the pilot approach on the risk assessment and management system.

#### (iii) Grant Aid

Grant Aid is a financial assistance with no obligation for repayment for economic and social development including the improvement of basic human needs, the development of social and economic infrastructure, the protection of the environment, and human resource development of the development area. JICA will implement Grant Aid projects strategically, effectively and efficiently, pursuant to treaties and other international agreements. In addition, JICA will promote strategic, effective and efficient implementation of Grant Aid projects which are implemented directly by MOFA but designated by MOFA to involve JICA.

JICA, to ensure the development outcomes of ODA projects, will enhance competitiveness by encouraging participation of private enterprises through efforts such as making the scale of projects appropriate, reducing costs and reinforcing the framework for coping with unforeseen risks.

Specific activities are as follows.

- JICA will appropriately and promptly formulate and implement Grant Aid projects to assist partner countries and regions to solve their problems mainly for economic and social development, primarily in the fields of basic human needs, development of social and economic infrastructure,

protection of environment, and human resources development.

- JICA will improve its operational system for formulating and implementing projects with high development effectiveness based on priorities of the government policies, needs in the developing area, and issues arising from project implementation.

#### (B) Disaster Relief Activities

JICA, in collaboration with the international community, will deploy a Japan Disaster Relief Team (JDR) and provide disaster relief supplies promptly, efficiently and effectively to relieve victims of large-scale disaster in the developing area.

Specific activities are as follows.

- When a large-scale disaster occurs, JICA will accurately grasp the needs of a disaster-stricken country and promptly and effectively provide the appropriate scale and content of emergency relief. In collaboration with the international community, JICA will also continue to monitor the situation after operation.
- JICA will constantly enhance exercise and training based on international standards in normal time, maintain and improve the skills of standby members and prepare the necessary materials and equipment required for the JDR activities. JICA will also optimize the reserve system for disaster relief supplies.
- JICA will maintain cooperative relationships with humanitarian aid agencies and organizations in Japan and overseas, such as the United Nations, for smooth and effective operations in emergency.

#### (C) Support for Japanese emigrants and their descendants (*Nikkei*)

JICA will conduct the program to support Japanese emigrants and their descendants with considerations for development of their residing area and the situation of their settlement and stabilization, and based on the results of the government's review on the objectives and accomplishments of the individual programs and the decisions regarding the necessity of such programs. As for the program for supporting emigrant organizations, JICA will continue to prioritize sectors of elderly care and human resources development. In addition, JICA will disseminate the knowledge about emigration among Japanese public through education and public relations activities and academic research about emigration and overseas Japanese communities, based on its importance in foreign policy. As for the Loan Program for Emigrants, JICA, with the situation of each debtor in mind, will review its repayment schedule, if necessary, proceed with collection and settlement loans, and prepare a plan to achieve an early completion of loan management operations.

JICA will downsize the *Nikkei* Individual Training Programs. Meanwhile, JICA will effectively and efficiently conduct the *Nikkei* training programs aiming to nourish *Nikkei* identity by collaborating with the Japan Foundation including sharing program information.

#### [6] Cross-cutting issues in operations

##### (A) Environmental and social considerations

JICA will raise awareness on avoiding or minimizing environmental impacts and social impacts such as involuntary resettlement, among JICA staff members and others concerned. JICA will also conduct operation with environmental and social considerations with the involvement of external experts in accordance with its "Guidelines for Environmental and Social Considerations (effective from 1 July 2010)."

##### (B) Gender equality

In order to ensure fairness in development and to improve development effectiveness, JICA will make further efforts in its operations to raise the status of women through sufficient consideration of ensuring active participation of women in development as well as benefits of development to women. Therefore, JICA will encourage its staff and others concerned to deepen their understanding of the importance of promoting gender mainstreaming in development assistance and manage projects from gender perspectives at each stage of operations.

**(C) Operations evaluation**

JICA will implement systematic and efficient operations evaluations appropriately, in accordance with the PDCA cycle; from the ex-ante evaluation which includes establishment of objective operational effect indicators for outcomes, to the ex-post evaluation which includes measurement of achievement of the prior expected outcomes and derivation of the lessons. JICA will also publish the results of evaluations to the public in easy-to-understand formats so as to enhance the visibility of the ODA. The results of evaluations will be promptly and properly fed back to new projects, etc.

Specific activities are as follows.

- JICA will enhance the quality of operations evaluation through steady implementation of ex-post evaluation. JICA will also share evaluation results appropriately to ensure feed-back of lessons learned to operations.
- JICA will improve disclosure of the results of operations evaluation to the public and disseminate them more clearly and promptly.
- JICA will make efforts to implement new evaluation methodologies such as evaluation at program level depending on the progress of program planning and impact evaluation.

**(D) Reinforcement of security measures**

JICA will collect security information and take suitable measures to ensure security for all parties associated with JICA projects.

Specific activities are as follows.

- Since overseas operations take place in the developing area, it is indispensable to incorporate security measures that take into account risks in each country such as the security situation and traffic conditions. From this point of view, JICA will take suitable security measures for the experts, volunteers, staff members, etc.
- For projects that include construction of facilities, JICA will make sure that the governments and executing bodies of the partner countries, consultants, and contractors rigorously implement safety measures. JICA will also strengthen the mechanism to support them if necessary when their safety measures are inadequate.

**(E) Implementation of measures needed for execution of foreign policies, etc.**

Unless there is a justifiable reason not to do so, JICA will take immediate action in response to a request from the competent minister based on Article 40 of the Act of the Incorporated Administrative Agency-Japan International Cooperation Agency (JICA Act).

## **2 Measures to be taken to achieve the objectives regarding improvement of the efficiency of the administration of operations**

**[1] Improving flexibility in organizational management**

JICA will make steady efforts based on the Basic Policy of the Review of the Clerical Work and the Operations of Incorporated Administrative Agencies (Cabinet Decision on December 7, 2010). JICA will establish a system which enables strategic, effective and efficient aid operation, responding to changes of environments in both Japan and overseas including diversifying needs of the developing area and changes of priorities of Japan's ODA policies. From this standpoint, taking advantage of the flexibility in the organizational structure as originally intended by the incorporated administrative agency system, JICA will reinforce necessary functions as well as streamline the structure of headquarters for its adjustment, based on the review of the principle of organizational structure and desirable functions and roles of each department.

For overseas offices, JICA will review their allocation, considering changes in the international circumstances, etc. In addition, in order to implement projects effectively and efficiently, JICA will comprehensively reinforce functions at the field level, such as accurate grasp of diversifying needs of the developing area, dialogues with partner countries and other donors, and project formulation, through enhancing country analysis, developing JICA Rolling Plan, participating in the ODA Task Force, etc., by taking measures such as a shift of staff from Japan to overseas offices. Furthermore, JICA, with consideration on maintenance of the legal state of overseas offices and

their staff, will take measures to share facilities or neighbor overseas offices with those of the Japan Foundation, the Japan External Trade Organization, and the Japan National Tourism Organization to enhance collaboration of operations.

For domestic offices, JICA will examine the necessity, etc. individually and review their allocation. Based on the examination result of domestic offices by third parties on functions and roles, usage status, economic rationality, etc., JICA will utilize experiences and networks of domestic offices, unique to each region and not only contribute to development issues in the developing area but also strengthen the role as a nexus for international cooperation in local areas in Japan, thereby promoting public understanding of, empathy to, support to, and participation in international cooperation. In addition, JICA will support overseas development of Japanese SMEs, local governments, etc. through domestic offices.

Specific actions are as follows.

- Taking advantage of the purpose of the incorporated administrative agency system, JICA will review its organizational structure at headquarters to respond more promptly and properly to the development needs of each country/region and to operate more strategically and effectively. JICA will strengthen organizational functions, as well as streamline the organizational structure at headquarters by realigning divisions and departments.
- For overseas offices, JICA will review their allocation, considering changes in the international circumstances such as economic growth in the developing area, the duration of project implementation, etc.
- Depending on conditions in each overseas office, JICA will reinforce functions at the field level by enhancement of training programs for National Staff and review of the operating systems to make greater utilization of the capacity of National Staff; the steady shift of staff from Japan to overseas offices; greater support from the headquarters to overseas offices, etc.
- For domestic offices, JICA will proceed with transfer of functions of JICA Global Plaza at Hiroo and integration of Osaka International Center and Hyogo International Center without deterioration of the roles or performance of these offices. JICA will also integrate Sapporo International Center and Obihiro International Center, in accordance with discussions with local governments and other parties concerned. For Tokyo International Center and Yokohama International Center, JICA will examine their integration considering long-term direction of the training program, the position of the Japanese Overseas Migration Museum, the utilization rate of facilities, etc.
- JICA, through domestic offices, will promote partnership with various actors in Japan such as private enterprises, NGOs, local governments, universities, etc. and conduct effective and efficient activities by taking advantage of the characteristics of each domestic office through Technical Cooperation, volunteer programs, citizen participatory cooperation, programs for supporting development education, public relations activities, study, etc. Through these activities, JICA will promote public understanding of, empathy to, support to and participation in international cooperation.

**[2] Proper and fair management of organization and operation**

JICA will take the following measures to ensure proper and fair operation while also securing the quality of its operations, with considerations of the characteristics of its activities.

**(A) Increasing competitiveness and transparency of contracts**

JICA will improve the environment where international development consultants, etc. are willing to participate in bidding, and inspect and review contracts such as taking measures against single-party bids and applications. In accordance with the government policies such as the Inspection and Review of Contracts by Incorporated Administrative Agencies (Cabinet Decision on November 17, 2009) and the Basic Policy for Reforming Public Service Activities, and in order to ensure competitiveness with due considerations of fostering international development consultants that are necessary for formulation of good projects. In conjunction with these efforts, JICA will take strict measures against fraud and other wrongful acts in

accordance with laws, regulations and guidelines to ensure proper operations. Specific activities are as follows.

- In view of promoting proper contracting, including increasing its competitiveness, JICA will continue to take measures to reduce single-party bids and applications and improve contract procedures.
- In view of further enhancing the transparency of contracting, JICA will disclose the process, criteria, and results of selection of contractors and records of contracts, etc. JICA will also continue inspection of the selection process by third parties.
- JICA will take strict measures against fraud and other wrongful acts in accordance with laws, regulations and guidelines to ensure proper operation.
- For contracts with associated public interest corporations, JICA will continue to ensure competitiveness and transparency by taking measures such as applying general competitive bidding as a general rule.

#### (B) Improving governance and transparency

In order to achieve its organizational objectives, JICA will improve management and oversight of performance by improvement of organization, systems and operations including monitoring, and enhancement of internal control with consideration of the characteristics of Loan Assistance which requires a governance system for finance operations.

- (i) JICA will conduct internal audits. JICA will also follow up the internal and external audits appropriately.
- (ii) JICA will reinforce its internal control functions such as the enhancement of the whistle-blowing system, to ensure proper operation within the organization and pursue continuous operational improvements.
- (iii) JICA will take necessary measures in line with the government policies such as the Information Security Strategy for Protecting the Nation to improve security of information under JICA's management.
- (iv) JICA will conduct performance evaluation annually with the participation of external experts. JICA will reflect the results of performance evaluation on operations through the management along organizational objectives.
- (v) JICA will create opportunities to receive proposals for improvements to reflect on operations opinions of stakeholders that stand at the forefront of international cooperation, such as JICA experts, volunteers, NGOs, private enterprises including international development consultants, etc.

#### (C) Rationalizing and optimizing administration

JICA will ensure an environment conducive to the efficient implementation of operations and improve administrative processes to ensure rational and appropriate operations, with consideration of the characteristics of activities. Specific activities are as follows.

- JICA will review and take measures to rationalize and simplify administration of contracts such as simplification of procedures for selection of contractors and payments improvement of efficiency of administration of equipment procurement and management of contract information and optimization of procurement system in overseas offices.
- JICA will further improve the efficiency of procedures for dispatching JICA experts and volunteers, accepting training participants, etc.

### [3] Cost efficiency, appropriate level of salaries, and proper review of assets

#### (A) Cost efficiency

During the Medium-term Objective period, for programs that operate on utilizing operational grants, JICA will improve the efficiency of total amount of general administrative expenses and operating expenses (except the special operating expenses and one-time items) by at least 1.4% in each business year while securing the quality of operations through measures such as proper and strict review of allowances of experts, project formulation advisors, health administrators, etc., adjustment of allowances of volunteers and reduction of fixed costs, etc. However, these measures will not be applied to the personnel expenses that are prescribed in the next section.

#### (B) Appropriate level of salaries

Although salary levels of JICA are higher than those of the national public

servants (Laspeyres Index with regional and academic adjustment was 109.3 in business year 2010) due to particularity of JICA operations, JICA will conduct ceaseless review of its salary levels, and thoroughly examine the appropriate level of salaries including allowances, for board and staff members, by paying attention to those of the national public servants. JICA will establish targets on salary levels and a deadline for achieving the targets and take actions in accordance with the plan. JICA will also disclose the results of the above examination and progress.

In addition, JICA will review total personnel expenses, taking into account the measures by the Japanese government to reduce its total personnel expenses. JICA will also review properly and as quickly as possible on overseas allowances provided to staff sent overseas with reference to such allowances provided to employees of the government, private enterprises, etc.

#### (C) Appropriate review of assets

JICA will continue to disclose detailed information about its assets. Furthermore, JICA will conduct ceaseless reviews of the necessity of holding these assets by considering usage status, possibility of uses for other purposes within the limit of not disrupting the regular operations, the effective disposal of assets, and economic rationality. JICA will also conduct a rigorous examination to determine whether assets should be retained based on the current status of its assets, and as far as negative effects are not expected, sell or transfer to the government unnecessary assets. For employee housing, JICA will take appropriate measures that are consistent with the government policy for the review of employee housing of incorporated administrative agencies.

JICA will consider effective ways to utilize the portion of the Takebashi Godo Building. Should a decision be reached that the property is not needed and selling is the logical course of action, JICA will dispose of the property.

### **3 Budget (including an estimate of the personnel cost), income and expenditure plan, and financial plan (excluding the Finance and Investment Account)**

(1) JICA will prepare a Medium-term Plan budget, income and expenditure plan and financial plan for programs that operate on utilizing operational grants, while reflecting items prescribed in "2. Measures to be taken to achieve the objectives regarding improvement of the efficiency of the administration of operations". JICA will conduct operations based on the budget, etc. while taking measures to further optimize budget execution management and securing the quality of operations. Moreover, JICA will calculate rigorously the annual budget of operational grants by taking into account the amount of operational grant liabilities. To make financial reporting more transparent, JICA will provide detailed segment and information, etc. on financial statements and provide more specific information on the causes of operational grant liabilities and counter-measures by the Performance Report of Operations, etc.

As for the operational grants and subsidy for facilities which have been additionally allocated according to the business year 2012 supplementary budget (No. 1), JICA will utilize them for Technical Cooperation related to programs for supporting overseas development of Japanese SMEs and local governments and improvements in JICA facilities to strengthen measures for disaster prevention, with a recognition that those grants and subsidies have been allocated for reconstruction and disaster management measures, creation of wealth by growth, and security of livelihoods and vitalization of local areas in Japan by the "Emergency Economic Measures for the Revitalization of the Japanese Economy" (January 11, 2013).

As for the operational grants and subsidy for facilities which have been additionally allocated according to the business year 2013 supplementary budget (No. 1), JICA will utilize them for Technical Cooperation related to programs for supporting overseas development of Japanese SMEs and local governments and improvements in JICA facilities to strengthen measures for disaster prevention, with a recognition that those grants and subsidies have been allocated for measures to strengthen competitiveness and acceleration of measures for disaster prevention and safety by the "Economic Measures

for Revitalization of Virtuous Cycles (December 5, 2013)".

Furthermore, as for the operational grants and subsidy for facilities which have been additionally allocated according to the business year 2014 supplementary budget (No. 1), JICA will utilize them for technical cooperation related to programs for supporting overseas development of Japanese SMEs and local governments and improvements in JICA facilities to strengthen measures for disaster prevention, with a recognition that those grants and subsidies have been allocated for reinvigoration of regions in Japan and action to address disasters and crises by the "Immediate Economic Measures for Extending Virtuous Cycles to Local Economies" (December 27, 2014).

(2) JICA will continue to make efforts to secure, properly manage and operate self-revenues.

#### 4 Short-term loan ceilings

General Account: ¥62 billion yen

Finance and Investment Account: ¥220 billion yen

Reasons: The General Account may require loans to avoid late payments of personnel expenses employee and operational expenses in the event of an approximately three month delay in the receipt of operational grants from the Government of Japan.

The Finance and Investment Account may require loans to deal quickly and efficiently with events such as short-term funding gaps between short-term loan repayments and collection of loans, temporary funding when the Fiscal Investment and Loan Program Agency Bonds are issued, rapid changes in the amount of loans extended, etc.

#### 5 Plan for disposing of unnecessary property or expected to become unnecessary property

JICA will sell condominiums used for employee housing: 34 units in business year 2012, 33 units in business year 2013 and 33 units in business year 2014. JICA will reimburse the national treasury for these assets by paying an amount calculated using the standard prescribed by the competent minister but within the limit of sales revenue. However, should assets prove difficult to be sold it may instead transfer unnecessary property directly to the national treasury.

JICA will transfer the property of Osaka International Center to the national treasury by the end of business year 2012. JICA will transfer to the national treasury or sell Hiroo Center by the end of business year 2014.

JICA will transfer to the government or sell these assets of employee housing of Tokorozawa, Tsukuba (outside the Tsukuba International Center's compound), Komagane (outside the Komagane Training Center's compound) and Shinohara-cho by the end of business year 2016. If the assets are sold, JICA will reimburse the national treasury for the property by paying an amount calculated using the standard prescribed by the competent minister but within the limit of sales revenue.

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

Not applicable

#### 7 Uses of surplus fund (excluding the Finance and Investment Account)

JICA may allocate the surplus fund if occurs to programs that contributes to the improvement of the quality of operations and to expenses that is necessary for improvements in facilities and equipment, while taking into account the progress of the Medium-term Plan.

#### 8 Other items related to operations management stipulated by Ordinances of the Ministry

[1] Facilities and equipment

JICA will maintain facilities and equipment from a long-term perspective and utilize them effectively and efficiently to achieve objectives concerning making operations more efficient and improving the quality of operations.

Specifically, JICA will improve and repair facilities and equipment

according to the operational necessity such as coping with their aging, etc.

#### Plan for Improvements in Facilities and Equipment from Business year 2012 to 2016

| Facilities and equipment                                                                           |                        | (Million yen) |
|----------------------------------------------------------------------------------------------------|------------------------|---------------|
| Source of funds                                                                                    |                        | Budget        |
| Repair and improvements in facilities and equipment at the headquarters and domestic offices, etc. | Subsidy for facilities | 4,637         |
|                                                                                                    |                        | Total 4,637   |

Note: Amounts for the subsidy for facilities, etc. is determined during the budget preparation process in each business year.

#### [2] Personnel planning

To conduct the operations effectively and efficiently, JICA will assign staff members to appropriate positions and reflect their role as contribution on their treatment. In addition, JICA will develop capacity of staff members through career development, training, etc., to fulfill the duties, which are getting advanced and specialized. In order to promote career development that further increases and utilizes staff members' specialized skills, JICA will encourage staff members to be aware of their career paths, including a field of specialty early in their careers and use the various means to increase opportunities efficiently for staff members to work at the field.

JICA will develop personnel planning suited to effective and efficient operations.

Specific activities are as follows.

- JICA will boost the motivation of staff members by evaluating their performance accurately and treating them according to their respective roles and contributions. JICA will also assign the right person to the right place to improve the quality and efficiency of its operations.
- JICA will encourage each staff member to pay more attention to their career path and offer trainings and other opportunities including management experiences at project sites and temporary transfer to international organizations, so that staff members develop their capacity to fulfill the duties which are getting advanced and specialized. The objectives of such trainings and other opportunities are to deepen knowledge about partner country, region and development issues, improve skills in formulating cooperation programs and managing projects and cultivating communication skills including foreign languages.
- JICA will reinforce support measures to staff in overseas offices to perform their duties smoothly. JICA will efficiently utilize human resources by such measures to facilitating overseas assignments for personnel who previously could not have left Japan because of family reasons, etc.

[3] Matters related to the handling of assets obtained from the disposal of reserve fund and collection of loans (Article 31, Paragraph 1 of the JICA Act and Article 4, Paragraph 1 of the Supplementary Provisions of the JICA Act)

When the reserve fund remains after the procedure prescribed in Article 44 of the Act on General Rules for Incorporated Administrative Agency, the amount approved from the competent minister is to be allocated for the financial resources of the contracts (excluding the Operations of the Cooperation through Finance and Investment) for which liabilities exceed the Medium-term Objective period due to unavoidable reasons in the immediately preceding Medium-term Plan, accounting treatment concerning the amount that affects income and losses, such as deferred and accrued accounts that were reported during the previous Medium-term Objective period.

The amount of loans and funds collected during the previous Medium-term Objective period is to be paid to the national treasury in an appropriate manner based on the JICA Act.

[4] Assumed debts beyond the Medium-term Objective period

For assumed debts beyond the current Medium-term Objective period, when it is deemed necessary, JICA may enter into contracts that go beyond the current Medium-term Objective period.

**Table 1 Budget (Medium-term Objective period: Business year 2012–2017)**

(Unit: Millions of Yen)

| Item                                                                                 |         |
|--------------------------------------------------------------------------------------|---------|
| Revenues                                                                             |         |
| Revenues from operational grants                                                     | 728,998 |
| Subsidy for facilities, etc.                                                         | 4,637   |
| Interest income and miscellaneous income                                             | 1,711   |
| Revenues from contracted programs                                                    | 7,496   |
| Donation revenues                                                                    | 120     |
| Reversal of reserve fund carried over from the previous Medium-term Objective period | 1,043   |
| Total                                                                                | 744,005 |
| Expenditure                                                                          |         |
| General administrative expenses                                                      | 49,834  |
| Excluding special items                                                              | 49,988  |
| Operating expenses                                                                   | 681,918 |
| Excluding special operating expenses and special items                               | 658,005 |
| Expenses for contracted programs                                                     | 7,496   |
| Expenses for donation projects                                                       | 120     |
| Expenses for facilities                                                              | 4,637   |
| Total                                                                                | 744,005 |

- Notes 1. In some cases numbers do not correspond to the sum total figures because of rounding.
2. The items "Subsidy for facilities, etc." in revenue and "Expenses for facilities" in expenditure have been included based on the Facilities and Equipment Plan for business year 2012. Actual figures are determined during the budget formulation process, etc., for each business year.
3. 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 2012), are not included.
4. Revenues from operational grants and Operating expenses includes budget on Technical Cooperation related to programs for supporting overseas development of Japanese SMEs and local government improvements (5,400 mill.) according to the "Emergency Economic Measures for the Revitalization of the Japanese Economy" (January 11, 2013) which has been allocated according to the business year 2012 supplementary budget (No.1) and Technical Cooperation to programs for supporting overseas development of Japanese SMEs and local government improvements (6,055 mill.) according to the "Economic Measures for Revitalization of Virtuous Cycles" (December 5, 2013) which has been allocated according to the business year 2013 supplementary budget (No.1) as well as Technical Cooperation related to programs for supporting overseas development of Japanese SMEs and local governments (9,019 mill.) according to the "Immediate Economic Measures for Extending Virtuous Cycles to Local Economies" (December 27, 2014) which has been allocated according to the business year 2014 supplementary budget (No. 1).
5. Subsidy for facilities, etc. and Expenses for facilities includes budget on improvements in JICA facilities to strengthen measures for disaster prevention (1,984 mill.) according to the "Emergency Economic Measures for the Revitalization of the Japanese Economy" (January 11, 2013) which has been allocated according to the business year 2012 supplementary budget (No.1) and improvements in JICA facilities to strengthen measures for disaster prevention (188 mill.) according to the "Economic Measures for Revitalization of Virtuous Cycles" (December 5, 2013) which has been allocated according to the business year 2013 supplementary budget (No.1) as well as improvements in JICA facilities to strengthen measures for disaster prevention (287 mill.) according to the "Immediate Economic Measures for Extending Virtuous Cycles to Local Economies" (December 27, 2014) which has been allocated according to the business year 2014 supplementary budget (No. 1).
6. Revenues from operational grants, General administrative expenses and Operating

expenses reflect JICA's revision on salaries for board and staff members.

[Estimation for personnel expenses]

The estimated personnel expenses for the period of the plan is ¥63,599 million.

However, the figures included in the table above are those equivalent to the scope of remunerations to officers, expenses for basic salaries, work-related expenses and overtime allowances, and administrative leave pay.

The above figure reflects JICA's revision on salaries for board and staff members according to "Measures for the reduction of national public servants' remuneration" (June 3, 2011) and "Remuneration of national public servant" (October 28, 2011).

[Calculation method for operational grants]

The rule-based operational grant calculation method

[Rules on calculation of operational grants]

Operational grants are calculated using the following formula.

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

A (y): Operational grants

B (y): Operating and administrative expenses

C (y): Personnel expenses

D (y): Special operating expenses

E (y): Special items

F (y): Interest income and miscellaneous income

- Operating and administrative expenses B (y)

The operating and administrative expenses B (y) for each business year is calculated by the following method.

B (y) is the operating and administrative expenses for the previous business year B (y – 1) × "efficiency coefficient α" × "adjustment factor σ"

- Efficiency coefficient α

Specific coefficient is determined during the budget formulation process for each business year.

- Adjustment factor σ

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

- Personnel expenses C (y)

Personnel expenses are determined during the budget formulation process for each business year.

- Special operating expenses D (y)

The special operating expenses are operating expenses necessary for dealing with national policy issues for which JICA would have difficulty deciding on or executing on its own. Specific figures are determined during the budget formulation process for each business year.

- Special items E (y)

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

- Interest income and miscellaneous income F (y)

Interest income and miscellaneous income F (y) for each business year are calculated by the following method.

F (y) = "interest income for the current business year" + "miscellaneous income for the previous business year G (y – 1) × "income factor δ."

- Income factor δ

Specific factor is determined during the budget formulation process, etc., for each business year.

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

α : Efficiency coefficient (assumed to be 0.986)

σ : Adjustment factor (assumed to be 1.00)

δ : Income factor (assumed to be 1.03)

**Table 2 Income and Expenditures Plan (Medium-term Objective period: Business year 2012–2017)**

(Unit: Millions of Yen)

| Item                                                                                 |         |
|--------------------------------------------------------------------------------------|---------|
| Expenses                                                                             | 740,015 |
| Ordinary expenses                                                                    | 740,015 |
| General administrative expenses                                                      | 49,267  |
| Excluding special items                                                              | 49,422  |
| Operating expenses                                                                   | 681,918 |
| Excluding special operating expenses and special items                               | 658,005 |
| Expenses for contracted programs                                                     | 7,496   |
| Expenses for donation projects                                                       | 120     |
| Depreciation                                                                         | 1,213   |
| Financial expenses                                                                   | 0       |
| Extraordinary losses                                                                 | 0       |
| Revenues                                                                             | 738,972 |
| Ordinary revenues                                                                    | 738,733 |
| Revenues from operational grants                                                     | 728,432 |
| Interest income and miscellaneous income                                             | 1,472   |
| Revenues from contracted programs                                                    | 7,496   |
| Donation revenues                                                                    | 120     |
| Reversal of contra accounts for assets funded by operational grants                  | 1,162   |
| Reversal of contra accounts for assets funded by subsidies, etc.                     | 52      |
| Financial revenues                                                                   | 238     |
| Interest income                                                                      | 238     |
| Extraordinary income                                                                 | 0       |
| Net income (loss)                                                                    | (1,043) |
| Reversal of reserve fund carried over from the previous Medium-term Objective period | 1,043   |
| Reversal amount of reserve fund for specific purpose                                 | 0       |
| Total income (loss) for the current year                                             | 0       |

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

**Table 3 Financial Plan (Medium-term Objective period: Business year 2012–2017)**

(Unit: Millions of Yen)

| Item                                                                     |         |
|--------------------------------------------------------------------------|---------|
| Cash outflows                                                            | 761,057 |
| Payments for operating activities                                        | 738,802 |
| General administrative expenses                                          | 49,267  |
| Excluding special items                                                  | 49,422  |
| Operating expenses                                                       | 681,918 |
| Excluding special operating expenses and special items                   | 658,005 |
| Expenses for contracted programs                                         | 7,496   |
| Expenses for donation projects                                           | 120     |
| Payments for investing activities                                        | 5,204   |
| Payments for purchase of non-current assets                              | 5,204   |
| Payments for financing activities                                        | 4,087   |
| Payments to national treasury of unnecessary property                    | 4,087   |
| Payments to national treasury                                            | 10,797  |
| Reserve fund carried forward to the next Medium-term Objective period    | 2,168   |
| Cash inflows                                                             | 761,057 |
| Proceeds from operating activities                                       | 738,325 |
| Proceeds from operational grants                                         | 728,998 |
| Interest income and miscellaneous income                                 | 1,711   |
| Proceeds from contracted programs                                        | 7,496   |
| Donation revenues                                                        | 120     |
| Proceeds from investing activities                                       | 6,403   |
| Proceeds from subsidy for facilities                                     | 2,961   |
| Proceeds from sales of non-current assets                                | 647     |
| Proceeds from collection of loans                                        | 2,795   |
| Proceeds from financing activities                                       | 0       |
| Reserve fund carried over from the previous Medium-term Objective period | 16,329  |

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

## 2 JICA Annual Plan for Business year 2015

In accordance with Article 31, Paragraph 1 of the Act on General Rules for the Incorporated Administrative Agency (Act No. 103 of 1999), the Japan International Cooperation Agency (JICA) decided the following plan for the business year 2015 operations based on the Medium-term Plan.

### 1 Measures to be taken to achieve the objectives regarding improvement of the quality of operations such as services provided to citizens

#### [1] Measures to carry out strategic operations

##### (A) Poverty reduction (contribution to the achievement of the MDGs)

JICA will support developing countries, regions and sectors to achieve the MDGs whose target year is 2015, with considerations where the achievement of the MDGs is still behind schedule.

##### (B) Sustained economic growth

JICA will support formulation and enforcement of policies and measures and development of human resources in areas relating to development of infrastructure, legal and judicial systems, promotion of industry, trade and investment, and improvement of business environment, etc. in a way to meet the situation of partner countries and utilize Japan's knowledge. JICA will support sustaining growth with consideration for narrowing disparity and ensure that the benefits of economic growth are shared widely among the population including the poor.

##### (C) Addressing global issues

JICA will support partner countries in formulation and enforcement of policies and measures relating to global issues such as environmental sustainability, climate change, disaster prevention and food security through applying Japan's technologies and providing assistance combining physical and intellectual resources.

##### (D) Peacebuilding

JICA will support peacebuilding process by preparing operations from an early stage after the outbreak of conflicts and providing seamless assistance from humanitarian relief to development assistance, with considerations of contributing to reduction of the possibility of recurrence of conflicts. In operations, JICA will carry out the Peacebuilding Needs and Impact Assessment (PNA) timely before and during implementation of projects and feedback its results to operations.

##### (E) Strengthening the strategic value of operations and improving operations management

- (1) While sharing information with the Japanese government, JICA will conduct country and regional diagnoses by making use of the JICA Country Analysis Papers (JCAP) and form and revise working papers for project planning based on rolling plans. Thereby, JICA will enhance the quality and predictability of cooperation programs.
- (2) In order to carry out operations more strategically, effectively and efficiently, JICA will fully implement the Plan-Do-Check-Action (PDCA) cycle including ex-post project monitoring and follow-up activities and ensure that the lessons learned from previous operations are put into practice in the subsequent operations.
- (3) With emphasis on ownership of partner countries, JICA will support capacity development; or development of abilities to solve problems at all levels of individuals, organizations, institutions and social systems.
- (4) In line with international trends on south-south cooperation, JICA will advocate significance and effectiveness of triangular cooperation and implement various forms of triangular cooperation.

##### [2] Enhancing program and project planning and information disseminating capacity

##### (A) Enhancing program and project planning

- (1) In order to analyze the current situations surrounding development issues in partner countries and lay out an effective direction for operation, JICA will formulate JICA Country Analysis Papers (JCAP) for 49 countries in total by the end of business year 2015. At the same time, JICA will improve the quality of JCAP and utilize it more strategically through consultation with stakeholders during formulation process and sharing the finalized JCAP with relevant stakeholders.
- (2) JICA will grasp the backgrounds and the current circumstances of development issues. JICA will also formulate and utilize thematic/sector guidelines and position papers as a measure to solve the development issues thereby strengthening the ability to address them.
- (3) JICA will construct the system to accumulate and utilize the knowledge by making use of Knowledge Management Network (KMN). Further, JICA will strengthen internal and external knowledge-sharing functions.
- (4) JICA will actively participate in country-based ODA Task Forces to share information obtained through operations, etc. with the task force members including the Embassy of Japan and other Japanese public organizations. JICA will also consider and formulate a medium-term plan on operation and provide it for the country-based ODA Task Forces as a base of their discussion to contribute to improvement of predictability of Japan's assistance. Furthermore, JICA will actively share information with expanded task force members including Japanese private enterprises and NGOs.

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

- (1) JICA will participate as a key contributor in setting agenda in international development cooperation and formulating operational plans for countries and regions, and thereby sharing JICA's experiences and approaches, etc., broadly in the international community. In particular, JICA will contribute to the discussions on the post-2015 development agenda and its implementation and monitoring, which will be preceded and materialized toward an agreement in September 2015. In addition, JICA will contribute to the discussion on financing for development.
- (2) JICA will strengthen strategic partnership with emerging donors by promoting dialogues and advocating jointly issues of common concern. In addition, JICA will play a leading role in the international community to promote south-south cooperation, triangular cooperation and knowledge sharing.
- (3) JICA will share operational strategies on countries, regions and sectors with other donors and promote collaboration at program and project levels with other organizations including multilateral institutions.

##### (C) Research

JICA will conduct world class research to contribute to improve JICA's operations and international trends in development assistance, through systematizing and utilizing knowledge that JICA accumulated and collaborating with domestic and foreign partners. In addition to publishing working papers and books, holding international symposiums and seminars, and improving the website, JICA will strengthen partnership with international research institutions to promote strategic and efficient dissemination of research outputs. JICA will further improve the research system to achieve the above objectives.

##### [3] Strengthening the role as the "nexus" among various actors including promoting partnership with private sector actors

##### (A) Implementation of strategic economic cooperation for "the Strategy of Global Outreach"

- (1) In order to contribute to implementation of "the Strategy of Global Outreach," JICA will provide necessary information for conferences, etc.

of the Japanese government, such as the Ministerial Meeting on Strategy relating to Infrastructure Export and Economic Cooperation.

- (2) JICA will strengthen efforts which contribute to export of infrastructure, etc. by Japanese private enterprises, etc. as well and implement related programs including Japanese ODA Loan, Private Sector Investment Finance (PSIF), technical cooperation, etc.
- (3) JICA will strengthen efforts which contribute to overseas business development of Japanese private enterprises including SMEs and local governments, etc. as well and implement related programs.

(B) Partnership with various actors such as NGOs and private enterprises

- (1) JICA will promote partnership with NGOs through dialogue meetings, information sharing and various collaboration activities with NGOs.
- (2) JICA will hold management committees for the JICA Donation Fund for the People of the World, which includes NGO members to ensure appropriate management of the fund.
- (3) JICA will identify needs, analyze lessons from operations, and disseminate information externally with regard to JICA's partnership with the private sector.
- (4) JICA will strengthen partnership with Japanese private enterprises, including SMEs and economic federations, etc. and take measures to increase development partners that will collaborate with JICA's partnership programs with the private sector.
- (5) JICA will promote partnership with academic institutions, etc. through programs such as collaborative lectures with Japanese universities, university-JICA partnership conferences, technical cooperation projects for human resources development and Science and Technology Research Partnership for Sustainable Development (SATREPS).
- (6) JICA, mainly through domestic offices, will identify the needs of local governments for revitalizing regions in Japan and promote partnership with local governments through information sharing and dialogues.

[4] Enhancement of understanding and participation of Japanese people

(A) Volunteer programs

- (1) Taking an occasion of the 50th anniversary of volunteer programs, JICA will implement commemorative activities such as the commemorative ceremony in order to express appreciation to those who participated in volunteer programs and supporters in various sectors, share JICA's visions of volunteer programs, and diversify and enlarge groups who are interested in and support volunteer programs.
- (2) In accordance with prioritized development issues, JICA will further utilize the country volunteer dispatch plans and monitoring results on group dispatch programs. JICA will also continue to formulate new projects in line with the prioritized development issues in particular of Senior Volunteers (SVs) program.
- (3) JICA will reinforce volunteers in the field of sports and development activities through sports, thereby contributing to the 'Sport for Tomorrow' program.
- (4) JICA will host the International Volunteer Cooperation Organization in 2015 (IVCO 2015) in Tokyo to share JICA's visions of volunteer programs and expand and deepen partnership with other donors, international organizations, etc. JICA will hold discussions with other donors, international organizations, etc. in IVCO 2015 and also promote collaboration with those organizations at the field level.
- (5) In order to increase the visibility of volunteer programs, JICA will improve the content of the website and utilize other media that disseminates information on volunteers' activities. In particular, taking an occasion of the 50th anniversary, JICA will make efforts to promote understanding of the public on significance of volunteer programs.
- (6) In order to support on-site activities of volunteers, JICA will continue to assist volunteers in formulating activity plans and monitor the progress of their activities through overseas offices. JICA will also consider improvement of monitoring method.
- (7) In order to facilitate the broad participation of the public as a public participation program, JICA will promote volunteer programs in partnership

with local governments, private sector, universities, etc. and improve the quality of the programs.

- (8) In order to recruit volunteers more effectively and efficiently, JICA will upgrade its website and hold recruitment seminars to attract more applicants. JICA will steadily carry out second round selections (interviews) in regional cities for SVs and Japan Overseas Cooperation Volunteers (JOCVs) for the convenience of applicants, which was officially introduced in business year 2013.
- (9) JICA will properly monitor the effectiveness of the training programs for JOCVs and SVs introduced in business year 2013 and assess their long-term feasibility based on past three years' results.
- (10) In order to support returned volunteers in developing their careers, JICA will efficiently operate a career support website, host reporting seminars inviting private enterprises and local governments four times a year, and provide training for returned volunteers.
- (11) JICA will collect and broadly share good practices of returned volunteers' contribution to Japanese society and further create opportunities to promote such contribution.

(B) Citizen participatory cooperation

- (1) JICA will update partner country information on the website, which benefits overseas operations of Japanese NGOs and local governments.
- (2) For the JICA Partnership Program, JICA will hold briefing sessions for Japanese partner organizations to facilitate their smooth start-up and implementation. In addition, JICA will steadily conduct review of the project implementation plan after commencement and terminal evaluation on each project.
- (3) JICA will hold discussions with NGOs through dialogue meetings, etc. about the JICA Partnership Program and improve it to enable more NGOs participate in. Furthermore, JICA will simplify the administrative procedures of the JICA Partnership Program.
- (4) JICA, through the JICA Global Plazas in Ichigaya (Tokyo) and Nagoya, will support various efforts made by Japanese citizens to promote international cooperation. JICA will also enhance communication with Japanese NGOs, private enterprises including SMEs and citizens, etc. by measures including use of social media and offer opportunities to promote their understanding of international cooperation. Through these measures, JICA will steadily increase the number of information from business year 2013. JICA will conduct a questionnaire survey of user satisfaction at the JICA Global Plaza in Ichigaya and aim to achieve the target of more than 70% of answers with ratings of 4 or better on a 1-to-5 escalating scale of satisfaction.
- (5) JICA will foster human resources that practice development education and improve the quality of development education programs by reinforcing partnership with Japanese NGOs, educational institutions, local governments, etc. mainly through JICA domestic offices, thereby facilitating effective implementation of development education.
- (6) JICA will improve the website for development education and aim to receive 120,000 and more page views. Additionally, JICA will aim to train 9,000 and more persons through training courses on development education mainly implemented by JICA domestic offices.
- (7) JICA will advance various programs to support NGOs engaged in international cooperation in organization-building and project management skills development. In addition, JICA will continue to improve the quality of those programs.

(C) Fostering human resources for development (Training and securing human resources)

- (1) With regard to "PARTNER," a JICA's website on international cooperation career information, JICA will make efforts to obtain new individual users through improvement of its services for individuals engaged in international cooperation and expansion of partnership with organizations beyond traditional arena for international cooperation. JICA will also make efforts to obtain new group registrations through improvement of its services for group users. In business year 2015, JICA will aim to

obtain 1,500 and more new individual registrations and 85 and more new group registrations. JICA will also aim to provide 2,300 and more pieces of information and 200 and more face-to-face career consultations for PARTNER users. In addition, JICA will reinforce the information services to support PARTNER users for their capacity enhancement.

- (2) JICA will continually offer the capacity enhancement training courses for those who are expected to become JICA experts immediately, while revising course arrangements to meet diverse development needs. JICA will offer such training courses for 270 and more participants.
- (3) JICA will conduct internship programs for undergraduate and graduate students and medical personnel to contribute to expansion of the number of personnel with a global outlook, who will be engaged in Japan's international cooperation including JICA projects. JICA will aim to receive 90 and more interns.

#### (D) Public relations activities

##### (i) Public relations on field of ODA activities

Based on JICA's public relations strategy, JICA will conduct public relations activities as a core task of the whole organization. JICA will disseminate to the general public the significance of international cooperation and development issues behind them while conducting specialized public relations activities to opinion leaders such as intellectuals and mass media. On public relations in Japan, JICA will put emphasis on dissemination of JICA's past achievements, taking the timing of Japanese government's decision of the Development Cooperation Charter and the 50th anniversary of volunteer programs. At the occasion of final year of MDGs in the international community, JICA will also put emphasis on public relations on the post-2015 development agenda to promote understanding by people in Japan and overseas.

##### (ii) Increasing the visibility of ODA (greater transparency)

In order to make operations thoroughly visible, JICA will publish information on all new projects and all ex-post project evaluation results on JICA's website. In addition, JICA will create more visual contents and upload and update them in a timely manner to ensure more access to the website.

#### [5] Measures towards operations execution

##### (A) Technical Cooperation, Loan Assistance and Grant Aid

##### (i) Technical Cooperation

- (1) JICA will appropriately and promptly formulate and implement projects to solve issues in each partner country/region, particularly in human resources development, policy formulation and institutional development.
- (2) JICA will review the workflows and procedures that help to carry out strategic, effective and efficient operations and revise relevant manuals and reference materials for operations. As for JICA training and dialogue programs and invitation programs, JICA will promote timely and prompt cooperation and share Japanese "knowledge." JICA will strategically formulate training programs to implement cooperation programs and key policies of the Japanese government by making use of the information about Japanese knowledge and experiences, including those compiled by JICA domestic offices.

##### (ii) Loan Assistance

- (1) JICA, through Japanese ODA Loans, will appropriately and promptly formulate and implement projects to properly address issues in the developing area such as economic development and economic independence through self-help efforts, based on the needs of the developing area and through partnership with the private sector.
- (2) In order to speed up the process of Japanese ODA Loan projects, JICA will promote measures including an increase in the proportion of the projects that takes nine months or less from the starting point to signing of loan agreement.
- (3) Based on priorities of policies of the Japanese government, needs of the developing area and issues arising from project implementation, JICA will work with the Japanese government to improve the operation system, reduction of foreign exchange risk for recipient countries, to formulate and implement projects with more development effectiveness.
- (4) As for Private Sector Investment Finance (PSIF), JICA will make efforts to

formulate and implement projects appropriately and promptly to promote development of the developing area driven by the private sector. JICA, as necessary, will make efforts to improve and strengthen the systems which have been established so far.

##### (iii) Grant Aid

- (1) JICA will appropriately and promptly formulate and implement projects to assist partner countries and regions with main purpose of economic and social development, primarily in the fields of basic human needs, development of social and economic infrastructure, protection of environment and human resources development.
- (2) Based on policy priorities of the Japanese government, needs of the developing area and issues arising from implementation, JICA will implement grant aid projects effectively, formulate grant aid projects in line with the program-based approach, improve the related systems to enhance the quality of grant aid projects and improve the workflows and procedures for project management.

##### (B) Disaster Relief activities

- (1) When a large-scale disaster occurs, JICA will accurately grasp the needs of a disaster-stricken country through gaining information from various sources. JICA will provide prompt, flexible and effective emergency relief assistance of appropriate scale and content, combining available resources and collaborating with the international community. JICA will continue to review the emergency relief operations and reflect the lessons on subsequent missions. JICA will publicize disaster relief assistance towards people in the disaster-stricken country and Japan.
- (2) JICA will steadily carry out training for the medical team to allow it to maintain and improve its capabilities and complete detailed preparations for dispatching a medical team equipped with surgery functions. JICA will also make preparation for introducing an electronic health record system to make medical information treatment more prompt and efficient. Furthermore, JICA will draft an action plan on public health under disaster and prepare to establish the system for infectious disease control operations. As for the search and rescue team, JICA will improve its dispatch system and the quality of training based on lessons gained through international re-certification process. As for the provision of disaster relief supplies, JICA will analyze problems in past operations and optimize the reserve system from the viewpoint of ensuring promptness.
- (3) During normal time, JICA will participate in and contribute to the frameworks for international collaboration on search and rescue and disaster medicine. At the same time, JICA will keep its contact with relevant parties to enable effective collaboration and coordination at disaster site in case of emergency. JICA will also support disaster-prone countries in upgrading the disaster response capacity by making use of internal collaboration between the secretariat of Japan Disaster Relief Team and thematic departments.

##### (C) Support for Japanese emigrants and their descendants (*Nikkei*)

- (1) Based on the policy of the Japanese government, JICA will effectively and efficiently implement programs with emphasis on sectors of elderly care and human resources development, while carefully observing the settlement and stabilization of emigrants. JICA will continuously implement *Nikkei* individual training programs on prioritized sectors with reduction in scale. JICA will also share information with the Japan Foundation on the current situation and needs for heritage education in *Nikkei* societies.
- (2) For concessional loans for emigrants, JICA will collect the amount to be recovered according to the debt recovery plan. At the same time, JICA will review the situation of loans in detail in each country and classify those loans appropriately.
- (3) In order to enhance Japanese people's awareness about overseas emigration and *Nikkei* societies, JICA will improve the Overseas Migration Museum, enhance its research and exhibitions, utilize educational materials, and strengthen partnership with municipalities surrounding the museum and relevant organizations. In business year 2015, JICA will aim to achieve the targets of 34,000 and more visitors to the museum,

more than 5,400 and more participants in education programs, including student visitors, and more than 150,000 and more visits to the museum website.

#### [6] Cross-cutting issues in operations

##### (A) Environmental and social considerations

- (1) In accordance with the JICA Guidelines for Environmental and Social Considerations, JICA, with the involvement of third-parties, will conduct assessment of projects and confirmation of the results of the monitoring.
- (2) Based on the review of operation of the JICA Guidelines for Environmental and Social Considerations in business year 2014, JICA will reflect its conclusions on related documents and start utilizing them for assessment and monitoring.
- (3) JICA will provide training for JICA staff at the headquarters and overseas offices, JICA experts, consultants and officials of partner country governments on the JICA Guidelines for Environmental and Social Considerations.

##### (B) Gender equality

- (1) JICA will continue to share information internally on good practices to enhance gender mainstreaming activities of each department, while disclosing results of gender mainstreaming efforts by each department. JICA will also continue to conduct lectures on gender equality for JICA staff, JICA experts and relevant external parties to promote formulation, management and implementation of projects that promote women's empowerment or integrate gender perspectives appropriately.
- (2) Through project monitoring and other measures, JICA will formulate and select good projects that will bring women's potential into full bloom and encourage their social advancement, and feedback the information on good projects to operations.

##### (C) Operations evaluation

- (1) JICA will conduct ex-post project evaluations and obtain recommendations and lessons appropriately. JICA will improve the process to utilize recommendations and lessons on operations and store them in the user-friendly database. As for improving the quality of operations evaluations, JICA will utilize reference materials on common indicators and representative lessons on major development issues, promote capacity enhancement of internal and external personnel engaged in operations evaluation, and conduct qualitative analysis on evaluation results.
- (2) JICA will release the Annual Evaluation Report in a reader-friendly way, including prompt publication on the JICA website. JICA will increase the number of project evaluation reports, etc. that are published on the JICA website.
- (3) In relation to operations evaluation at program level, JICA will analyze effective approach to improve logic model of program in terms of development. JICA will conduct impact evaluation to accurately measure the impacts of a project. Furthermore, JICA will share the results of impact evaluation internally and externally and utilize them for improvement of JICA's operations.

##### (D) Reinforcement of security measures

- (1) JICA will conduct the orientations on security measures for relevant persons prior to their dispatch and during their stay overseas.
- (2) On operations including construction works, etc., JICA will strengthen mechanism to enable or, if necessary, support the governments and the executing agencies of partner countries, consultants and contractors to make every possible effort to enforce safety measures. JICA will thoroughly disseminate the reference documents on safety measures, give advice to consultants and contractors through on-sight survey, analyze cause of accidents and take measures to prevent their recurrence, and apply the Guidance for the Management of Safety for Construction Works in Japanese ODA Projects. In addition, JICA will introduce a monthly campaign on reinforcement of safety measures to raise awareness on safety management.

#### (E) Implementation of measures needed for execution of foreign policies, etc.

JICA will take immediate action in response to a request from the competent minister based on Article 40 in the Act of the Incorporated Administrative Agency-Japan International Cooperation Agency (JICA act).

## **2 Measures to be taken to achieve the objectives regarding improvement of the efficiency of the administration of operations**

### [1] Improving flexibility in organizational management

- (1) JICA will review the principle of organizational structure at the headquarters and the functions and roles of each divisions and departments, to promptly respond to policies of the Japanese government on ODA and development needs of each country/region to conduct operations strategically and effectively.
- (2) JICA will review the allocation of overseas offices with considerations to changes in international circumstances relating to politics, economics and securities of the developing area, the duration of project implementation, and number of long-term residents that requires safety considerations. JICA will respond properly to the decision made by the Japanese government on sharing facilities or neighboring overseas offices with other incorporated administrative agencies of Japan.
- (3) JICA will make further efforts to train National Staffs, properly assign personnel in overseas offices in accordance with their needs, and strengthen support from the headquarters to overseas offices, etc. Furthermore, JICA will properly operate and monitor the framework for the operations of overseas offices, which was introduced to respond to the situation in the field promptly and flexibly. JICA will start a review of the framework as well.
- (4) JICA will conduct operations without delay under the new structure of the domestic offices. JICA will examine the roles and functions and feasibility of integration of Tokyo International Center and Yokohama International Center.
- (5) In order to play the role as the "nexus" among various actors in Japan, JICA, through its domestic offices, will strengthen partnership with private enterprises, NGOs, local governments and universities, etc. and conduct activities by taking advantage of the characteristic of each domestic office. In partnership with private enterprises in Japan, JICA will carry out activities which are also beneficial to SMEs' overseas business development in particular. Through these measures, JICA will aim to increase the number of users of domestic offices from business year 2014.

### [2] Proper and fair management of organization and operation

#### (A) Increasing competitiveness and transparency of contracts

- (1) From the viewpoint of ensuring proper contracts including improvement of competitiveness, as measures to reduce single-party bids and applications, JICA will carry out periodic monitoring and analysis of contracts and continue the examination by the Contract Monitoring Committee.
- (2) In order to familiarize the improved procedures of contracts with consultants, JICA will continue dialogues with private enterprises and steadily implement the action plan for enhancing competitiveness and fairness.
- (3) In order to ensure proper contract management including improvement of competitiveness, JICA will monitor compliance of non-competitive negotiated contracts with the internal guideline and continue the examination by the Contract Monitoring Committee.
- (4) From the viewpoint of improving the transparency of contracts, JICA will continue measures such as disclosure of the process, criteria and results of selection of contracting partners and the record of contracts with corporations with which JICA has had certain relationship. JICA will have external audit of contracts with consultants as many as the previous business year.
- (5) JICA will continue to take measures such as random inspections on subcontracting agreements regarding the contracts with consultants to ensure its proper operations. JICA will also appropriately investigate

information on fraud and other wrongful acts and take strict measures in the event any fraud and other wrongful acts have been identified and confirmed.

- (6) In order to prevent fraud and corruption, JICA will improve the Consultation Desk on Anti-Corruption, disseminate "JICA Anti-Corruption Guidance", and encourage ODA project contractors to increase compliance. JICA will enhance communication with the governments of partner countries and support their capacity development for strengthening governance and preventing fraud and corruption.
- (7) In contracting with associated public service corporations, JICA will conduct competitive bidding as a general rule, allowing non-competitive negotiated contracts only when absolutely unavoidable, and take measures to reduce single-party bids and applications. Furthermore, JICA will improve the transparency through disclosing the record of contracts with corporations with which JICA has had certain relationships with.

#### (B) Improving governance and transparency

- (1) JICA will steadily operate internal control system based on the framework established by Statement of Operation Procedures. JICA will also monitor and improve the operation of internal control system.
- (2) JICA will develop the system to enhance effectiveness of Auditors' function.
- (3) JICA will recognize, analyze and evaluate risks including those particular to financial operations by the Board of Directors meetings and periodic review and monitoring of risk sheets. JICA will take appropriate measures against such risks. Furthermore, JICA will establish internal and external whistle-blower system and appropriately respond to whistle-blowing reports.
- (4) JICA will have audits by accounting auditor appropriately.
- (5) JICA will conduct internal audits by a systematic method with attention to risks particular to types of operations, thereby contributing to improvements in management and supervision of operations.
- (6) JICA will undertake concrete measures in response to the audit report and monitor how the measures are enforced.
- (7) As for information security management, JICA will improve information security system in accordance with the latest legislations and guidelines, take preventive measures, and strengthen emergency response system, based on the internal rule and the result of external audit.
- (8) JICA will make self-evaluation on performances of operations based on the business year plan. JICA will disseminate the results of the evaluation within the organization and reflect them on the subsequent operations.
- (9) JICA will appropriately operate business improvement suggestion system to receive suggestions from JICA experts, JICA volunteers and entrusted organizations, etc. JICA will publish the cases which led to improvement of the operation if any.

#### (C) Streamlining and optimizing administrative works

- (1) With regard to contracts with consultants, JICA will steadily implement the revised procedures, monitor operations, and make adjustments of the workflow when necessary.
- (2) With regard to general contracts, JICA will steadily implement procurement procedures and advance simplification and streamlining of adjustment procedures, based on the reference documents, cases, contract examples, etc. developed in business year 2014. JICA will continue lump sum contracts at the headquarters on procurement of services and equipment for which such order is possible.
- (3) JICA will review and streamline the procurement procedures in partnership programs with the private sector, including JICA Partnership Program.
- (4) JICA will streamline the administrative works for equipment procurement, including improvement of export control system.
- (5) JICA will further strengthen the system in the headquarters to support overseas offices in implementing procurement appropriately. JICA will prepare reference materials concerning procurement procedures in overseas offices and systematically dispatch short-term procurement advisors to train national staff, and improve procurement systems of

overseas offices.

- (6) As for the administrative works concerning dispatch of JICA experts, JICA will properly operate procedures for payment of housing allowances, foreign travel system and contract procedures, which were streamlined or simplified in business year 2014. JICA will also simplify adjustment procedures and reduce accounting documents for domestic travel.
- (7) As for training and dialogue program, JICA will further unify procedures for administration and accounting, based on the system review in business year 2014. JICA will review the terms of outsourcing contract and workflow of whole training programs ahead of introduction of the next IT system.
- (8) As for volunteer program, JICA will revise procedures and internal rules, review workflow, and upgrade IT systems, etc. to simplify procedures for deciding allowances, approving applicants residing overseas, and approving requests of shortening the assignment period.
- (9) JICA will review accounting operations fundamentally and formulate a plan to reduce burdens on overseas and domestic offices.

#### [3] Cost efficiency, appropriate level of salaries, and proper review of assets

##### (A) Cost efficiency

As for programs that operate on utilizing operational grants, JICA will improve the efficiency of the total amount of general administrative expenses and the operating expenses (excluding the special operating expenses and one-time items) by at least 1.4% from business year 2014, excluding the personnel expenses that are prescribed on the next item.

##### (B) Appropriate level of salaries

JICA will introduce measures to realize an appropriate salary level including the Laspeyres Index according to plans. JICA will also disclose the results of review and progress of such measures. As for the total personnel expenses including overseas allowance, JICA will respond to policy of the Japanese government appropriately.

##### (C) Appropriate review of assets

JICA will continue to disclose detailed information on its assets. JICA will also review the details of the assets and examine their necessity. As for employee housing, JICA will take appropriate measures that are consistent with policy of the Japanese government for the review of employee housing of incorporated administrative agencies. JICA will consider effective ways to utilize the portion of the Takebashi Godo Building.

### 3 Budget (including an estimate of the personnel cost), income and expenditure plan, and financial plan (excluding the Finance and Investment Account)

- (1) JICA will continue to make efforts to secure, properly manage and operate self-revenues.
- (2) As for the operational grants and subsidy for facilities which have been additionally allocated according to the business year 2014 supplementary budget (No. 1), JICA will utilize them for technical cooperation related to programs for supporting overseas development of Japanese SMEs and local governments and improvements in JICA facilities to strengthen measures for disaster prevention, with a recognition that those grants and subsidies have been allocated for reinvigoration of regions in Japan and action to address disasters and crises by the "Immediate Economic Measures for Extending Virtuous Cycles to Local Economies" (December 27, 2014).

### 4 Short-term loan ceilings

General Account: 62 billion yen  
 Finance and Investment Account: 220 billion yen  
 Reasons:

The General Account may require loans to avoid late payments of personnel expenses to employees and operational expenses in the event of an approximately three-month delay in the receipt of operational grants from the Japanese government.

The Finance and Investment Account may require loans to deal quickly

and efficiently with events such as short-term funding gaps between short-term loan repayments and collection of loans, temporary funding when Fiscal Investment Loan Program Agency Bonds are issued, rapid changes in the amount of loans extended, etc.

#### **5 Plan for disposing of unnecessary property or expected to become unnecessary property**

JICA will prepare disposal of employee housings of Tokorozawa, Tsukuba (outside the Tsukuba International Center's compound), Komagane (outside the Komagane Training Center's compound) and Shinohara-cho.

#### **6 Uses of surplus fund (excluding the Finance and Investment Account)**

JICA may allocate the surplus fund if occurs to programs that contributes to improvements in the quality of operations and to expenses that is necessary for the improvement of facilities and equipment, while taking into account the progress of the Medium-term Plan.

#### **7 Other items related to operations management stipulated by the Ordinances of the Ministry**

##### **[1] Facilities and equipment**

JICA will improve and repair facilities and equipment according to the necessity such as coping with their aging.

##### **[2] Personnel planning**

- (1) JICA will continue and improve training for those who are responsible for personnel evaluation. JICA will properly conduct an annual personnel evaluation and reflect the previous year's results on personnel treatment.
- (2) JICA will assign the right person to the right place to improve the effectiveness and efficiency of operations and further strengthen the headquarters and domestic and overseas offices.
- (3) JICA will continue efforts to make staff acquire basic skills and know-how (core skills) and strengthen professional and management skills. JICA will also strengthen training system for national staff and promote their involvement based on the national staff guiding principle.
- (4) JICA will take concrete measures for staff members to keep a good balance between overseas assignments and family life.

##### **[3] Matters related to the handling of assets obtained from the disposal of reserve fund and the collection of loans**

- (1) The reserve fund carried over from the previous Medium-term Objective period is to be allocated for the financial resources of the contracts (excluding the Operations of the Cooperation through Finance and Investment) for which liabilities exceed the Medium-term Objective period due to unavoidable reasons in the immediately preceding Medium-term Plan, accounting treatment concerning the amount that affects income and losses, such as deferred and accrued accounts that were reported during the previous Medium-term Objective period. Furthermore, the amount approved from the competent minister in accordance with Article 31 of the JICA Act is to be allocated for the financial resources of revenue expenditure.
- (2) Of the amount of loans and funds collected during the previous Medium-term Objective period, the amount approved from the competent minister in accordance with Supplementary Provisions Article 2 of the Enforcement Ordinance for the JICA Act (Cabinet Order No. 409 of 2003) is to be allocated for the financial resources of improvements in facilities and equipment.

## **JAPAN INTERNATIONAL COOPERATION AGENCY ANNUAL REPORT 2015**

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Published in November 2015

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Edited in cooperation with  
Takayama Printing Co., Ltd.  
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If this publication arrives damaged, please contact us for a replacement copy.  
© 2015 Japan International Cooperation Agency  
Printed in Japan  
ISBN978-4-86357-068-9



From  
the People of Japan

ISBN978-4-86357-068-9

