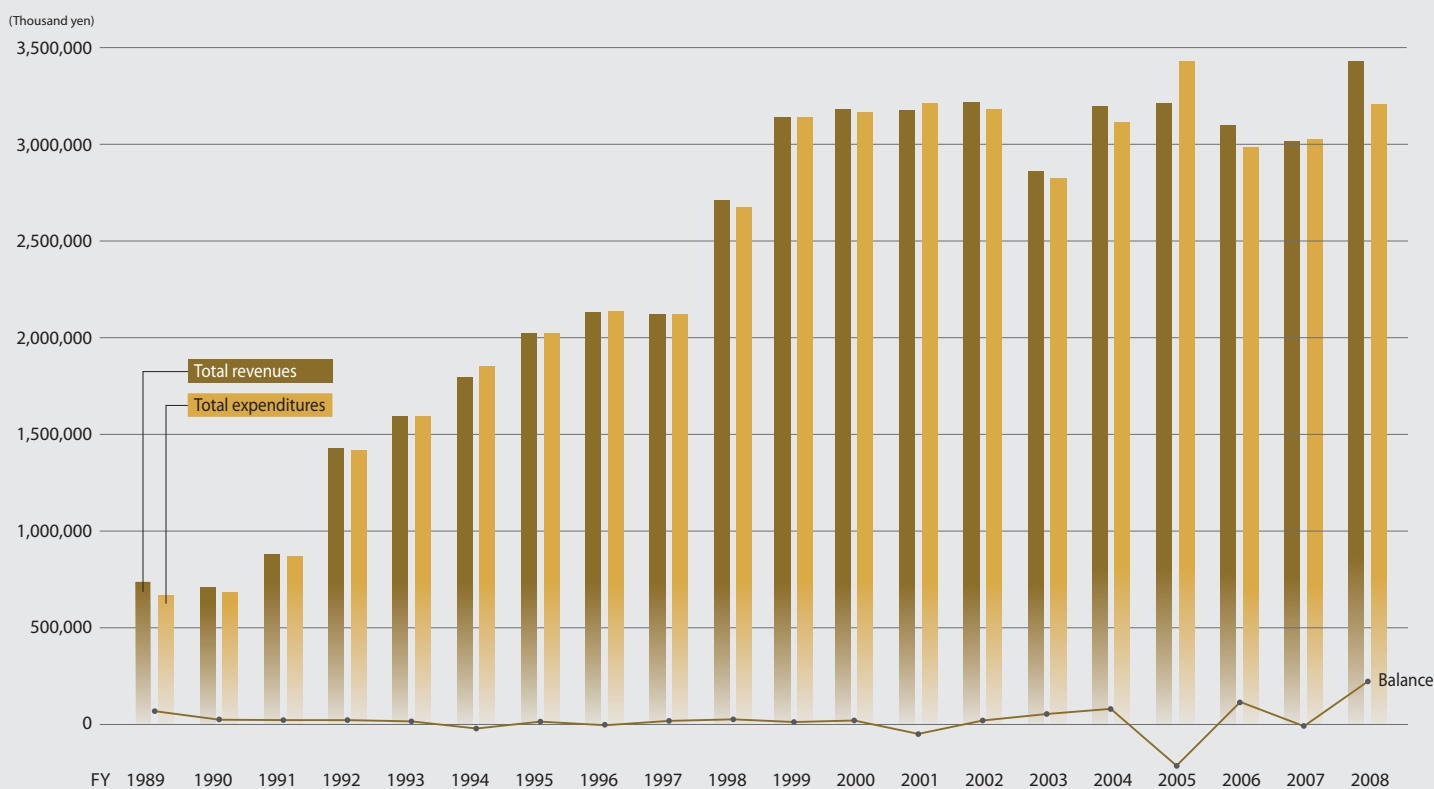


Changes in Revenues and Expenditures by Fiscal Year

(Unit: thousand yen)

	Total revenues	Total expenditures	Balance
1989	735,539	668,103	67,435
1990	706,729	682,410	24,318
1991	872,653	847,857	24,796
1992	1,411,632	1,389,096	22,536
1993	1,580,058	1,564,495	15,563
1994	1,785,176	1,806,868	△21,691
1995	2,020,654	2,015,664	4,990
1996	2,129,949	2,134,818	△4,870
1997	2,114,107	2,109,310	4,797
1998	2,711,719	2,691,794	19,925
1999	3,145,310	3,144,159	1,150
2000	3,187,358	3,182,301	5,057
2001	3,176,351	3,226,027	△49,676
2002	3,217,606	3,185,143	32,463
2003	2,852,580	2,795,275	57,305
2004	3,189,221	3,108,484	80,738
2005	3,210,961	3,427,974	△217,012
2006	3,095,673	2,984,319	111,354
2007	3,015,200	3,023,916	△8,716
2008	3,426,570	3,204,402	222,168

(Balances may differ from results of calculation using revenue and expenditure figures in this table, due to rounding.)



FY2008 Business Report

Item	Description	Actual Figures in FY2007	Actual Figures in FY2008
I. Business Contributing to the Promotion of the Appropriate and Efficient Implementation of Grant Aid Programs, Technical Cooperation Programs and Loan Programs			
I-1. Grant Aid			
(1) Procurement management for grant aid for general projects	Procurement management for grant aid for general projects (new/continuing)	4/5	0/4
(2) Study for grant assistance for underprivileged farmers	Study for grant assistance for underprivileged farmers (new)	18	18
(3) Procurement management for grant assistance for underprivileged farmers	Procurement management for grant assistance for underprivileged farmers (new/continuing)	22/6	12/13
(4) Procurement management for food aid	Procurement management for food aid (new/continuing)	26/4	10/13
(5) Study for cultural grant aid	Preliminary study, etc. (new)	1 set	1
(6) Expediting implementation of cultural grant aid	Tender assistance work (new/continuing)	8/16	12/5
(7) Procurement management for grant aid for research	Grant aid for research	1	1
(8) Procurement management for non-project grant aid	Procurement management for non-project grant aid (new/continuing)	15/56	15/47
(9) Procurement management for emergency grant aid	Procurement management for emergency grant aid (new/continuing)	0/22	0/18
(10) Procurement management for grant aid for conflict prevention and peacebuilding	Procurement management for grant aid for conflict prevention and peacebuilding (new/continuing)	1/0	1/1
(11) Study for grant assistance for Japanese NGO projects	Study for grant assistance for Japanese NGO projects	1	0
(12) Procurement management for grant aid for disaster prevention and reconstruction	Procurement management for grant aid for disaster prevention and reconstruction (new/continuing)	1/2	1/3
(13) Procurement management for grant aid for community empowerment	Procurement management for grant aid for community empowerment (new/continuing)	2/3	6/5
(14) Support for tender	Support for tender	1 set	0
(15) Procurement management for environment program grant aid	Procurement management for environment program grant aid	—	1
(16) Preliminary study for grant aid	Preliminary study (grant aid for conflict prevention and peacebuilding, grant aid for disaster prevention and reconstruction, grant aid for community empowerment, environment program grant aid)	—	25
I-2. Technical Cooperation			
(1) Support for procurement in Japan	Support for equipment procurement in Japan (new/continuing)	1 set/1 set	(*)/(**)
(2) Support for local procurement	Support for local procurement (domestic services) (new/continuing)	1 set/1 set	1 including (*)/ 1 including (**)
	Comprehensive support for local procurement (new/continuing)	1 set/1 set	1 including (*)/ 1 including (**)
	Support for local procurement (overseas services) (new/continuing)	1 set/1 set	1 including (*)/ 1 including (**)
(3) Special support for medical care	Special support for medical care, study for planning of project equipment	1 set	1
(4) Dispatch of experts	Dispatch of experts (new/continuing)	0/4 persons	0/3 persons
I-3. Loan Programs			
(1) Check of procurement-related documents on loan projects	Check of procurement-related documents, seminars on yen loan operations	1	2
(2) Study on loan projects	Study on loan projects	1	1
II. Business Contributing to the Promotion of the Appropriate and Efficient Implementation of International Cooperation Programs Carried Out by International Organizations, Foreign Governments and Other Organizations Engaged in International Cooperation			
Programs of international organizations etc.	Programs of international organizations etc. (new/continuing)	—	3/4
III. Follow-up and After-care Activities			
(1) Operation of a medical information center	Technical Information Center for Medical Equipment	1	1
IV. Research and Studies on Methods to Efficiently Implement International Cooperation			
IV-1. Research and Studies on Grant Aid			
(1) Estimate of operating costs and appraisal of design of grant aid projects	Estimate of operating costs and appraisal of design	1set	2
(2) Basic studies on grant aid projects	Basic studies on grant aid projects	2	4
IV-2. Other Research and Studies			
(1) Other research and studies	Other research and studies	18	0
(2) Research and studies for giving JICS a stronger foundation	Research and studies for giving JICS a stronger foundation	1	0
V. Education and Support Promoting International Cooperation			
Public relations activities			
	Updating of the website as needed	1 set	as needed
	Publication of JICS REPORT	1 set	3 times
	Publication of Annual Report	1 set	Japanese and English editions
	Publication of articles in information magazines concerning international cooperation	1 set	as needed
	Participation in international cooperation festivals	twice	3 times
VI. Other Activities Necessary to Achieve the Purposes of the Foundation			
Support for Non-Governmental Organizations	Support for Non-Governmental Organizations	10 NGOs	11NGOs
Equipment procurement by the Subsidy System for Projects to Promote Oil Refining Technology and Other Measures in Oil-producing Countries	The Machinery and Equipment Project for Saudi Japanese Automobile High Institute.	—	1

FY2008 Statement of Revenues and Expenditures

April 1, 2008 - March 31, 2009

(Unit: yen)

Item	Budget	Actual	Variance
I Revenues and Expenditures on Business Activities			
1. Revenues from business activities			
1) Revenues from the management of the endowment	2,832,242	2,744,715	87,527
Revenues from the interest on the endowment	2,832,242	2,744,715	87,527
2) Revenues from business activities	3,071,986,867	3,075,320,024	△ 3,333,157
Revenues from grant aid programs	2,315,368,848	2,312,908,687	2,460,161
Revenues from technical cooperation programs	179,269,519	185,769,230	△ 6,499,711
Revenues from loan programs	88,314,021	89,953,421	△ 1,639,400
Revenues from study and research on grant aid programs	255,882,210	255,882,000	210
Revenues from programs with international organizations, etc.	230,744,606	226,499,484	4,245,122
Miscellaneous revenues	2,407,663	4,307,202	△ 1,899,539
3) Revenues from subsidies, etc.	188,733,500	187,311,783	1,421,717
Revenues from national subsidies, etc.	188,733,500	187,311,783	1,421,717
Total revenues from business activities (A)	3,263,552,609	3,265,376,522	△ 1,823,913
2. Expenditures for business activities			
1) Operating expenses	2,415,484,005	2,379,616,724	35,867,281
Expenses for grant aid programs	731,402,383	690,820,317	40,582,066
Expenses for technical cooperation programs	15,446,795	14,886,065	560,730
Expenses for loan programs	35,433,587	34,608,394	825,193
Expenses for study and research on grant aid programs	1,490,933	1,667,933	△ 177,000
Expenses for programs with international organizations, etc.	99,007,417	91,293,609	7,713,808
Other expenses for commissioned projects	166,596,110	175,256,008	△ 8,659,898
Public relations and other operating expenses	21,359,032	20,570,997	788,035
Expenses for support for non-governmental organizations	10,449,267	10,445,267	4,000
Expenses for information infrastructure improvement	121,443,581	119,858,321	1,585,260
Personnel expenses for business departments	1,165,937,546	1,175,702,157	△ 9,764,611
Common operating expenses	46,917,354	44,507,656	2,409,698
2) Administrative expenses	571,667,336	566,490,618	5,176,718
Personnel expenses	299,944,576	297,210,425	2,734,151
General administrative expenses	271,722,760	269,280,193	2,442,567
Total expenditures for business activities (B)	2,987,151,341	2,946,107,342	41,043,999
Excess of revenues over expenditures for business activities (C) = (A) - (B)	276,401,268	319,269,180	△ 42,867,912
II Revenues and Expenditures on Investing Activities			
1. Revenues from investing activities			
1) Refund of deposit and security money	9,570,110	9,570,110	0
2) Revenues from liquidating specific assets	151,623,736	151,623,736	0
Total revenues from investing activities (D)	161,193,846	161,193,846	0
2. Expenditures for investing activities			
1) Expenditure for acquisition of fixed assets	95,826,094	99,391,579	△ 3,565,485
2) Expenditure for deposit and security money	602,448	0	602,448
3) Expenditure for specific assets	160,704,698	158,903,492	1,801,206
4) Expenditure for lease obligation repayment	6,725,290	0	6,725,290
Total expenditures for investing activities (E)	263,858,530	258,295,071	5,563,459
Excess of revenues over expenditures for investing activities (F) = (D) - (E)	△ 102,664,684	△ 97,101,225	△ 5,563,459
Excess of revenues over expenditures for the year (G) = (C) + (F)	173,736,584	222,167,955	△ 48,431,371
Excess of revenues over expenditures brought forward (H)	96,350,498	96,350,498	0
Excess of revenues over expenditures carried forward (G) + (H)	270,087,082	318,518,453	△ 48,431,371

FY2008 Balance Sheet

March 31, 2009

(Unit: yen)

Item	FY 2008	FY 2007	Variance
I Assets			
1. Current assets			
Cash equivalents	159,171,849	72,678,363	86,493,486
Accrued revenues	625,952,396	334,119,308	291,833,088
Prepaid expenses	12,726,001	26,635,421	△ 13,909,420
Advances paid	1,482,980	7,165	1,475,815
Suspense payments	39,827,586	15,600,666	24,226,920
Total current assets	839,160,812	449,040,923	390,119,889
2. Fixed assets			
(1) Endowment			
Endowment in installment deposits	236,616,000	387,000,000	△ 150,384,000
Endowment in investment securities	150,384,000	0	150,384,000
Total endowment	387,000,000	387,000,000	0
(2) Specific assets			
Assets for employee retirement allowance	0	1,427,970	△ 1,427,970
Accumulated assets for system development	150,000,000	100,000,000	50,000,000
Accumulated assets for system construction	0	35,000,000	△ 35,000,000
Accumulated assets for move of office	55,000,000	55,000,000	0
Accumulated assets for support to NGOs	10,000,000	10,000,000	0
Accumulated assets for formulation of projects and development of programs	5,000,000	10,000,000	△ 5,000,000
Assets for bonus allowance	67,596,992	70,195,766	△ 2,598,774
Assets reserved for executive officers' retirement	4,899,375	3,592,875	1,306,500
Total specific assets	292,496,367	285,216,611	7,279,756
(3) Other fixed assets			
Vehicles and other transportation devices	22,988,275	13,660,462	9,327,813
Equipment attached to building	8,684,737	10,911,647	△ 2,226,910
Appliances and fixtures	3,853,300	3,300,381	552,919
Softwares	79,899,163	43,939,633	35,959,530
Deposit and security money	94,137,971	103,708,081	△ 9,570,110
Long-term prepaid expenses	6,308,741	3,428,817	2,879,924
Prepaid pension expenses	7,755,682	0	7,755,682
Total other fixed assets	223,627,869	178,949,021	44,678,848
Total fixed assets	903,124,236	851,165,632	51,958,604
Total Assets 1)	1,742,285,048	1,300,206,555	442,078,493
II Liabilities			
1. Current liabilities			
Accrued payments	93,598,348	153,396,593	△ 59,798,245
Allowance for bonus	67,596,992	70,195,766	△ 2,598,774
Deposit received	9,447,019	9,098,066	348,953
Short-term borrowings	350,000,000	120,000,000	230,000,000
Total current liabilities	520,642,359	352,690,425	167,951,934
2. Fixed liabilities			
Retirement supply reserve	0	1,427,970	△ 1,427,970
Reserve for executive officers' retirement	4,899,375	3,592,875	1,306,500
Total fixed liabilities	4,899,375	5,020,845	△ 121,470
Total Liabilities 2)	525,541,734	357,711,270	167,830,464
III Net Assets			
1. Designated net assets			
Contributions and subscriptions	372,000,000	372,000,000	0
Total designated net assets	372,000,000	372,000,000	0
(Amount of allotment to endowment)	(372,000,000)	(372,000,000)	(0)
2. General net assets			
(Amount of allotment to endowment)	844,743,314	570,495,285	274,248,029
(Amount of allotment to specific assets)	(15,000,000)	(15,000,000)	(0)
(Amount of allotment to specific assets)	(220,000,000)	(210,000,000)	(10,000,000)
Total Net Assets 1)-2)	1,216,743,314	942,495,285	274,248,029
Total Liabilities and Net Assets	1,742,285,048	1,300,206,555	442,078,493

FY2008 Statement of Net Equity Increase (Decrease)

April 1, 2008 - March 31, 2009

(Unit: yen)

Item	FY 2008	FY 2007	Variance
I General Net Assets Increase or Decrease			
1. Current increase or decrease			
(1) Current profits			
1) Profit from the management of the endowment	2,744,715	2,366,532	378,183
Interest received from the endowment	2,744,715	2,366,532	378,183
2) Profit from business activities	3,075,320,024	2,913,721,573	161,598,451
Profit from grant aid programs	2,312,908,687	2,197,642,884	115,265,803
Profit from technical cooperation programs	185,769,230	208,416,207	△ 22,646,977
Profit from loan programs	89,953,421	122,271,250	△ 32,317,829
Profit from study and research on grant aid programs	255,882,000	278,900,000	△ 23,018,000
Profit from programs with international organizations, etc.	226,499,484	105,313,058	121,186,426
Miscellaneous profits	4,307,202	1,178,174	3,129,028
3) Subsidies received, etc.	187,311,783	0	187,311,783
National subsidies received	187,311,783	0	187,311,783
Total current profits (A)	3,265,376,522	2,916,088,105	349,288,417
(2) Current expenses			
1) Operating expenses	2,415,445,011	2,404,415,290	11,029,721
Expenses for grant aid programs	703,263,771	732,260,982	△ 28,997,211
Expenses for technical cooperation programs	14,886,065	20,885,638	△ 5,999,573
Expenses for loan programs	34,608,394	53,098,671	△ 18,490,277
Expenses for study and research on grant aid programs	1,667,933	13,756,065	△ 12,088,132
Expenses for programs with international organizations, etc.	91,293,609	58,834,913	32,458,696
Other expenses for commissioned projects	175,256,008	0	175,256,008
Public relations and other operating expenses	20,570,997	19,131,654	1,439,343
Expenses for support for non-governmental organizations	10,445,267	10,560,484	△ 115,217
Expenses for information infrastructure improvement	120,829,818	104,249,578	16,580,240
Personnel expenses for business departments	1,174,274,187	1,332,884,077	△ 158,609,890
Common business expenses	68,348,962	58,753,228	9,595,734
2) Administrative expenses	575,683,482	552,493,704	23,189,778
Personnel expenses	298,516,925	291,776,558	6,740,367
General administrative expenses	277,166,557	260,717,146	16,449,411
Total current expenses (B)	2,991,128,493	2,956,908,994	34,219,499
Current increase or decrease for the year (C)=(A) - (B)	274,248,029	△ 40,820,889	315,068,918
2. Nonrecurring increase or decrease			
(1) Nonrecurring expenses			
1) Loss on disposal of fixed assets	0	0	0
Total nonrecurring expenses	0	0	0
Nonrecurring increase or decrease for the year (D)	0	0	0
General net assets increase or decrease for the year (E)=(C) + (D)	274,248,029	△ 40,820,889	315,068,918
General net assets at beginning of year (F)	570,495,285	611,316,174	△ 40,820,889
General net assets at end of year (G)=(E) + (F)	844,743,314	570,495,285	274,248,029
II Designated Net Assets Increase or Decrease			
Designated net assets at beginning of year	372,000,000	372,000,000	0
Designated net assets at end of year (H)	372,000,000	372,000,000	0
III Net Assets at End of Year (G) + (H)	1,216,743,314	942,495,285	274,248,029

FY2008 Cash Flow Statement

April 1, 2008 - March 31, 2009

(Unit: yen)

Item	FY 2008	FY 2007	Variance
I Cash Flows from Business Activities			
1. General net assets increase or decrease for the year	274,248,029	△ 40,820,889	315,068,918
2. Adjustment to cash flows			
1) Depreciation	42,543,739	25,227,106	17,316,633
2) Increase or decrease in allowance for bonus	△ 2,598,774	△ 3,915,694	1,316,920
3) Increase or decrease in allowance for employees' retirement benefits	△ 1,427,970	1,427,970	△ 2,855,940
4) Foreign exchange profit or loss	1,306,500	1,306,500	0
5) Increase or decrease in allowance for executive officers' retirement benefits	2,209,346	0	2,209,346
6) Increase or decrease in accrued revenues	△ 291,833,088	340,030,400	△ 631,863,488
7) Increase or decrease in prepaid expenses	13,909,420	△ 15,009,569	28,918,989
8) Increase or decrease in advances paid	△ 1,475,815	22,332,690	△ 23,808,505
9) Increase or decrease in suspense payments	△ 24,226,920	△ 3,049,356	△ 21,177,564
10) Increase or decrease in accrued payments	△ 59,798,245	△ 44,082,993	△ 15,715,252
11) Increase or decrease in deposit received	348,953	△ 8,774,308	9,123,261
12) Increase or decrease in long-term prepaid expenses	2,598,882	619,432	1,979,450
13) Increase or decrease in prepaid pension expenses	△ 7,755,682	16,871,726	△ 24,627,408
Subtotal	△ 326,199,654	332,983,904	△ 659,183,558
Cash flows from business activities	△ 51,951,625	292,163,015	△ 344,114,640
II Cash Flows from Investing Activities			
1. Revenues from investing activities			
1) Refund of deposit and security money	9,570,110	0	9,570,110
2) Revenues from liquidating specific assets	151,623,736	79,111,460	72,512,276
3) Refund of investment, etc.	0	20,000,000	△ 20,000,000
Total revenues from investing activities	161,193,846	99,111,460	62,082,386
2. Expenses for investing activities			
1) Expenses for acquisition of fixed assets	91,635,897	28,693,858	62,942,039
2) Expenses for deposit and security money	0	835,321	△ 835,321
3) Expenses for specific assets	158,903,492	82,930,236	75,973,256
Total expenses for investing activities	250,539,389	112,459,415	138,079,974
Cash flows from investing activities	△ 89,345,543	△ 13,347,955	△ 75,997,588
III Cash Flows from Financing Activities			
1. Revenues from financing activities			
1) Revenues from short-term debt	350,000,000	180,000,000	170,000,000
Total revenues from financing activities	350,000,000	180,000,000	170,000,000
2. Expenses for financing activities			
1) Expenses for short-term debt	120,000,000	470,000,000	△ 350,000,000
Total expenses for financing activities	120,000,000	470,000,000	△ 350,000,000
Cash flows from financing activities	230,000,000	△ 290,000,000	520,000,000
IV Effect of Exchange Rate Fluctuations on Cash and Cash Equivalents	△ 2,209,346	0	△ 2,209,346
V Increase or Decrease in Cash and Cash Equivalents for the Year	86,493,486	△ 11,184,940	97,678,426
VI Cash and Cash Equivalents at Beginning of Year	72,678,363	83,863,303	△ 11,184,940
VII Cash and Cash Equivalents at End of Year	159,171,849	72,678,363	86,493,486

Note : Scope of Cash : Scope of cash includes cash and cash equivalents.

A Brief History of JICS

1989	April	JICS (2 departments and 4 divisions) was founded and opened an office at Ichigaya Honmura-cho, Shinjuku-ku.
	August	JICS began compiling technical specifications and studies for expediting implementation of grant aid for increase of food production.
	December	JICS began on-site surveys of grant aid projects.
1990	January	JICS began follow-up studies for grant aid projects.
	April	JICS began procurement management services for grant aid projects.
	November	JICS began procurement and transportation of equipment for technical cooperation.
1991	April	JICS began small-scale procurement of equipment and materials for JICA projects.
	November	JICS reorganized into 3 departments and 6 divisions.
1992	January	JICS began procurement and transportation of equipment for technical cooperation experts.
	September	JICS began dispatch of long-term grant aid researchers.
1993	October	JICS began providing services for cultural grant aid and non-project grant aid projects.
1994	February	JICS office moved to Shinjuku Mitsui Bldg., Nishi-Shinjuku, Shinjuku-ku.
	April	JICS reorganized into 3 departments, 5 divisions and 5 offices.
1996	March	JICS office moved to Shinjuku Sanshin Bldg., Yoyogi, Shibuya-ku.
1997	July	JICS began providing services for grant aid for child health projects.
1998	January	JICS began procurement management services for grant aid for increase of food production projects.
	March	JICS began providing services for emergency grant aid projects.
1999	February	JICS established a Technical Information Center.
	July	JICS reorganized into 3 departments, 1 office and 13 divisions.
	October	JICS began support for NGO activities.
2001	April	JICS partially revised its Articles of Foundation.
2002	April	JICS began providing services for grant aid for research projects.
	June	JICS began procurement management services for food aid projects.
2003	March	JICS began providing services for grant aid for conflict prevention and peacebuilding projects.
	April	JICS office moved to Shinjuku EAST Bldg., Tomihisa-cho, Shinjuku-ku.
	May	JICS reorganized into 3 departments and 11 divisions.
	October	JICS began providing services for grant aid for Japanese NGO projects. JICS reorganized into 2 offices, 3 departments and 8 divisions.
2004	June	JICS reorganized into 3 offices, 2 departments and 3 divisions.
2006	August	JICS began providing services for grant aid for disaster prevention and reconstruction.
	December	JICS began providing services for grant aid for community empowerment.
2007	January	JICS established its Office of Management Planning.
	April	JICS partially revised its Articles of Foundation.
2008	October	JICS reorganized into 4 offices, 3 departments and 11 divisions.

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Executive Management As of August 31, 2009, in alphabetical order [Term of office: to March 31, 2011]

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Kenichi Yanagisawa	<i>Managing Director, General Affairs Department, The Japan Foundation</i>

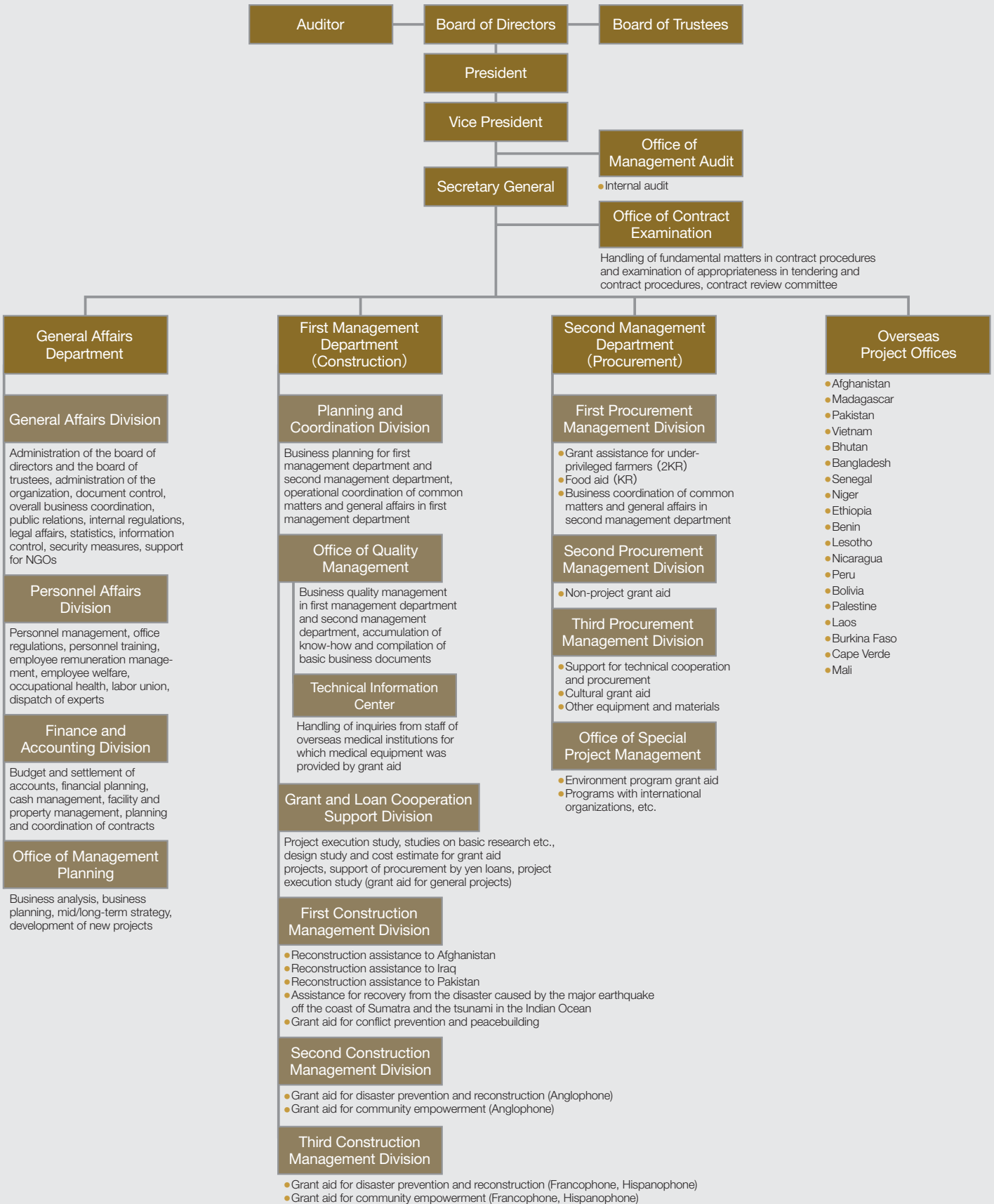
Presidents since JICS was established

Hiroshi Yokota	April 1989-December 1991
Shigeru Tokuhisa	March 1992-March 1997
Yutaka Nomura	March 1997-March 2004
Takahisa Sasaki	April 2004-

Chairman of the Board of Trustees since JICS was established

Fumio Watanabe	<i>Honorary Advisor, Japan Airlines Co. Ltd.</i>	April 1989-March 2004
Shigeru Ishikawa	<i>Professor Emeritus, Hitotsubashi University</i>	April 2004-March 2005
Hiroshi Matsumoto	<i>Advisor and Director, The International House of Japan, Inc.</i>	June 2005-June 2009
Yoriko Meguro	<i>Professor Emeritus, Sophia University</i>	June 2009-

Organization Chart (As of November 1, 2009)



The Articles of Foundation of Japan International Cooperation System (JICS)

April 12, 1989
Minister of Foreign Affairs Authorization No.3
Amended on December 27, 1993
Minister of Foreign Affairs Authorization No.60
Amended on April 17, 1996
Minister of Foreign Affairs Authorization No.16
Amended on April 13, 2001
Minister of Foreign Affairs Authorization No.11
Amended on April 3, 2003
Minister of Foreign Affairs Authorization No.22
Amended on April 11, 2007
Minister of Foreign Affairs Authorization No.14

Chapter 1. General Provisions

Article 1 (Name)

1 This corporation is called Japan International Cooperation System (JICS) (hereinafter referred to as "the Foundation").

Article 2 (Offices)

1 The Foundation shall locate its principal office in Shinjuku-ku, Tokyo, Japan.
2 The Foundation may establish a subsidiary office or offices elsewhere as deemed necessary after the Board of Directors votes so to do.

Article 3 (Purposes)

1 The purposes of the Foundation are to promote higher quality international cooperation by cooperating in the appropriate and efficient implementation of Japan's Official Development Assistance ("ODA") and other international cooperation programs for developing countries and territories and thus to contribute to the economic and social development of the world as well as the enhancement of friendly international relations.

Article 4 (Business)

1 The Foundation shall conduct the following business while paying due respect to the work of private enterprises in order to accomplish the purposes described in the preceding article:

- (1) Business which contributes to the promotion of the appropriate and efficient implementation of grant aid programs, technical cooperation programs and loan programs which are parts of Japan's ODA;
- (2) Business which contributes to the promotion of the appropriate and efficient implementation of international cooperation programs executed by international organizations, foreign governments or other entities engaged in international cooperation activities;
- (3) Follow-up activities and after-care activities for such programs mentioned above in items (1) and (2);
- (4) Research and studies on methods of efficient implementation of international cooperation;
- (5) Education and support which promote international cooperation; and
- (6) Other activities necessary to achieve the purposes of the Foundation.

Chapter 2. Assets and Accounting

Article 5 (Composition of Assets)

1 The assets of the Foundation shall consist of the following:

- (1) The assets listed in the inventory at the time of the establishment;
- (2) Donations in cash and in kind;
- (3) Income generated from the assets;
- (4) Membership fees;
- (5) Income from business operations; and
- (6) Other income.

Article 6 (Kinds of Assets)

1 The Assets of the Foundation shall consist of two kinds of assets—endowment and operating assets.
2 The endowment shall consist of the following:

- (1) Those assets listed in the endowment section in the inventory at the time of the establishment;
- (2) Those assets donated specified as endowment; and
- (3) Those assets which the Board of Directors resolved to transfer to the endowment from the operating assets.

3 Assets other than endowment shall be operating assets.

Article 7 (Management of Assets)

1 The President shall manage the assets of the Foundation, and its management methods shall be determined separately by the President with the vote of the Board of Directors.
2 Of the endowment, cash shall be managed and kept in a safe and secure manner, such as time deposits at post offices or banks, entrustment to trust companies, and the purchase of national, public and corporate bonds.

Article 8 (Restrictions on Disposal of Endowment)

1 The endowment may not be disposed of or used as a collateral. However, should

unavoidable circumstances in the execution of business of the Foundation arise, part of the endowment may be disposed of, or the whole or part of it may be used as collateral provided that this is approved by a vote of two-thirds or more of the existing members of the Board of Directors and the approval of the Board of Trustees, and also the approval of the Minister of Foreign Affairs.

Article 9 (Expenditure)

1 Expenses of the Foundation shall be paid out of the operating assets.

Article 10 (Business Plan and Budget)

1 The President shall prepare the Foundation's business plan and the income and expenditure budget therefor, which shall be submitted to the Minister of Foreign Affairs, after the vote of two thirds or more of the existing members of the Board of Directors and approved by the Board of Trustees, prior to the commencement of each accounting period. The same shall apply in the event of any changes thereto.

Article 11 (Provisional Budget)

1 Notwithstanding the provision of the preceding article, when a budget can not be finalized for unavoidable reasons, the President may receive income and make payments based on the preceding year's income and expenditure budget with the vote of the Board of Directors until the day on which a new budget is approved.
2 The income and expenditure described in the preceding paragraph shall be deemed as part of the newly approved income and expenditure budget.

Article 12 (Business Report and Settlement of Accounts)

1 The Foundation shall report to the Minister of Foreign Affairs on its business and settlement of accounts of income and expenditure within three months after the end of each financial year, by submitting a business report, an income and expenditure statement, a statement of net worth, a balance sheet and an inventory prepared by the President, be audited by the Auditors, approved by a vote of two-thirds or more of the existing members of the Board of Directors and approved by the Board of Trustees. In this case, if there has been any change in the total assets, the registration thereof shall be made within two weeks and a certified copy of corporate registration shall be attached.

Article 13 (Long-term Borrowing)

1 When the Foundation intends to make long-term borrowing, excluding short-term borrowing which is to be paid off with the income of that particular accounting period, it must be approved by a vote of two-thirds or more of the existing members of the Board of Directors and approved by the Board of Trustees, and also must be approved by the Minister of Foreign Affairs.

Article 14 (Assumption of Duties and Waiver of Rights)

1 Except for those provided for in the budget, when the Foundation intends to assume new obligations or waive any rights, it must be approved by a vote of two-thirds or more of the existing members of the Board of Directors, approved by the Board of Trustees and also approved by the Minister of Foreign Affairs.

Article 15 (Accounting Period)

1 The accounting period of the Foundation shall commence on April 1 every year and end on March 31 of the following year.

Chapter 3. Directors

Article 16 (Kinds of Officers and Quorum)

1 The Foundation shall have the following Directors;
Executive Directors Six or more up to fifteen.
Auditors Two.
2 Of the Executive Directors, one shall become the President, one shall be the Executive Managing Director and one or two shall become Managing Directors.

Article 17 (Election, etc.)

1 The Executive Directors and Auditors shall be elected by the Board of Trustees.
2 The Executive Directors shall elect from among themselves the President, Executive Managing Director and Managing Directors.
3 The Executive Directors, Auditors and Trustees shall not be allowed to hold more than one position.
4 The total number of the Executive Directors having a relative or anybody with a special relationship to them shall not exceed one-third of the total number of the members of the Board of Directors.
5 The Auditors shall not be related or have a special relationship to each other.
6 Any change in the makeup of the Executive Directors shall be registered within two weeks, and a notification to that effect shall be made to the Minister of Foreign Affairs without delay with a certified copy of corporate registration attached.
7 Any change in the makeup of the Auditors shall be notified to the Minister of Foreign Affairs without delay.

Article 18 (Duties)

- 1 The President shall represent the Foundation and oversee its operation.
- 2 The Executive Managing Director shall assist the President and supervise the Foundation's operations, and shall act for the President to carry out its duties in the event that the President is unable to perform his duties owing to unavoidable circumstances, or in the absence of the President.
- 3 The Managing Directors shall assist the President and the Executive Managing Director and transact the Foundation's operations and one of them, in the order appointed in advance by the President, shall act for the Executive Managing Director to carry out his/her duties in the event that the Executive Managing Director is unable to perform his/her duties owing to unavoidable circumstances or in the absence of the Executive Managing Director.
- 4 The Executive Directors shall organize the Board of Directors and shall vote and carry out the Foundation's business pursuant to the provisions of this Articles of Foundation.
- 5 The Auditors shall perform the following duties:
 - (1) Audit the assets and accounts;
 - (2) Audit the operational performance of the Executive Directors;
 - (3) Notify, in the event that they find irregularities in accounting practices and operations, the Board of Directors, the Board of Trustees and the Minister of Foreign Affairs thereof; and
 - (4) Demand convocation of a meeting of the Board of Directors and a meeting of the Board of Trustees as necessary for the notification described in the preceding paragraph.

Article 19 (Term of Office)

- 1 The term of office of a Director shall be two years. However, he/she shall not be prevented from being reappointed to his/her position.
- 2 The term of office of the Director who is elected as a substitute or due to an increase in the fixed number shall be the remaining term of office of the predecessor or the current Director.
- 3 The Director shall perform his/her duties even after his/her resignation or expiration of his/her term of office until his/her successor assumes the office.

Article 20 (Dismissal)

- 1 When an officer falls under any of the following, the Board of Directors and the Board of Trustees may dismiss the Director with the votes of two-thirds or more of the existing members of the Board of Directors and the Board of Trustees. In such a case, before the votes are made by the Board of Directors and the Board of Trustees, the Director must be given an opportunity to explain his actions.
 - (1) When the Director concerned is unable to perform his/her duties due to physical or mental disability.
 - (2) When the Director concerned is found to have breached his/her duties or to have behaved in a manner unbecoming for a Director.

Article 21 (Remuneration)

- 1 The Directors serve without remuneration. However, full-time Directors may be paid remuneration.
- 2 Expenses may be reimbursed to the Directors.
- 3 Matters necessary in connection with the preceding two paragraphs shall be determined separately by the President with the vote of the Board of Directors.

Chapter 4. Board of Directors**Article 22 (Organization)**

- 1 The Board of Directors shall consist of Executive Directors.

Article 23 (Capacity and Powers)

- 1 The Board of Directors shall, in addition to those provided elsewhere in this Articles of Foundation, vote and carry out important matters related to the business of the Foundation.

Article 24 (Types and Convening of Meetings)

- 1 The Board of Directors shall hold two types of meetings: ordinary meetings of the Board of Directors and extraordinary meetings of the Board of Directors.
- 2 Ordinary meetings of the Board of Directors shall be held twice a year.
- 3 Extraordinary meetings of the Board of Directors shall be held when one of the following events occurs:
 - (1) When the President considers it necessary;
 - (2) When one-third or more of the existing Executive Directors demand a meeting of the Board of Directors to be convened in a writing describing the agenda; or
 - (3) When the Auditors demand a meeting of the Board of Directors to be convened in accordance with the provisions of Item 4 of Paragraph 5 of Article 18.

Article 25 (Convocation)

- 1 The President shall convene a meeting of the Board of Directors.
- 2 In cases falling under Items 2 and 3 of Paragraph 3 of the preceding article, the President shall convene an extraordinary meeting within fourteen days from that day.
- 3 In the event a meeting of the Board of Directors is to be convened, the date, time, place,

agenda and matters to be deliberated shall be notified in writing at least seven days prior to the meeting.

Article 26 (Chairman)

- 1 The Chairman of the meetings of the Board of Directors shall be the President.

Article 27 (Quorum)

- 1 A meeting of the Board of Directors shall not be held unless two-thirds or more of the existing Executive Directors are present.

Article 28 (Voting)

- 1 A decision at a meeting of the Board of Directors shall, in addition to those provided for in this Articles of Foundation, be determined by a majority of the Executive Directors present, and in case of a tie, the Chairman shall make a decision.

Article 29 (Voting in Writing, etc.)

- 1 When there are unavoidable reasons for not being able to be present at a meeting of the Board of Directors, an Executive Director concerned may vote in writing on the previously notified agenda, or may appoint another Executive Director as his/her proxy.
- 2 In the case of the preceding paragraph, the Executive Director shall be considered as being present at the meeting of the Board of Directors in the application of the preceding two articles.

Article 30 (Minutes)

- 1 With respect to the business of the meeting of the Board of Directors, minutes setting out the following matters shall be prepared:
 - (1) Date, time and place;
 - (2) The existing number of Executive Directors and the number and the names of those present. (In the case of a vote in writing and a vote by proxy, these facts shall be noted);
 - (3) Matters to be deliberated and resolved.
 - (4) An outline of the proceedings and the results.
 - (5) Matters related to the election of the persons to sign the minutes.
- 2 The minutes shall be signed and sealed by the Chairman and two or more persons elected to sign the minutes at the meeting.

Chapter 5. Trustees and Board of Trustees**Article 31 (Trustees)**

- 1 The Foundation shall have twelve to twenty-four Trustees.
- 2 Of the Trustees, one shall be the Chairman of the Board of Trustees and one or two shall be the Vice Chairman of the Board of Trustees.
- 3 The Trustees shall be elected at a meeting of the Board of Directors and the President shall appoint them.
- 4 Of the Trustees, the total number of Trustees who are related to or have a special relationship to any one of the Directors, or the total number of Trustees who are related to or have a special relationship to one of the Trustees shall not exceed one-third of the existing number of Trustees.
- 5 The provisions of Articles 19 to 21 (except for the proviso in Paragraph 1 of Article 21) shall apply mutatis mutandis to the Trustees. In this case, "Director(s)" in these articles shall be read as "Trustee(s)".

Article 32 (The Board of Trustees)

- 1 The Board of Trustees shall consist of Trustees.
- 2 The Chairman and the Vice Chairman of the Board of Trustees shall be elected from among the Board of Trustees by the Board of Trustees.
- 3 The Chairman of the Board of Trustees shall convene a meeting of the Board of Trustees and chair the meeting.
- 4 The Vice Chairman of the Board of Trustees shall assist the Chairman of the Board of Trustees and one of them, in the order appointed in advance by the Chairman of the Board of Trustees, shall act for the Chairman of the Board of Trustees to carry out its duties and in the event the Chairman of the Board of Trustees is unable to perform his/her duties owing to unavoidable circumstances or in the absence of the Chairman of the Board of Trustees.

Article 33 (Duties of the Board of Trustees)

- 1 The Board of Trustees shall perform the duties as provided for in this Articles of Foundation, and also shall deliberate the matters required and give advice in response to requests of the President.

Article 34 (Type and Convening of Meetings of Board of Trustees)

- 1 The Board of Trustees shall hold two types of meetings: ordinary meetings of the Board of Trustees and extraordinary meetings of the Board of Trustees.
- 2 Ordinary meetings of the Board of Trustees shall be held twice a year.
- 3 Extraordinary meetings of the Board of Trustees shall be held when one of the following events occurs:
 - (1) When the Chairman of the Board of Trustees considers it necessary;
 - (2) When the President considers it necessary;
 - (3) When one-third or more of the existing number of Trustees demand a meeting of

- the Board of Trustees to be convened in a writing describing agenda; or
- (4) When the Auditors demand a meeting of the Board of Trustees to be convened in accordance with the provisions of Item 4 of Paragraph 5 of Article 18.

Article 35 (Convocation and Management of Board of Trustees)

- 1 In cases falling under Items 2 to 4 of Paragraph 3 of the preceding article, the Chairman of the Board of Trustees shall convene an extraordinary meeting of the Board of Trustees within fourteen days from that day.
- 2 In the event a meeting of the Board of Trustees is to be convened, the date, time, place, agenda and matters to be deliberated shall be notified in writing at least seven days prior to the meeting.
- 3 The provisions of Articles 27 to 30 shall apply mutatis mutandis to the Board of Trustees. In this case, "the Board of Directors" and "Executive Director(s)" shall read as "the Board of Trustees" and "Trustee(s)".
- 4 In addition to those provided for in each of the preceding paragraphs, matters necessary in connection with the management of the Board of Trustees shall be determined separately by the President with the vote of the Board of Directors.

Chapter 6. Advisors and Specialist Committee

Article 36 (Advisors)

- 1 The Foundation may have Advisors not exceeding five persons.
- 2 The President shall appoint the Advisors from among people with experience or academic standing or those who have contributed to the Foundation with the approval of the Board of Directors.
- 3 The Advisors shall express their views on the basic management policy of the Foundation in response to requests from the President, or express their opinions.
- 4 The provisions of Paragraph 1 of Article 19 and Articles 20 and 21 (except for the proviso in Paragraph 1 of Article 21) shall apply mutatis mutandis to the advisors. In this case, "Director(s)" in these articles shall read as "Advisor(s)".

Article 37 (Specialist Committee)

- 1 The Foundation may establish a specialist committee in order to conduct research and studies of technical and specialized matters related to the business as set out in Article 4.
- 2 The Board of Directors shall elect specialist committee member from among people with experience or academic standing and the President shall appoint them.
- 3 Specialist committees shall be organized based on the subject matters of research and studies.
- 4 Matters necessary in connection with the specialist committee members and specialist committees shall be determined separately by the President with the vote of the Board of Directors.

Chapter 7. Support Members

Articles 38 (Support Members)

- 1 Those who agree with the purposes of the Foundation and pay membership fees to assist its activities shall be called support members. They shall be classified into two kinds: corporate support members and individual support members.
- 2 Those who have paid corporate support membership fees are corporate support members and those who have paid individual support membership fees are individual support members.
- 3 Matters necessary in connection with support members and support membership fees shall be determined separately by the President with the vote of the Board of Directors.

Article 39 (Non-Refund of Contributions)

- 1 Support membership fees and other contributions shall not be refunded.

Chapter 8. Secretariat and Storage of Documents

Article 40 (Secretariat)

- 1 The Foundation shall establish a Secretariat in order to deal with clerical matters.
- 2 The Secretariat shall have an office manager and other staff members necessary.
- 3 The President shall employ and dismiss the office manager and staff members.
- 4 Matters necessary in connection with the organization and management of the Secretariat shall be determined separately by the President with the vote of the Board of Directors.

Article 41 (Keeping Documents and Accounting Books)

- 1 The Foundation's principal office shall be always equipped with the following documents and accounting books:
 - (1) The Articles of Foundation;
 - (2) The names of Executive Directors, Auditors, Trustees, Advisors, Specialist members and Secretariat staff members and their personal histories;
 - (3) The names of the support members and documents related to changes in their composition;
 - (4) Documents related to permission, authorization, and registration;
 - (5) Documents related to proceedings of the decision-making bodies provided for in this Articles of Foundation;

- (6) Documents that show assets, liabilities and net worth;
 - (7) Daily business transaction records;
 - (8) Accounting books and evidentiary documents related to income and expenditure; and
 - (9) Other pertinent documents and books.
- 2 The documents and accounting books provided in the preceding items shall be kept based on the following classification:
 - (1) Permanently for Items 1 to 6
 - (2) Ten years for Items 7 to 8
 - (3) Five years for Item 9

Chapter 9 Alteration in The Articles of Foundation and Dissolution

Article 42 (Alteration in the Articles of Foundation)

- 1 This Articles of Foundation shall not be altered unless approved by the votes of three quarters or more of the existing members of the Board of Directors and the Board of Trustees at their respective meetings and approved by the Minister of Foreign Affairs.

Article 43 (Dissolution)

- 1 The Foundation may dissolve itself in accordance with Items 2 to 4 of Paragraph 1 of Article 68 of the Civil Code, and also with the votes of three quarters or more of the existing members of the Board of Directors and the Board of Trustees at their respective meetings and the approval of the Minister of Foreign Affairs.

Article 44 (Disposal of Residual Assets)

- 1 The residual assets at the time of the dissolution of the Foundation shall be donated to organizations whose purposes are similar to those of the Foundation, with the votes of three quarters or more of the existing members of the Board of Directors and the Board of Trustees respectively and with the approval of the Minister of Foreign Affairs.

Chapter 10. Additional Rule

Article 45 (Delegation)

- 1 In addition to those provided for in this Articles of Foundation, matters necessary in connection with the management of the Foundation shall be determined separately by the President with the vote of the Board of Directors.

Supplementary Provision

- 1 This Articles of Foundation became effective on the day on which the establishment of the Foundation was permitted.
- 2 Notwithstanding the provisions of Article 10, the initial year's business plan and income and expenditure budget were determined by the establishment representatives.
- 3 Notwithstanding the provisions of Article 15, the first accounting period covered from the day on which the establishment of the Foundation was permitted to March 31, 1990.
- 4 Notwithstanding the provisions of Paragraphs 1 and 2 of Article 17, the initial Directors of the Foundation were determined by the establishment representatives, and their term of office shall be until March 31, 1991, notwithstanding the provisions of Paragraph 1 of Article 19.
- 5 Notwithstanding the provisions of Paragraph 3 of Article 31 and Paragraph 2 of Article 32, the initial members of the Board of Trustees were determined by the establishment representatives and their term of office shall be until March 31, 1991, notwithstanding the provisions of Paragraph 1 of Article 19 being applicable mutatis mutandis to Paragraph 5 of Article 31.

Supplementary Provision

(December 27, 1993 Minister of Foreign Affairs Authorization No.60)

- 1 This Articles of Foundation became effective on the day on which it is authorized by the competent authorities.

Supplementary Provision

(April 17, 1996 Minister of Foreign Affairs Authorization No.16)

- 1 This Articles of Foundation became effective on the day on which it is authorized by the competent authorities.

Supplementary Provision

(April 13, 2001 Minister of Foreign Affairs Authorization No.11)

- 1 This Articles of Foundation became effective on the day on which it is authorized by the competent authorities.

Supplementary Provision

(April 3, 2003 Minister of Foreign Affairs Authorization No.22)

- 1 This Articles of Foundation became effective on the day on which it is authorized by the competent authorities.

Supplementary Provision

(April 11, 2007 Minister of Foreign Affairs Authorization No.14)

- This Articles of Foundation became effective on the day on which it is authorized by the competent authorities.

JICS 2008

2008	Apr. 24	Expert meeting regarding the policies on JICS Support for NGOs held
	Apr. 25	JICS staff give gifts to orphanages in Indonesia
	May 20	Kid's page on JICS website opened
	May 28-30	JICS sets up a PR booth at the 4th Tokyo International Conference on African Development (TICAD IV)
	Jun. 13	Students from Hekinan Municipal Higashi Junior High School visit JICS
	Jun. 18	1st regular meetings of the JICS Board of Trustees and the Board of Directors for FY2008
	Sept. 3	Meeting and discussion with NGOs in the JICS support for NGOs program in FY2008
	Oct. 1	Organization of JICS restructured
		JICS Annual Report 2007 Japanese edition issued
	Oct.4-5	JICS participates in Global Festa Japan 2008
	Nov.18	JICS participates in International Cooperation Career Fair 2008
	Nov. 28	JICS Annual Report 2007 English edition issued
	Dec. 20-21	JICS participates in the One World Festival

2009	Jan. 15	JICS selects groups to receive assistance under its FY2008 support for NGOs program
	Feb. 4	Students from Tokyo Jogakkan Middle School visit JICS
	Mar. 5	Georgia's Vice Minister for Agriculture visits JICS
	Mar. 16	Practice vehicles procured by the Subsidy for Projects to Promote Oil Refining Technology and Other Measures in Oil-producing Countries
	Mar.18	2nd regular meetings of the JICS Board of Trustees and the Board of Directors for FY2008

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Shinjuku EAST Building, 10-5, Tomihisa-cho, Shinjuku-ku, Tokyo, 162-0067 JAPAN
Tel: +81-3-5369-6960
<http://www/jics.or.jp/>

Editorial assistance: Wisdom Co., Ltd.

