

Real Aid in Action



Annual Report 2021
Japan International Cooperation System
Years ended March 31, 2020 and 2021

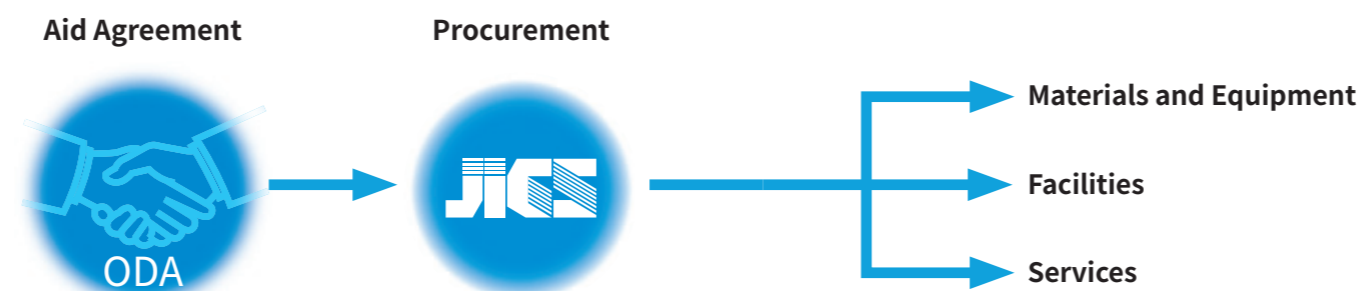
Japan International Cooperation System (JICS) is the first organization in Japan to specialize in procurement operations within the field of international cooperation. JICS' activities primarily focus on aid project-related procurement and supervision operations within Japan's Official Development Assistance (ODA) programs and other cooperation programs with developing countries.

Why is a procurement expert organization necessary?

Procurement using ODA funds—which are sourced from taxes paid by Japanese citizens—must be carried out economically, in a timely manner and to the required level of quality. At the same time, it is imperative that the procurement process be impartial, fair, competitive and transparent. To achieve these objectives, purchases of materials, equipment, facilities and services need to be conducted according to public procurement rules through a tender process. Furthermore, aid funds must be managed appropriately.

To meet these requirements, JICS carries out these procedures as the procurement agent of the recipient-country government. A procurement agent possesses expert knowledge and experience relating to public procurement, materials and equipment, and other relevant aspects.

JICS' Role: "Making Aid Tangible through Procurement"



▼ A Brief History of JICS

1989–1993 Initial Phase

- 1989 Established as an incorporated foundation
- ▶ Technical Cooperation-related services
- ▶ Grant aid-related consulting services
- ▶ Procurement agent services within Japan's grant aid programme



- 1989 Began compiling specifications on Technical Cooperation and studies of grant aid projects for the increase of food production
- 1990 Began conducting follow-up studies for grant aid projects
- 1993 Began procurement agent services for Non-Project Grant Aid
- From 1993 Procurement of equipment for Mongolia under Non-Project Grant Aid

1994–1998 Growth Phase

- ▶ Expansion of procurement consulting services and procurement agent services



- 1997 Began services for grant aid projects for child health
- 1998 Began consulting services for Grant Aid for Increase of Food Production and services for Emergency Grant Aid projects
- From 1998 Assistance to Indonesia during the Asian currency crisis: Procurement of pharmaceuticals and medical equipment, and maritime transportation of government rice through Emergency Grant Aid

1999–2003 Expansion Phase

- ▶ Expansion of procurement consulting services
- ▶ Diversification of procurement agent services through reconstruction assistance



- 2002 Began services for grant aid for research assistance projects and consulting services for Grant Assistance for the Food Aid project
- 2003 Began services for Grant Aid for Conflict Prevention and Peacebuilding projects
- From 2002 Road construction, etc., in Afghanistan through Emergency Grant Aid and Non-Project Grant Aid
- From 2003 Collection of small arms in Cambodia through Grant Aid for Conflict Prevention and Peacebuilding

2004–2011 Transitional Phase

- ▶ Increase in project management of construction as part of procurement agent services
- ▶ Commencement of services related to ODA Loans and international organizations



- 2004 Began services for primary checks of ODA Loans procurement-related documentation
- 2006 Began procurement agent services for projects related to international organizations and services for Grant Aid for Community Empowerment
- 2009 Began services for Program Grant Aid for Environment and Climate Change
- From 2004 Procurement of portable electrical transformers and water treatment equipment, etc., under Emergency Grant Aid as part of reconstruction assistance in Iraq
- From 2005 Sea wall reconstruction, hospital construction, bridge construction, etc., under Non-Project Grant Aid as part of assistance in dealing with damage from the 2004 Indian Ocean earthquake and tsunami
- From 2006 Assistance for measures by the ASEAN Secretariat and the World Organization for Animal Health to combat an avian influenza epidemic

2012–2020 Reform Phase

- 2012 Transited to a not-for-profit, general incorporated foundation
- ▶ Strengthened competitiveness and implemented strategies to further develop existing businesses
- ▶ Developed new businesses targeting Public-Private Partnerships (PPP) and the private sector



- 2013 Began participation in JICA's Support for Japanese Small- and Medium-Sized Enterprises (SMEs) Overseas Business Development
- 2015 Won a new contract for a Grant Aid Project under Public-Private Partnership
- 2016 Won a new contract for a Grant Aid Project for Construction
- 2020 Won a new ODA Loan project consulting service contract
- From 2015 Project for Reduction of Non-Revenue Water in Yangon City, Myanmar, through Grant Aid Project under Public-Private Partnership
- From 2016 Project for the Reconstruction of Flood-Affected Schools in Myanmar, through Grant Aid Project for Construction
- From 2020 Grant Aid for the Economic and Social Development Programme for COVID-19 counter-measures The ODA Loan Project for Modernization of Agricultural Machines and Equipment (Moldova)

As articulated in JICS' MVV, each employee works to contribute to the peace and stability of the international community. To achieve this goal, we strive to improve the quality of our services as a service provider through activities in developing countries and Japan.

JICS' Mission, Vision and Values (MVV)

MISSION

JICS will contribute to the peace and stability of the international community as a player in the international cooperation field.

VISION

JICS aims to be the world's best service provider in the international cooperation field.

VALUES

Impartiality, Fairness and Transparency

JICS will maintain an impartial stance to ensure fairness and transparency.

Reliability

JICS will respect local input and build trust with its clients.

Maximizing the Impact of Aid

JICS will focus its efforts on maximizing the impact of aid.

Creation and Challenge

JICS will be unrestricted by conventional ideas, and take up the challenge of creating and providing new services.

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Procurement of Products

Commencement of Project Execution Supervision and Management Services in Construction Projects

Development of Management Services in Construction Projects

Launch of Management Services in Projects under PPP

In its role as an international cooperation “integrator,” JICS is committed to helping resolve social issues faced by the international community in the with- and post-COVID-19 era.



Carrying out our operations at a time when the international community grapples with how to deal with the COVID-19 crisis

Since late 2019, the international community has been forced to undergo an upheaval greater than anyone could have foreseen, triggered by coronavirus disease (COVID-19). One of the means adopted to deal with the risk of COVID-19 has been to reduce direct contact between people. For JICS, one of whose strengths is its communication capabilities, this became a major issue in the performance of our operations. Meanwhile, the Government of Japan made the decision to provide Grant Aid for the Economic and Social Development Programme from fiscal 2020 for COVID-19 countermeasures, to be used for the procurement of public health and medical-related equipment and materials. The grant aid was to be provided to approximately 100 developing countries whose public health and medical systems were deemed to be particularly vulnerable. The Ministry of Foreign Affairs of Japan instructed JICS to act with the maximum speed possible. As foreign travel became restricted and working remotely was widely adopted, JICS considered the best way to deal with the situation. Hence, we got to work on swiftly implementing procurement operations covering more than 50 countries.

JICS carried out operations in a broad array of projects, including: Food Assistance Programme (KR), to meet basic human needs (BHN); a project to drill geothermal exploration wells in Djibouti, as part of efforts to address climate change; improvement of a major arterial road in Djibouti as part of “Promotion of Quality Infrastructure Investment Globally;” procurement of vessels and boats for Oceania as part of efforts to promote a “Free and Open Indo-Pacific;” a variety of document screening operations for Japanese ODA Loans and Grant Aid; and operations related to international organizations. These operations were only possible thanks to the generous support JICS received from a wide range of stakeholders involved in the ODA sphere,

including the Ministry of Foreign Affairs of Japan, the Japan International Cooperation Agency (JICA), the governments of recipient countries and other related organizations/partners. I wish to take this opportunity to express my sincere gratitude to all those stakeholders.

JICS develops close cooperative relationships with a diverse array of stakeholders, and realizes optimal tangible outcomes for international cooperation-related projects

JICS has an operational track record of providing procurement agent services in 122 countries, and when related services are also included, we have a record of achievements covering some 150 countries and regions. Through this, we have been able to contribute to fair and efficient ODA operations.

JICS’ procurement agent services flexibly respond to new development cooperation issues faced by the international community. Such needs include post-conflict peacebuilding; post-disaster recovery, reconstruction and disaster prevention; measures to address climate change; and forest conservation. JICS has developed a solid foundation from which it is able to address new issues. This includes in-depth knowledge of materials and equipment across a broad range of fields accumulated to date; expertise in supervision of construction projects for facilities and infrastructure; a network of contacts at a myriad of organizations around the world; and a high level of compliance awareness.

In 2019, to coincide with the 30th anniversary of its establishment, JICS set a future direction in which it aims to become an international cooperation “integrator.” This encompasses the capabilities needed to support both the priority policy for economic cooperation of the Government of Japan and efforts to achieve the United Nations’ Sustainable Development Goals (SDGs). JICS is a neutral organization that possesses know-how in public procurement, and I believe that JICS is capable of identifying and linking the needs of a wide variety of stakeholders. JICS will work to optimally meet the needs of recipient communities in ODA projects, as well as in other international cooperation-related projects, thereby giving tangible shape to “Japan’s visible development cooperation.”

While procurement agent services remain JICS’ mainstay, we are committed to taking up challenges in new service spheres, including support for SMEs’ overseas business development. In a post-COVID world, I believe that we will see rising needs in the international community in such areas as building and supporting environmental sustainability and digitization. We will continue to improve our capabilities and strengthen our organizational structure so that we can respond quickly to initiatives in new fields.

September 2021

TAKEUCHI Kazuki
President

Japan International Cooperation System (JICS)

JICS’ Policies for Dealing with the COVID-19 Crisis, as It Aims to Become an International Cooperation “Integrator”

While maintaining procurement agent services as its mainstay, JICS is aiming to make the leap to its next stage of evolution as an international cooperation “integrator.” The COVID-19 pandemic has caused deep shock waves globally. Under these circumstances, JICS is leveraging its accumulated experience to take up challenges in new spheres. We gathered three participants—a JICS vice president, director general and director—to discuss how JICS is approaching these tasks.

What is an international cooperation “integrator”?

Okamura: In the international cooperation sphere in recent years, stakeholders’ expectations regarding service provision standards have become increasingly high. By bringing together organizations and individuals that possess the technologies and services necessary to realize the output demanded, and integrating each party’s strengths, it is possible to generate output that is greater than the sum of its parts. I believe that this is the management capability needed for the role of international cooperation “integrator” to which JICS aspires.

From 2010 to 2016, I have been assigned to work on Program Grant Aid for Environment and Climate Change. In this capacity, I have worked on a broad range of projects, including: a nationwide forestry mapping project in Timor-Leste; an afforestation project in Indonesia; and a project in Thailand to build an information system network connecting the headquarters of the forestry agency with its regional branch offices. These diverse operations go well beyond the traditional boundaries of JICS’ core services centering on materials and equipment procurement. Within each project, I was able to fulfill the role of integrating the capabilities of experts from different fields to produce the required results.

Nakamura: I think that this principle applies not only to linking various types of experts but also connecting an array of companies with the international cooperation domain. JICS has an abundant track record in the ODA sphere, and hence we have opportunities to consult with many companies regarding taking their products and

services into overseas markets. In such cases, we provide advice to companies on the kinds of materials and equipment that may be candidates under an ODA framework, and schemes that may be suitable for the company. In this way, we are able to assist such companies initiate participation in international cooperation.

Higuchi: Within JICS’ procurement agent services, a large number of stakeholders are involved. These include the donor institution, such as the Ministry of Foreign Affairs of Japan or JICA, the executing governmental agency in the recipient country, the end-users, and suppliers and manufacturers. In the case of a facilities project, stakeholders include construction companies and consultants. We link together these stakeholders and coordinate them while carrying out procurement, to ensure that the project proceeds smoothly. Furthermore, our role is to manage the project so as to generate the greatest possible benefits.

Key elements supporting JICS’ value creation as an “integrator”

Higuchi: Since its establishment, JICS has consistently been involved in public procurement relating to international cooperation programs. We have carried out project execution, facilitation and management in approximately 150 countries and regions globally. The human networks we have cultivated through these activities, and in particular the trust we have built with all the people involved, are valuable intangible assets for JICS.

Okamura: When I was working in JICS’ New Business Development Office, I came into contact with many people from private-sector



Conference with the Saint Vincent Fisheries Division ↑ (prior to overseas travel restrictions in 2020)

companies. JICS’ fairness and neutrality as a nonprofit organization was appraised very highly, and I felt strongly that this was the cornerstone of the organization’s trust. Another key strength of JICS is its ability to carry out studies and project management not only in English but also in French and Spanish. Moreover, a large number of staff within the organization are able to conduct operations in these languages. Being able to implement projects using the local language while working in close collaboration with the recipient country is an indispensable capacity.

Nakamura: JICS’ strength lies in its accumulation of information resources and knowledge about the materials and equipment it procures. In procurement agent services, capabilities in carrying out studies and formulating proposals are absolutely essential. Based on the results of studies assessing skill levels of the people in the recipient country who will actually use the equipment, along with the local maintenance system, it is not uncommon for JICS to make proposals that call for equipment or specifications that vary from the original plan. Such changes are made to enhance the effectiveness of the aid.

Higuchi: I would like to also mention JICS’ achievements in projects for facility construction as one of its strengths in addition to those relating to materials and equipment procurement. In reconstruction aid in



HIGUCHI Seiichi
Vice President



OKAMURA Takuji
Director General,
Third Management Department



NAKAMURA Yoko
Director, Third Management Division,
Third Management Department

Afghanistan and Iraq, and assistance for reconstruction from damage caused by the 2004 Indian Ocean earthquake and tsunami, JICS has been involved in facility construction projects to build schools, hospitals and other community infrastructure in the affected areas. Over an approximate 20-year period, JICS' track record in these projects totals some ¥180 billion of aid granted by the Government of Japan. In facility construction projects, technical knowledge and experience are necessary for the party ordering and contracting the work. JICS has two qualified architects on its staff, and is licensed as a First Class Registered Architects Office. Further, JICS' staff also includes professional engineers, first class construction managing engineers for civil engineering and concrete consultants. Such experience and accomplishments, as well as human resources with advanced expertise, are part of JICS' assets as an "integrator."

↓ JICS' activities during the COVID-19 pandemic

Okamura: In 2020, JICS' response to the COVID-19 pandemic was crucial. When the government declared a state of emergency in Japan in April, JICS immediately made the decision to close its head office. Internal approval as well as accounting procedures were made paperless, and the organization shifted to operations based on remote working. JICS' operations, which include frequent overseas trips, proved to be highly compatible with remote working. In addition, JICS had already established internal rules covering remote working in 2017. Consequently, JICS was able to rapidly transition to a remote work-based structure.

Nakamura: To manage projects during the COVID-19 crisis, we needed to make a wide range of modifications to the way we carry out our operations, including extensive use of web conferencing. For one particular project, not being able to travel to the recipient country became a

bottleneck. Specifically, this occurred at the final stage of the project after the equipment had been delivered and equipment-operation training needed to be carried out. However, after intense discussions with other stakeholders—including the manufacturer and the supplier—on how to solve this problem, we came up with the idea of utilizing resources in third countries that were more easily accessible from the recipient country than Japan. This became the basis for a successful solution.

Higuchi: In 2020, as the COVID-19 crisis made operating conditions difficult, JICS became involved in a Grant Aid program whose objective is to provide assistance in coping with the pandemic. The portion of the program JICS is responsible for encompasses projects with more than 50 countries for the procurement of materials and equipment related to public health and the medical field, which are needed to deal with COVID-19. JICS already had considerable experience in projects that demanded a high level of urgency and involved large-scale budgets. However, the situation and the requirements of this program mean that it poses extremely significant challenges—even for JICS. Specifically, the program requires us to execute the projects with an unprecedented level of speed, while dealing with more than 50 recipient countries simultaneously. Further, all of these operations need to be carried



Inspection at the completion of construction of an oil fence deployment vessel (Maldives, 2021)

← Consulting service agreement signing ceremony for an ODA Loan to Moldova in the agriculture field (2021)



← Training for a mine-clearing team in Colombia (2019)

out during the COVID-19 crisis, which makes overseas travel impossible. On the recipient-country side, personnel involved in the projects are swamped with work relating to COVID-19 prevention. Consequently, they are often unable to respond smoothly to inquiries from JICS. We also face an array of other operational difficulties. Despite these issues, we are successfully implementing the projects, thanks in particular to assistance from the Ministry of Foreign Affairs and embassies, which have made approaches on our behalf to related institutions in recipient countries. In addition, what we have accomplished to date would not have been possible if it were not for the cooperation we have received from materials and equipment suppliers and manufacturers, who have undertaken efforts to expedite preparations.

In addition, JICS' internal organizational system has proven effective in realizing swift progress in these projects. Staff in our technical division have utilized JICS' database covering equipment and manufacturers. By taking on operations—which require technical knowledge—within a single organization, the staff within JICS' divisions responsible for each region have been able to focus their energies on procurement procedures and communication with recipient countries. JICS has also had experience in the past in projects that dealt with life-threatening situations. For example, we were involved in providing Emergency Grant Aid for measures to deal with the Ebola virus outbreak in West Africa. The experience and know-how gained through those past operations have helped us to carry out rapid procurement and delivery of the necessary materials and equipment.

↓ What JICS must do to further evolve as an "integrator"

Okamura: Looking toward the future, one of the areas JICS will be focusing



Elementary school handover ceremony (Madagascar, 2017)

on is support for Japanese SMEs in their efforts to expand into overseas markets. Companies that take up the challenge of overseas expansion face a range of barriers, including language capabilities, insufficient human resources and lack of connections in the target countries. In addition, for SMEs that utilize JICA's overseas development support program (SDGs Business Supporting Surveys) or participate in schemes that utilize public funds, such as those administered by the Japan External Trade Organization (JETRO) and other institutions, formulating proposals, completion reports and other documents, and undertaking administrative procedures for settlement of expenses are a significant burden. By having JICS provide support for these kinds of operations, which accompany overseas expansion, SMEs are able to focus on their own core business operations. As of the end of fiscal 2020, JICS had already built a track record of more than 15 orders received for these types of programs, including joint projects carried out with other organizations and consultants.

Nakamura: My job includes carrying out screening operations, which we anticipate will be an area of future growth. Our experience to date in public procurement-related operations involving approximately 150 countries and regions, along with the organization's high level of compliance awareness, has been appraised highly as JICS' strengths. We have carried out screening operations in such areas as primary checks for procurement-related documents under Japanese ODA Loan projects, Grant Assistance for Japanese NGO Projects and Grant Assistance for Cultural Grassroots Projects. In fiscal 2020, the record of achievements we have built to date was instrumental in JICS receiving a contract for screening operations under the "Program to Strengthen Livelihood and Business Foundations



Operation training for Japanese-manufactured endoscopes (Paraguay, 2021)

for Japanese Nationals Overseas and People of Japanese Descent (Nikkei)," which supports Japanese nationals living abroad and Japanese diaspora who have been affected by the COVID-19 pandemic.

Higuchi: I believe that among the fields on which JICS should focus in the future is the "Promotion of Quality Infrastructure Investment Globally"—a key policy adopted by the Government of Japan for the realization of the country's growth strategy. By leveraging JICS' accomplishments to date, such as geothermal development projects and road construction projects in Djibouti, and Grant Aid Projects under Public-Private Partnership, I am confident we can contribute to the "Promotion of Quality Infrastructure Investment Globally." Further, I believe that there is potential in the future for JICS to participate in infrastructure projects outside the ODA sphere.

Okamura: If JICS sincerely pursues the role of international cooperation "integrator" as it looks toward the future, with procurement agent services as its focal point, I think the organization's business domain will naturally broaden. However, to realize this goal, further growth is needed in both individuals and the organization. JICS positions human resource development as a key policy, and every week we hold a voluntary procurement study group. In addition, as an organization too, we are also undertaking efforts to gather information and efforts focused on self-improvement. This includes participation in the Japan Platform for Redesign: Sustainable Infrastructure (JPRSI), which was established by the Ministry of the Environment in 2020.

Nakamura: In the international cooperation sphere, expectations vis-à-vis "sustainable procurement" and "value for money" are becoming increasingly



Handover ceremony for a maritime patrol boat (Vietnam, 2019)

Verification of the usage situation of a solar power generation system (Peru, 2018)



high. At the procurement study group in which I participate, to realize these objectives, we carry out research on such areas as procurement guidelines used by international organizations, and activities of Japanese companies and organizations related to procurement and the SDGs. Through the procurement study group and other initiatives, we aim to enhance our own skills. By doing so, we believe that we can contribute to JICS' efforts to grow by expanding beyond its existing business framework.

Higuchi: JICS' stated mission is to "contribute to the peace and stability of the international community as a player in the international cooperation field." For JICS to achieve its mission, while identifying the demands of the times—including the SDGs—it is necessary for us to accumulate the trust of all stakeholders in the international cooperation sphere, one by one. The feedback we receive from stakeholders can be used as the starting point for winning new customers and taking up the challenges of new fields. It can also become a driver for our efforts to grow into an organization that contributes to the international community. As well as holding up high ideals, by performing our day-to-day operations conscientiously and with precision, we will evolve into an international cooperation "integrator."



Installation and operation training for a weather observation system manufactured by a Japanese SME (Kenya, 2019)

Development Cooperation and the Role of JICS in ODA

The Role of JICS, Which Aims to Become an “Integrator” of International Cooperation

JICS Makes Aid and International Cooperation Tangible through Procurement for “Peace, Prosperity and a Better Future for Everyone.”

JICS formulates and implements international cooperation projects optimized in line with the needs of the front line showing that the ODA is implemented by Japan to achieve the Sustainable Development Goals (SDGs) and promote the priority policies for development cooperation pursued by the Government of Japan.

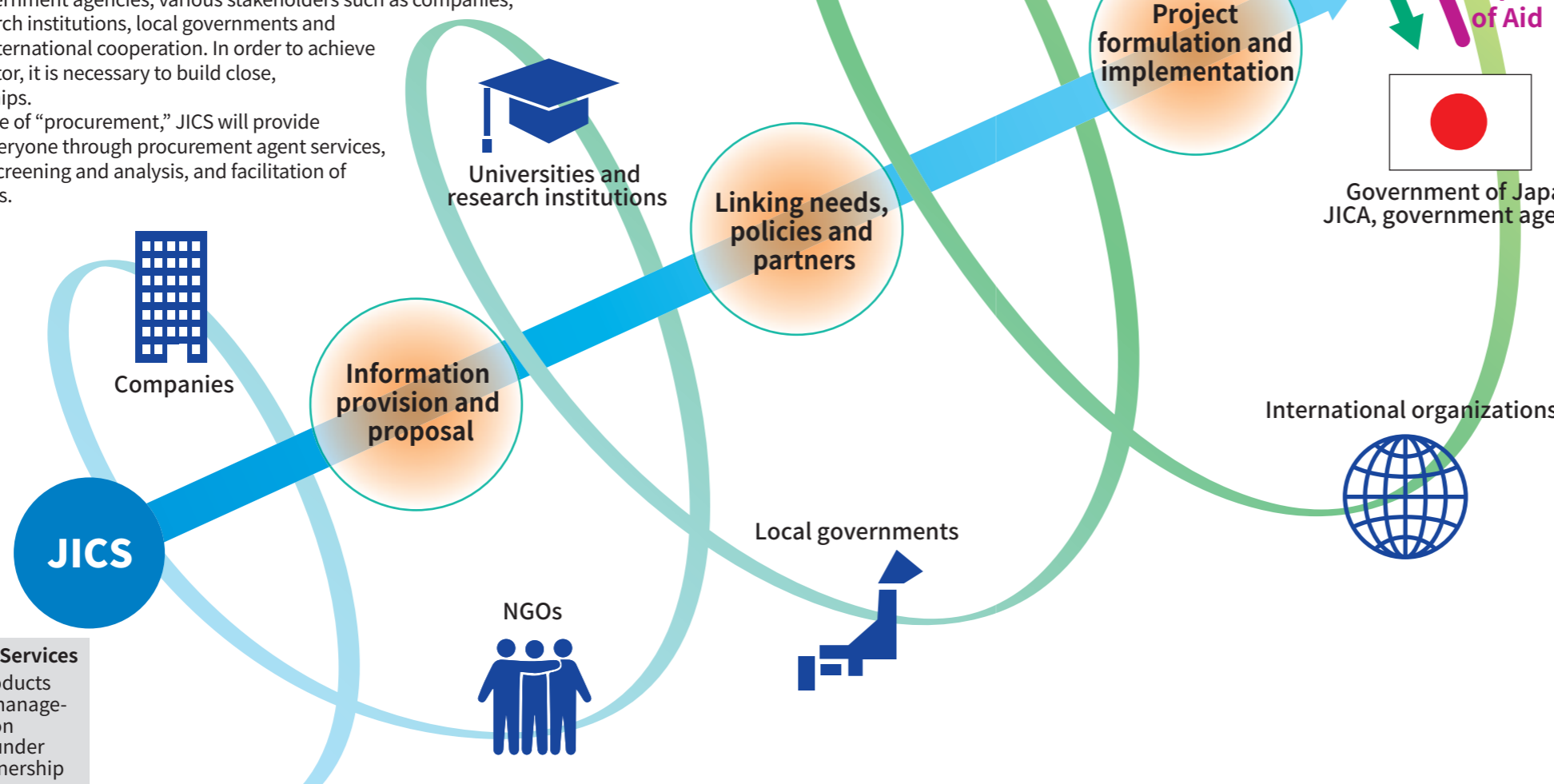
Targeting Approaches That Best Suit the Needs of the Front Line through Close Cooperation between Various Actors

Within ODA-related projects and other international cooperation, we must of course better understand the needs of recipient countries, but it is also important to work together to maximize the efficacy of projects in order to contribute to the resolution of issues facing the governments of recipient countries as well as peace and stability throughout the international community and achieve quality growth through efforts to address global issues.

JICS has worked to support ties between the Government of Japan and the governments of recipient countries through procurement operations over the past 30 years, gained the understanding and cooperation of recipient-country governments and made an effort to improve the quality and ensure the transparency of grant aid and other ODA projects.

In addition to the Government of Japan and its affiliated agencies and recipient-country government agencies, various stakeholders such as companies, universities and research institutions, local governments and NGOs participate in international cooperation. In order to achieve a total win for each actor, it is necessary to build close, cooperative relationships.

From the perspective of “procurement,” JICS will provide services to connect everyone through procurement agent services, studies (consulting), screening and analysis, and facilitation of executing ODA projects.



Operations through JICS' Procurement

- Procurement Agent Services**
- ▶ Procurement of products
 - ▶ Procurement and management of construction
 - ▶ Grant Aid Projects under Public-Private Partnership

- Studies (Consulting)
- Screening and analysis
- Facilitation of executing ODA projects
- Overseas business development support activity for Japanese enterprises

Laparoscope system operation training in Costa Rica →



Demining machine handover ceremony in Colombia ↓



Marine oil pollution recovery training in Maldives ↓



Making Aid and International Cooperation Projects Tangible

“Quality growth” and poverty eradication through such growth

Sharing universal values and realizing a peaceful and secure society

Building a sustainable and resilient international community through efforts to address global challenges




Achievements in ODA-Related Projects for 150 Countries and Regions

JICS' Strengths


- Knowledge about a wide variety of products, specifications and recipient countries
- Project management skills
- Multilingual staff proficient in English, French, Spanish, etc.
- Network of contacts in each country
- Know-how relating to public procurement

Main Operations in Which JICS Is Involved toward Achieving the Sustainable Development Goals (SDGs)*

Operations Implemented in Grant Aid, Multilateral Aid-Related Projects

<p>Procurement Agent Services</p>	<p>Procurement of Products</p> <p>JICS determines the equipment specifications and delivery conditions based on data related to the materials and equipment, and information regarding the customs clearance procedures as well as the systems to receive and store imported goods in the recipient country. To ensure that equipment is delivered in accordance with the contract, JICS carries out checks before shipping and in the recipient country.</p>	<p>Main Procurement Details and the SDGs</p> <ul style="list-style-type: none"> ▶ Food assistance (rice, wheat) ▶ Petroleum products, steel ▶ Medical and welfare equipment ▶ Equipment for disaster prevention ▶ Demining machines ▶ Vocational training equipment ▶ Next-generation vehicles ▶ Forest survey equipment ▶ Patrol boats, etc. 
<p>As the procurement agent on behalf of the recipient-country governments, JICS provides procurement services—including management of funds—and carries out project management.</p> <p>■ Necessity of a Procurement Agent</p> <p>To utilize funds—granted in accordance with Japan's ODA rules—appropriately and expeditiously, a third-party organization that has a thorough knowledge of relevant rules carries out procurement procedures and manages the grant aid funds.</p> <p>■ Main Operations</p> <p>JICS determines tender conditions by confirming the specifications for materials, equipment and facilities; the quantity of items; and delivery and construction conditions with the executing agency of the recipient country. JICS selects and enters into contracts with suppliers and construction companies through the tender process and supervises the contract fulfillment status of the contractors while managing the project's funds.</p>	<p>Procurement and Management of Construction</p> <p>Based on the needs of the recipient country, JICS together with a construction consultant determines the facilities specifications and the construction conditions for the project.</p> <p>During the construction period, JICS carries out project management.</p>	<p>Main Procurement Details and the SDGs</p> <ul style="list-style-type: none"> ▶ Construction of elementary, junior high and teacher training schools ▶ Healthcare center construction ▶ Road renovations ▶ Project for introduction of clean energy by solar electricity, etc. 
<p>■ Main Operations</p> <p>JICS determines tender conditions by confirming the specifications for materials, equipment and facilities; the quantity of items; and delivery and construction conditions with the executing agency of the recipient country. JICS selects and enters into contracts with suppliers and construction companies through the tender process and supervises the contract fulfillment status of the contractors while managing the project's funds.</p>	<p>Grant Aid Projects under Public-Private Partnership</p> <p>Management of projects supporting businesses such as the construction, operation and maintenance of facilities implemented by Japanese enterprises with expertise and urban infrastructure development cooperation leveraging Japan's technologies and experience.</p>	<p>Main Procurement Details and the SDGs</p> <ul style="list-style-type: none"> ▶ Project for Expansion of Water Supply in Cambodia and Project for Reduction of Non-Revenue Water, Project for Water Supply in Myanmar 

Operations Implemented in Grant Aid, Technical Cooperation, ODA Loans, Multilateral Aid-Related Projects and Other Economic Cooperation by Government Agencies

<p>Studies (Consulting)</p>	<ul style="list-style-type: none"> ▶ JICS conducts surveys and analysis to propose optimal conditions for a project, such as the appropriateness of the needs, technical specifications and estimation. - Preliminary surveys for Grant Aid Project and candidate of Grant Assistance for Cultural Grassroots Projects and Japanese ODA Loan Project feasibility studies 	
<p>Facilitation of Executing ODA projects</p>	<ul style="list-style-type: none"> ▶ In Grant Aid and Technical Cooperation, JICS supports project formulation and bidding, contracts and delivery. - Cultural Grant Assistance and Technical Cooperation on test well drilling project for geothermal development (Djibouti) ▶ JICS supports JICA in the facilitation of procurement and disbursement procedures of ODA Loan projects - Procurement Management Consulting Services related to agricultural machinery and equipment (Moldova) 	
<p>Screening and Analysis</p>	<ul style="list-style-type: none"> ▶ In terms of ODA Loans, JICS performs the primary check whether procurement-related documents prepared by the borrowing country comply with JICA guidelines, and conducts ex-post procurement audits and ex-post project assessment. - Primary check for procurement-related documents related to ODA Loans (JICS conducted such checks in 478 cases on documents submitted by Anglophone, Francophone and Hispanophone country governments in fiscal 2019, 180 cases in fiscal 2020.) ▶ JICS conducted screening of application documentation for Grant Assistance for Japan's NGO Project for Grant Aid projects. 	
<p>Overseas Business Development Support Activity</p>	<ul style="list-style-type: none"> ▶ Utilizing grants from JICA, JETRO and the Ministry of Economy, Trade and Industry, JICS supports start-up companies and SMEs with outstanding technologies, products and know-how that can contribute to taking up new challenges in developing countries. JICS provides support for planning surveys and feasibility studies, negotiating with related parties and the formulation of business plans. ▶ Overseas Business Development Support Activity "J-Partner," Feasibility surveys and verification surveys by JICA (Peru, etc.) 	

* Sustainable Development Goals (SDGs): The development goals of the entire international community from 2016 to 2030, as listed in the "2030 Agenda for Sustainable Development" adopted at the United Nations Summit in September 2015.

JICS' Major Activities in Fiscal 2019 and 2020

Under the difficult conditions of the COVID-19 pandemic, JICS promoted a number of projects while adopting new methods as an "integrator."

Grant Aid

Economic and Social Development Programme: Supporting the Ministry of Health and Contributing to COVID-19 Countermeasures in Honduras

Our Efforts for Smooth Implementation

Working toward Unprecedented Rapid Procurement

JICS concluded an agent agreement with the Ministry of Health of Honduras on the same day as the Exchange of Notes (E/N) was signed, and commenced the equipment selection process. We entered into procurement procedures with an unprecedented speed, by issuing a request for quotation in July 2020. Close communication with the Ministry of Health was essential to ensure smooth procurement procedures. We held a lot of online meetings, which has become widespread due to COVID-19, and as a result we were able to place orders with four suppliers on July 30.

Close Collaboration with Various Related Parties

Close Cooperation with the Ministry of Health Staff Who Worked around the Clock

On August 27, 2020, of the 15 types of equipment ordered, blood pressure monitors, aspirators and stethoscopes were delivered to the Ministry of Health by air in good condition. However, in November of that same year, a massive hurricane struck Central America, causing even more widespread damage with the impact of COVID-19. The Ministry of Health staff struggled day and night and frequently called us at dawn in Japan. JICS finally reached the completion of the project in June 2021 while supporting this staff member who worked tirelessly around the clock and collaborating with Japanese suppliers.



Project Overview

Toward Rapid Procurement of Medical Equipment Contributing to COVID-19 Countermeasures

From the beginning of 2020, COVID-19 began spreading to Honduras in Central America, and on June 12 of the same year, the Government of the Republic of Honduras signed the E/N with the Government of Japan for this project, earlier than any other Latin American Country. The decision was made to procure a total of 15 types of equipment utilizing grant aid, including mobile X-ray unit, digital ultrasound scanner, ambulances, etc., as COVID-19 countermeasures.

- ▶ Counterpart of Agent Agreement: Ministry of Health of the Republic of Honduras
- ▶ End-user: Ministry of Health
- ▶ Grant amount: ¥300 million
- ▶ Exchange of Notes (Bilateral Agreement): June 12, 2020



Country Assistance Division 5, Second Management Department
OSHIMA Masahiro



Procured ambulances ↑
(Courtesy of Ministry of Health)



Project Overview

Procurement of Medical Equipment Contributing to COVID-19 Countermeasures

The Government of Japan decided to provide the funds necessary for procuring medical equipment contributing to COVID-19 countermeasures and strengthening Jamaica's healthcare and medical system.

- ▶ Counterpart of Agent Agreement: Ministry of Finance and the Public Service of Jamaica
- ▶ End-user: Ministry of Health and Wellness of Jamaica
- ▶ Grant amount: ¥200 million
- ▶ Exchange of Notes (Bilateral Agreement): June 16, 2020



Country Assistance Division 5, Second Management Department
CHUBACHI Takaho



← Mobile X-ray unit delivered to a pediatric hospital
(Courtesy of Marubeni Protechs Corporation)

Grant Aid

Economic and Social Development Programme: Contributing to Strengthening Jamaica's Healthcare and Medical System through the Procurement of Medical Equipment

Our Efforts for Smooth Implementation

A New Way to Promote Projects in the With-COVID-19 Era

JICS made efforts to communicate with related parties in recipient countries by proactively utilizing online resources and remote tools amid severe restrictions on business travel caused by COVID-19. In consideration of time differences in local areas, we carefully considered how to convey our intentions more clearly with a simple and sufficient amount of information in order to ensure smooth communications.

Close Collaboration with Various Related Parties

Contributing to the Strengthening of Acceptance Systems for Infectious Disease Patients through Expedited Procurement

Procurement of medical equipment contributing to COVID-19 countermeasures is urgent, demanding more rapid procurement than usual. JICS increased its speed by revising procurement procedures and improving its internal project implementation systems. On the Jamaica project, all six pieces of equipment were delivered in March 2021, with all operations, including operational guidance, completed in June of that same year. In completing this project, JICS is grateful for the efforts of a variety of stakeholders, including support from the Embassy of Japan in Jamaica at key points, reliable support buttressed by the strong internal coordination of the Government of Jamaica and deliveries provided in a short period of time by suppliers.

Technical Cooperation

Test Well Drilling Project for Geothermal Development in Djibouti: Drilling Work for Geothermal Exploration Wells

● Our Efforts for Smooth Implementation

Development of Geothermal Resource through the Integration of Geothermal Technologies and Project Procurement Management

This project consists of the following components:

- Engineering planning based on feasibility studies previously conducted by JICA,
- Procurement of domestic and international companies to carry out geothermal well drilling work, necessary materials and equipment, insurance for drilling works and supplier for water supply facility, and
- Construction and supervision of geothermal drilling works.

The implementation of the project requires coordination with the executing agency of the Government of Djibouti, which is the project owner, as well as with many other related organizations and contractors involved in transportation, including importation of materials and equipment for the construction work and the dispatch of engineers. JICS conducts such complicated projects smoothly by integrating several types of project implementation manpower and by making full use of its accumulated procurement and supervision know-how and overseas project implementation expertise.

The geothermal well drilling plan is being developed and implemented with the geothermal engineering knowledge of West Japan Engineering Consultants, Inc., which is a member of the joint venture, and with the cooperation of Japan Techno Co., Ltd. as an in-house consultant for the water supply facility.

● Experience and Expertise in Procurement Implementation Accumulated over Many Years

Promoting Resource Development Projects with Various Approaches

Starting with geothermal well drilling work under the Programme Grant Aid for Environment and Climate Change project implemented for Ethiopia by JICS in 2009, we subsequently participated in geothermal-related projects with technical cooperation and grant aid from JICA. The contract terms of construction work involving geothermal development and other resource development differ from those of ordinary civil engineering work, thus JICS created contract terms appropriate for ODA schemes and selection of drilling companies. This is an application of the know-how that JICS has cultivated over many years in the international procurement of materials, equipment and civil engineering work.

Geothermal energy is attracting attention as a renewable energy that will sustain the future, and consequently, it is expected that various aid projects will be implemented going forward as developing countries will face substantial development costs. Accordingly, JICS aims to contribute to resource development projects through procurement that integrates flexible ideas.



← Welcome ceremony held in a village near the Hanlé geothermal site (Villagers welcome the survey team)



Hanlé geothermal site field survey (Joint survey with JICA and West Japan Engineering Consultants, Inc.)



Survey of other geothermal sites in Djibouti (Surveying the intake point for water used for drilling at Lake Assal)



Third Project Management Division, Third Management Department
INOUE Keizo



Third Project Management Division, Third Management Department
AKIYAMA Shogo



Project Overview

Promoting Geothermal Development and Targeting the Increased Provision of Domestic Electric Power Supplies in the Republic of Djibouti

In line with large-scale economic developments in Djibouti, the demand for electricity is expected to increase in the future and geothermal resources in the country are drawing attention. In light of the results of geothermal development feasibility studies conducted in Djibouti since 2014, JICA will implement this project for the purpose of determining geothermal development policies in the country, with geothermal survey wells drilled as one of the aspects of the project.

- ▶ Project name: Test Well Drilling Project for Geothermal Development in Djibouti: Drilling Work for Geothermal Exploration Wells
- ▶ Contractee: Japan International Cooperation Agency (JICA)
- ▶ Contract amount: ¥2.3 billion (including construction and procurement costs)
- ▶ Counterparty executing agency: Office Djiboutien de Développement de l'Énergie Géothermique

Note: This project is implemented as a joint venture with West Japan Engineering Consultants, Inc.

Grant Aid

Large-Scale Infrastructure Development Project under the Economic and Social Development Programme: Upgrading of National Road Route 1

● Our Efforts for Smooth Implementation

Rapid Implementation Even on Large-Scale Infrastructure Development Projects

Rapid implementation is required for the procurement of materials and equipment comprising the bulk of Economic and Social Development Programme projects. The same applies to large-scale infrastructure development projects, which are considerably more difficult, thus every effort was made to start construction as soon as possible. Immediately after signing the Exchange of Notes (E/N), JICS was on-site to conclude the agent agreement for procurement services, traveling back and forth several times to consult with various related parties. On April 22, 2019, approximately five months after signing the E/N and engaging in the tender process, JICS was able to conclude a contract with construction companies (a consortium comprising Dai Nippon Construction and Toda Corporation).

Even after the start of construction, we faced various problems and issues, including more rainfall than expected and limited communication with local residents, but we persistently resolved each issue through sincere discussions with the related parties.

● Close Collaboration with Various Related Parties

Project Was Completed as Planned by Moving Forward with Construction Even during COVID-19

The COVID-19 pandemic occurred during construction, and as the number of infected people increased in Djibouti, JICS considered how best to respond with related parties. Fortunately, the worksite and camp where construction personnel were stationed were located far from urban areas, enabling us to continue moving forward with construction and successfully hand over and open the road in early December 2020.

This project was completed due to the support of consultants who traveled to Djibouti to supervise construction at critical junctures and construction company personnel who made every effort on the site until the very end to complete the project despite the risk posed by COVID-19. Support from the Embassy of Japan in terms of both their response to the pandemic and involvement from the start of the project was also a crucial factor in completing construction. It was truly an all-Japan effort that enabled the achievement of this project, and JICS would like to take this opportunity to express its sincere appreciation.

Going forward, JICS will continue to achieve speedy implementation of all its projects.



← Nine-span box culverts* (Courtesy of Yachiyo Engineering Co., Ltd.)

* Box culvert: A box-shaped concrete structure used for drainage channels and underpasses. In this project, they were used to span a local wadi (seasonal stream).



Project Overview

Urgent Construction of a Major Logistics Route Strengthening Connectivity

Djibouti National Road Route 1 is a major logistics route connecting the city of Djibouti with the Ethiopian border, carrying more than 90% of Ethiopia's imported goods. However, as the severely damaged road hindered smooth logistics, the Government of Japan was asked to improve an approximately 20-km section of the road leading up to the Ethiopian border. This was an urgent issue for both Djibouti and Ethiopia implemented under the Economic and Social Development Programme.

- ▶ Project name: Economic and Social Development Programme (Upgrading of National Road Route 1)
- ▶ Counterpart of Agent Agreement: Ministry of Foreign Affairs and International Cooperation of the Republic of Djibouti
- ▶ Grant amount: ¥3.9 billion
- ▶ Exchange of Notes (Bilateral Agreement): November 28, 2018



Director General, Second Management Department
MIDORIKAWA Hajime



Signing the construction agreement in Japan



OTSUKA Umio, Ambassador of Japan to Djibouti, with the Minister of Equipment and Transport of Djibouti at the handover ceremony (Courtesy of Yachiyo Engineering Co., Ltd.)

Grant Aid

Economic and Social Development Programme: Meeting Fiji's Needs with Aid from Japan Announced at the 8th Pacific Islands Leaders Meeting

● Our Efforts for Smooth Implementation

Expedited Procurement of Rescue Craft for Lifesaving Efforts in Coastal Waters

The procurement of maritime security-related equipment and materials requested by the Police Force of Fiji is in line with Japan's assistance policies of "free, open and sustainable oceans" and "strengthening the basis for resilient and sustainable development" announced at the 8th Pacific Islands Leaders Meeting. To appropriately and quickly link Japanese aid with Fiji's needs, JICS designed rescue craft based on actual rescue and search activities, and in collaboration with suppliers and manufacturers, completed handover of the rescue craft approximately 10 months after orders were placed.

High Praise from Inia Seruiratu, Minister for Defence, National Security and Policing of Fiji

On March 2, 2021, a rescue craft handover ceremony was held at the Police Force Headquarters attended by KAWAKAMI Fumihiro, Ambassador of Japan to the Republic of Fiji, and Inia Seruiratu, Minister for Defence, National Security and Policing of Fiji. Mr. Seruiratu noted the timely nature of Japanese government aid mitigating further casualties in the face of increasing natural disasters in Fiji and the spread of COVID-19, with the rescue craft greatly contributing to lifesaving and search efforts by the Police Force, significantly expanding maritime security and disaster response capabilities in Fiji.



Project Overview

Strengthening Lifesaving and Search Efforts by the Police Force of Fiji

The Government of Japan supports the procurement of maritime security-related equipment for the Police Force, which is responsible for Fiji's maritime security as well as lifesaving and search activities in the event of a disaster.

- ▶ Counterpart of Agent Agreement: Police Force of Fiji
- ▶ Grant amount: ¥300 million
- ▶ Exchange of Notes (Bilateral Agreement): December 18, 2018



Country Assistance Division 1, First Management Department
KANAZAWA Hitoshi



Country Assistance Division 1, First Management Department
MIZUNO Yuko



Test run of rescue craft before delivery to Fiji ↑
(Courtesy of Nishi-F Co., Ltd.)

Grant Aid

Economic and Social Development Programme: Providing a Medical Ship Supporting Improved Healthcare and Medical Services for Residents of Remote Islands

● Our Efforts for Smooth Implementation

Leveraging Experience Accumulated through the Procurement of Ship and Medical Equipment

The medical ship procured in this project is a vessel on which medical examinations and treatments can be performed. As the procurement agent, the first issue to be addressed was the degree to which JICS could meet requests given a limited budget. Although this was our first attempt to procure a medical ship, JICS has accumulated a wide range of experience in procuring ships and medical equipment. Leveraging these experiences, we were able to plan a medical ship equipped with treatment tables, a dental unit, laboratory and other equipment satisfying the recipient country.

Utilizing Japanese Shipbuilding Technologies to Support Healthcare Environment Improvements on Remote Islands

Medical ship construction is proceeding smoothly, with living area enhancements being made that will improve the living environment during voyages. Consultants, suppliers, shipbuilders and medical device manufacturers are working together to deliver the first medical ship to the Marshall Islands. Many countries in Oceania are island nations similar to the Marshall Islands, thus, JICS hopes this medical ship will serve as a model case, with Japanese shipbuilding and medical technologies helping to solve healthcare issues in remote island locations.



Project Overview

Providing Better Healthcare to Residents of Remote Islands

To improve healthcare services on remote islands where doctors and nurses are not stationed, the Government of Japan supports healthcare efforts by the Government of the Republic of the Marshall Islands on remote islands through the procurement of a medical ship and medical equipment for itinerant care.

- ▶ Counterpart of Agent Agreement: Ministry of Foreign Affairs and Trade of the Republic of the Marshall Islands
- ▶ Grant amount: ¥550 million
- ▶ Exchange of Notes (Bilateral Agreement): March 18, 2019



Country Assistance Division 1, First Management Department
SHITARA Chiyuki



Country Assistance Division 1, First Management Department
HISAMOTO Takamasa



Medical ship for the Marshall Islands under ↑ construction on the slipway in June 2021
(Courtesy of Shipbuilding Research Centre of Japan)

Grant Aid

Food Assistance Programme (KR) (2018–2019): The Mission and Responsibilities of Procurement Agent Handling Vital Products for Developing Countries

● Our Efforts for Smooth Implementation

Procurement of Food, the Most Important Supplies in People's Lives

2020 was a tumultuous year, in which all business practices were completely changed throughout the world. The Food Assistance Programme handled by JICS has been no exception. We faced a lot of challenges and required major changes in the implementation of the programme.

Prior to the start of the procurement process, JICS normally dispatches a mission to the recipient countries to have discussions with their governments and to conduct a primary survey in order to confirm receiving capacity of the products and other preconditions for the procurement.

However, due to severe restrictions on international travel, we were not able to dispatch our project members to the recipient countries. Further, in Japan, as we were required to reduce face-to-face contact with others, organizing tenders remotely as well as handing and receiving various necessary documents with stakeholders were some of the difficulties that immediately confronted us.

At the same time, food is one of the most important resources in the lives of people in recipient countries, hence the programme may not be stopped to rework its implementation. With no time to spare, we needed to tackle these challenges quickly.

● Close Collaboration with Various Related Parties

Overcoming Difficulties with Flexibility and Ingenuity to Quickly Establish a Programme Implementation System during COVID-19

When the first state of emergency was declared in Japan, the outlook was uncertain, but JICS recognized that the "Food Assistance Programme cannot be stopped, we must proceed with the programme as planned." Thus, the first priority was our mission as the procurement agent responsible for this important programme.

However, we were unsure as to whether food could be transported under abnormal global conditions unlike anything experienced in the past. We quickly investigated conditions at major ports and confirmed that transportation routes were functioning. Next, we comprehensively revised our procedures and established a system by which tenderers are able to tender bids directly without bringing documentation.

Through the diligent efforts of all JICS staff and close cooperation with domestic and foreign stakeholders, we were able to successfully deliver food assistance to all 13 countries that had completed procurement procedures in fiscal 2020 without any interruptions or delays due to COVID-19.

To ensure a stable supply of food to recipient countries, JICS will continue to address all difficulties by leveraging its flexibility and speed.



Project Overview

Overcoming Difficulties during a Global Crisis with Flexibility and Speed

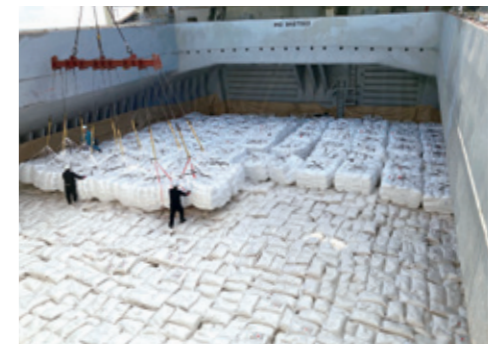
The Food Assistance Programme is a type of grant aid aimed at contributing to stability in developing countries from the perspective of alleviating food shortages as well as guaranteeing human security and preventing conflicts. JICS has been involved in bilateral food assistance programmes for 20 years, procuring food since 2001 as an agent for approximately 15 recipient countries each year. As food is one of the basic human needs (BHN), the procurement of staples such as rice and wheat, which are essential for people's lives in recipient countries, requires particular speed and strict schedule management compared to other types of grant aid.



Country Assistance Division 6, Second Management Department
SUYAMA Yuki



MIZUNO Mitsuaiki, Ambassador of Japan to Haiti, ↑ inspects rice deliveries
(Courtesy of Embassy of Japan in Haiti)



Japanese rice bound for Togo is loaded ↑ at Otaru Port



Committee meets online with Niger representatives ↑



Japanese rice bound for Mauritania is loaded ↑ at Shioyama Port in Sendai



← Pre-shipment inspection of Japanese rice

Operational Domain Expansion

Flexibly responding to client needs through initiatives including procurement specialist operations contributing to the spread of low-carbon technologies, infectious disease control in the field of sports and support for companies targeting SDGs business.

Multilateral Aid

Procurement Specialist Operations within the Asian Development Bank (ADB) Japan Fund for the Joint Crediting Mechanism (JCM)

● JICS Initiatives

Investigating Tender Evaluation Methods Targeting the Procurement of Advanced Technologies

The Japan Fund provides financial incentives for the adoption of advanced low-carbon technologies, which are superior in terms of greenhouse gas (GHG) emission reductions but expensive, in ADB-financed projects. In procuring advanced technologies, it is more important to encourage competition on the basis of technological capabilities and realize value for money.

To meet these demands, in light of Multilateral Development Banks (MDBs) and Japanese public organization adoption cases and procurement regulations, JICS conducted an investigation to examine the introduction of tender evaluation methods including the merit point or scoring system, life-cycle cost evaluations and other procurement methods.

Organizing Points to Consider in Order to Increase Competitiveness in Bidding

To improve competitiveness among bidders in the tender process, it is advantageous to begin collecting information as early as possible and ensure a sufficient amount of time to prepare for the bidding process.

Additionally, as one major prerequisite for obtaining appropriate technological evaluations, it is necessary to ensure measures are adequate regarding qualifications and formal requirements stipulated in bidding documents. In light of this perspective, JICS has summarized points to consider and countermeasures for each step of the tender process, from project formulation to bidding. In the future, we plan to conduct seminars for Japanese companies to introduce the results of this investigation.

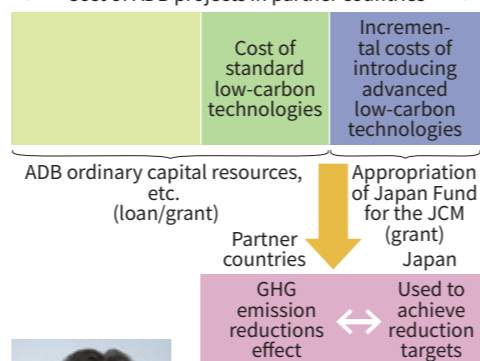


Project Overview

Utilizing Procurement Expertise to Support the Promotion of JCM

The JCM is a system implemented by the Government of Japan to cooperate with developing countries in reducing GHG emissions, in which the result of reduction is assessed as a contribution by both partner countries and Japan. Through the ADB Japan Fund for the JCM, JICS supports procurement-related operations as a member of the Japan Fund secretariat with the aim of disseminating advanced low-carbon technologies within developing countries.

← Cost of ADB projects in partner countries →



First Project Management Division, Third Management Department
OGAGUCHI Kazunori

Sport for Tomorrow Programme



Japan Sports Agency Commissioned Project: Sharing J.League COVID-19 Countermeasures with Asian Countries

● JICS Initiatives

Contributing to Smooth Business Progress from the Standpoint of Supporting Business Management

As the secretariat of this project, JICS helped the collaborating JAPAN PROFESSIONAL FOOTBALL LEAGUE (J.League) to focus on efforts including the dispatch of experts, webinar implementation, the preparation of guidelines and video production. Specifically, JICS was in charge of preparing planning documents, contract procedures, the preparation of guidelines and seminar materials in various languages, and coordination with stakeholders in each country.

Flexibly Responding to Environmental Changes and Collaborator Intentions

In light of the spread of COVID-19, the dispatch of experts was changed to online support. After holding a webinar for all target countries in June 2021 to promote understanding of this project, J.League and JICS held webinars for each of six Asian countries starting in July for approximately 250 participants from soccer leagues/associations. Participants showed a high level of interest in holding matches with spectators present, and proactively engaged in learning about vaccination considerations and how to respond when infections are reported. During the webinars, JICS was tasked with explaining the Sport for Tomorrow Programme and providing an overview of the project.

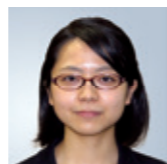
We expect appropriate measures will be taken based on the knowledge provided to each country through this project, leading to the perpetuation and development of sports culture even during the COVID-19 era.

Project Overview

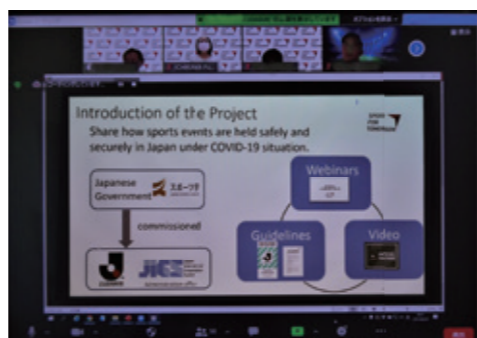
Protecting Health and Human Life while Preserving Sports Culture

As part of the SFT* Programme, the Japan Sports Agency decided to support infectious disease control measures in other countries based on knowledge pertaining to infectious disease countermeasures in the Japanese sports field. This project comprises three parts: the dispatch of infectious disease control experts (via webinars), guideline translation and overseas dissemination, and the production and overseas deployment of video materials.

* Sport for Tomorrow is an international contribution through sport initiative by Japan.



Second Project Management Division, Third Management Department
ICHIKAWA Fumiko



Online seminar (webinar) ↑

SDGs Business-Related Projects



Secondment of JICS Personnel to a Japanese Start-UP Company Contributing to Welfare-Related Issues in the Philippines in Order to Support Its Business Expansion

● JICS Initiatives

Dispatching JICS Personnel to a Start-Up Company upon Its Requests for the First Time

Under the Japan External Trade Organization (JETRO) "Project for Nurturing New Industries in ASEAN and Japan," JICS has supported Instalimb, Inc., on commercialization of their 3D-printed prosthetic legs in the Philippines through joint implementation of the "Feasibility Study for 3D-Printed Prosthetic Legs Manufacturing and Related Solution Business." JICS has continued to support this company even after its successful business launch in the Philippines. The shortage of human resources, which is a problem for many start-up companies, was an especially acute issue for Instalimb. At the request of the company, JICS dispatched MATSUURA Shinichi, a senior expert, to the Instalimb head office in Tokyo. Specifically, he was involved in project management as a research engineer on the "Research and Development Venture Support Project," which was commissioned by the New Energy and Industrial Technology Development Organization (NEDO). He also provided a wide range of back-office support including accounting, procurement, purchasing and general affairs.

Understanding Support Needs by Being inside a Start-Up Company

In the past, JICS considered financially supporting Instalimb. However, in light of its social business aspect, such as providing order-made prostheses to people with disabilities in developing countries, JICS came to the conclusion that the dispatch of JICS personnel would best meet the company's needs, considering JICS' expertise. In addition to the aforementioned operations, MATSUURA Shinichi conducted a preliminary survey in the Philippines to apply for public support schemes, using his know-how as a development consultant. Moreover, having worked so closely with management, he was able to gain an entirely new experience and see firsthand how to launch a business and the kind of support truly required by start-up companies. We believe that many start-up companies have similar support needs. There is a possibility that JICS will continue to dispatch its personnel to other private-sector companies.

Project Overview

Hands-on Support for a Start-Up Company Engaged in 3D-Printed Prosthetic Leg Design, Manufacture and Sales

Within Asia, there is a particularly strong demand for prosthetic limbs in the Philippines. JICS dispatched senior staff to provide business support to Instalimb, Inc. (Tokyo), which has commercialized quick, quality and low-cost prosthetic leg solutions using proprietary 3D printers and design software. As research engineers, JICS personnel promoted surveys for Instalimb's Research Department. He also engaged in back-office functions and project management to provide hands-on support as development consultants as well as working members inside the start-up company.



New Business Development Office
MATSUURA Shinichi



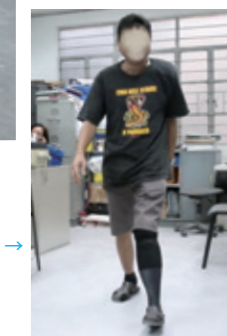
New Business Development Office
TAKAGI Rumiko



New Business Development Office
KATO Yuta



← Inspecting a ↑ conventional prosthetics and orthotics factory in the Philippines

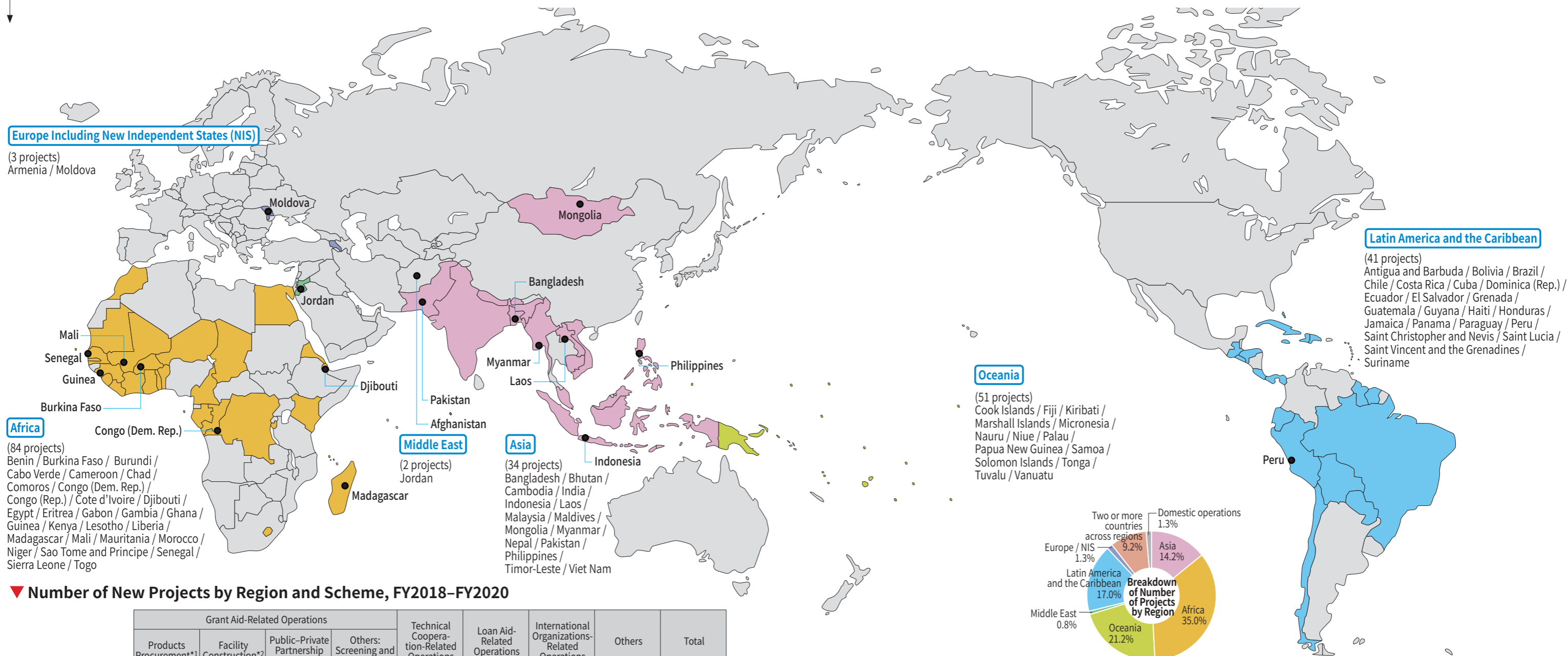


Test subject →



← 3D printers at the Instalimb office

Countries Targeted for JICS' Main Projects (FY2018–FY2020 New Projects)



Number of New Projects by Region and Scheme, FY2018–FY2020

	Grant Aid-Related Operations				Technical Cooperation-Related Operations	Loan Aid-Related Operations	International Organizations-Related Operations	Others	Total
	Products Procurement*1	Facility Construction*2	Public-Private Partnership Type	Others: Screening and Studies, etc.*3					
Asia	28	1	1	2	0	0	0	2	34
Africa	76	1	0	2	2	1	0	2	84
Oceania	49	2	0	0	0	0	0	0	51
Middle East	2	0	0	0	0	0	0	0	2
Latin America and the Caribbean	35	0	0	3	0	0	0	3	41
Europe / NIS	0	0	0	1	0	1	0	1	3
Two or more countries across regions	0	0	0	10	1	5	2	4	22
Domestic operations	0	0	0	3	0	0	0	0	3
Total	190	4	1	21	3	7	2	12	240

*1 Schemes mainly involving products procurement: Food Assistance Programme (KR), Grant Aid for the Economic and Social Development Programme, Emergency Grant Aid, Grant Aid for Conflict Prevention and Peacebuilding and Grant Aid for Procurement of Products (by procurement agent)
 *2 Schemes mainly involving facility construction: Grant Aid Project for Construction (by procurement agent)
 *3 Others (Screening and Studies, etc.): Cultural Grant Assistance, etc.
 *4 Countries where experts are dispatched are excluded.



Handover ceremony of a junior high school building in Burkina Faso ↑

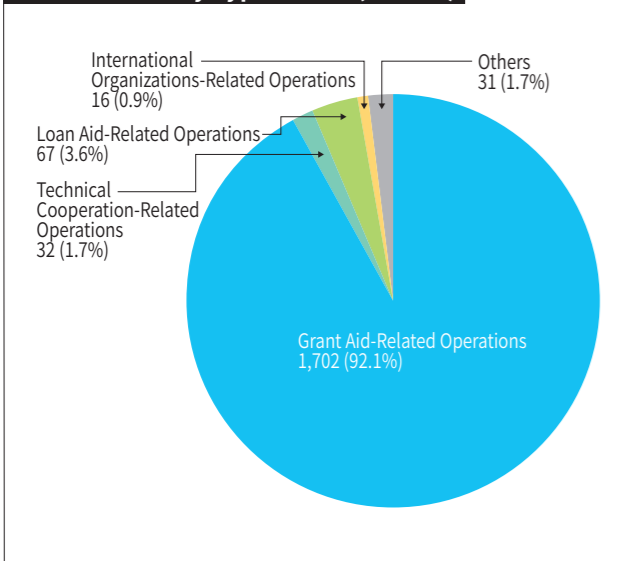


Cutting the towline at the launching ceremony of a tugboat for Nauru held in rainy weather ↑

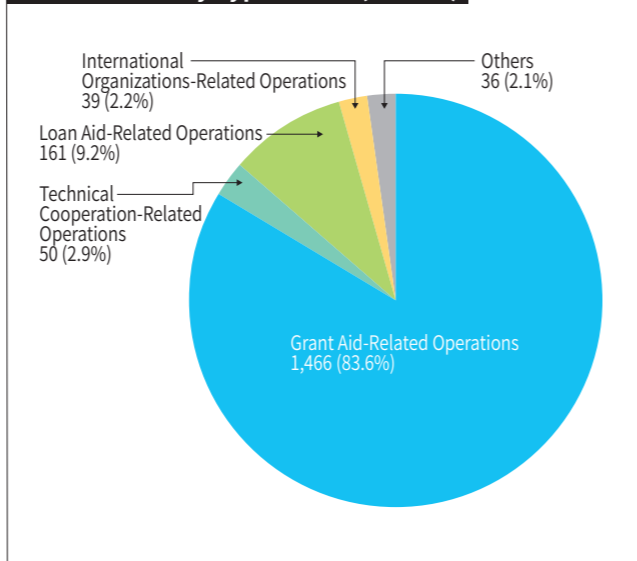
Current Profit by Type of ODA and Client (FY2019 and FY2020)

The charts below indicate JICS' current profit by type of ODA and by client as presented on page 30 in the Fiscal 2019 and 2020 Statement of Net Equity Increase (Decrease). These figures specifically refer to the following line item: I General Net Assets Increase or Decrease: 1. Current increase or decrease: (1) Current profits: 2) Profit from business activities.

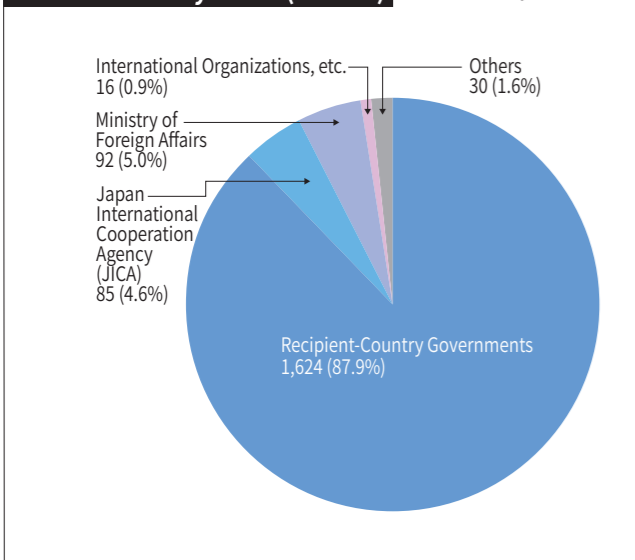
Current Profit by Type of ODA (FY2020) (Unit: million yen)



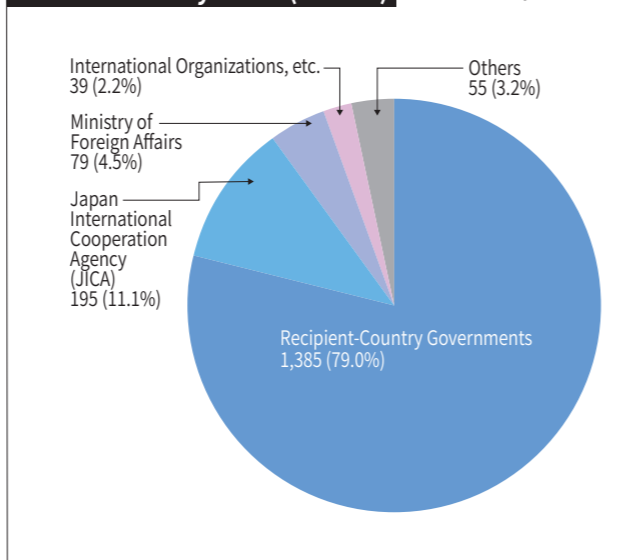
Current Profit by Type of ODA (FY2019) (Unit: million yen)



Current Profit by Client (FY2020) (Unit: million yen)

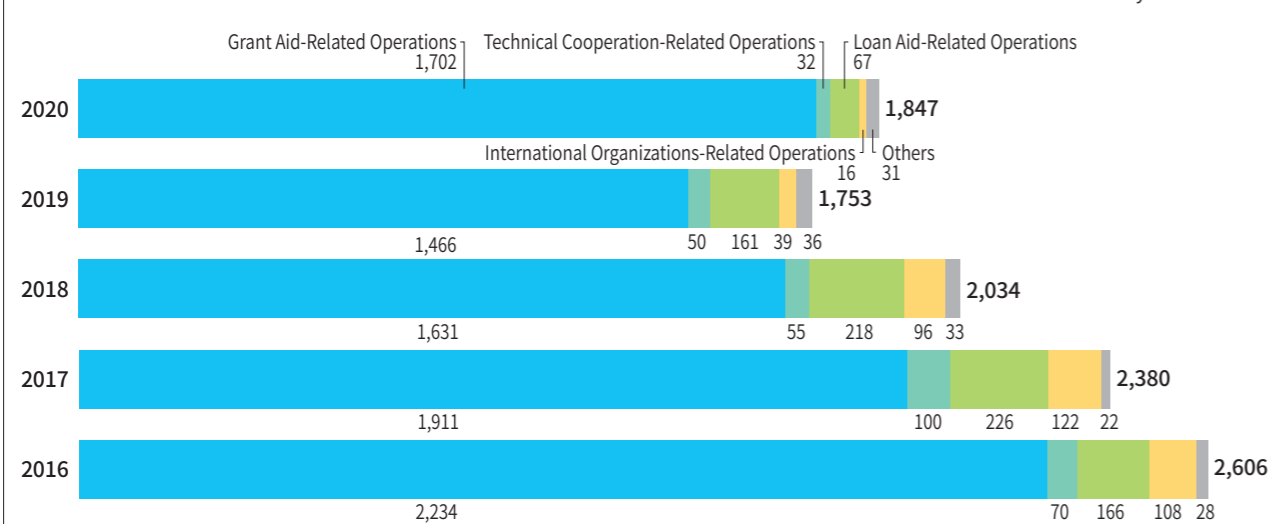


Current Profit by Client (FY2019) (Unit: million yen)



Change in Current Profit by Type of ODA (FY2016–FY2020) (Unit: million yen)

Note: Totals may not agree since figures are rounded to the nearest million yen.



Fiscal 2019 and 2020 Business Report

Grant Aid-Related Operations

Item	Description	Actual Figures in FY2019		Actual Figures in FY2020	
		New	Continuing	New	Continuing
1. Procurement Agent Services and Procurement Management Agent Services					
(1) Procurement agent services for grant aid for the economic and social development programme	—	40	81	71	107
(2) Procurement agent services for non-project grant aid	—	—	32	—	22
(3) Procurement agent services for food assistance programme	—	17	28	14	29
(4) Procurement agent services for grant aid project for procurement of products	—	—	2	—	2
(5) Procurement agent services for emergency grant aid	—	1	1	—	2
(6) Procurement agent services for grant aid for conflict prevention and peacebuilding	—	1	6	—	5
(7) Procurement agent services for grant assistance for the food security project for underprivileged farmers	—	—	1	—	—
(8) Procurement agent services for grant aid for disaster prevention and reconstruction	—	—	2	—	—
(9) Procurement agent services for grant aid projects under public-private partnership	—	—	3	—	3
(10) Procurement agent services for grant aid project for construction	—	1	1	1	1
(11) Procurement agent services for grant aid for community empowerment	—	—	12	—	6
(12) Procurement agent services for program grant aid for environment and climate change	—	—	9	—	5
(13) Expediting implementation for cultural grant assistance	—	—	7	—	6
(14) Expediting implementation for general grant aid	—	1	2	—	1

2. Studies and Screening on International Cooperation Operations

(1) Study for cultural grant assistance	Preliminary study for grant assistance for cultural grass roots projects	2	2	1	—
(2) Feasibility studies/Planning for improvement of equipment	Feasibility studies/Planning for improvement of equipment, etc.	2	2	—	3
(3) Screening	Grant assistance for Japanese NGO projects	1	—	1	—

Technical Cooperation-Related Operations

(1) Technical Cooperation (Cooperation with consultants)	Support for procurement of equipment, support for tender of facility construction, promotion of contract, supervision of construction	1	2	—	1
(2) Support for procurement of equipment	Drawing up of specifications/Support for procurement of equipment, supervision of construction	—	2	—	1

Loan Aid-Related Operations

(1) Procurement management services for ODA Loans	Check, audit and consulting services of procurement-related documents	—	2	2	1
(2) Study for ODA Loans, etc.	Study and support on implementation of loan projects	3	1	1	2

Multilateral Aid-Related Operations

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	Procurement agent services/Dispatch of procurement consulting staff, etc.	—	6	1	5
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Other Activities

(1) Project subsidy by government agencies, private-public partnership, procurement support and survey for private sector	Commissioned survey by Ministry of Internal Affairs and Communications, etc.	3	1	3	1
(2) Project formulation survey on SME support	Feasibility surveys and verification surveys with the private sector for disseminating Japanese technology for the Japan International Cooperation Agency (JICA)	—	2	—	1
(3) Dispatch of experts/company support staff	—	3	—	—	2

Other Projects Integral to Fulfilling the Objectives of the Foundation

Support for NGOs	Evaluating and choosing NGOs for support and providing funds	8 NGOs	8 NGOs
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Education and Support Promoting International Cooperation

Education and support promoting international cooperation	Medical Lectures for Travelers	5 times	4 times
	Participation in international cooperation festivals and events	1 time	—

Project Results by Country (FY2018–FY2020 New Projects)

Country	Grant Aid-Related Operations				Technical Cooperation-Related Operations	Loan Aid-Related Operations	International Organizations-Related Operations	Others	Total
	Products Procurement*1	Facility Construction*2	Public-Private Partnership Type	Others*3; Screening and Studies, etc.					
Asia									
Bangladesh	1			1					2
Bhutan	1								1
Cambodia	2	1					1		4
India	1								1
Indonesia	1								1
Laos	5			1					6
Malaysia	1								1
Maldives	3								3
Mongolia	2								2
Myanmar	3		1				1		5
Nepal	3								3
Pakistan	2								2
Philippines	1								1
Timor-Leste	1								1
Viet Nam	1								1
Total Asia (no. of cases)	28	1	1	2	0	0	0	2	34
Africa									
Benin	3				1				4
Burkina Faso	7								7
Burundi	2								2
Cabo Verde	3								3
Cameroon	2								2
Chad	1								1
Comoros	6								6
Congo (Dem. Rep.)	4								4
Congo (Rep.)	2								2
Cote d'Ivoire	1			1		1			3
Djibouti	2	1			1				4
Egypt	1								1
Eritrea	1								1
Gabon	1								1
Gambia	4								4
Ghana				1					1
Guinea	2								2
Kenya								1	1
Lesotho	1								1
Liberia	2								2
Madagascar	2								2
Mali	4						1		5
Mauritania	5								5
Morocco	2								2
Niger	6								6
Sao Tome and Principe	3								3
Senegal	4								4
Sierra Leone	1								1
Togo	4								4
Total Africa (no. of cases)	76	1	0	2	2	1	0	2	84
Oceania									
Cook Islands	2								2
Fiji	3								3
Kiribati	5								5
Marshall Islands	5	1							6
Micronesia	4								4
Nauru	4								4
Niue	2								2
Palau	6								6

Country	Grant Aid-Related Operations				Technical Cooperation-Related Operations	Loan Aid-Related Operations	International Organizations-Related Operations	Others	Total
	Products Procurement*1	Facility Construction*2	Public-Private Partnership Type	Others*3; Screening and Studies, etc.					
Papua New Guinea	5	1							6
Samoa	3								3
Solomon Islands	2								2
Tonga	2								2
Tuvalu	3								3
Vanuatu	3								3
Total Oceania (no. of cases)	49	2	0	0	0	0	0	0	51
Middle East									
Jordan	2								2
Total Middle East (no. of cases)	2	0	0	0	0	0	0	0	2
Latin America and the Caribbean									
Antigua and Barbuda	2								2
Bolivia	3								3
Brazil				1					1
Chile	1								1
Costa Rica	1								1
Cuba	3								3
Dominica (Rep.)	1								1
Ecuador	2								2
El Salvador	1								1
Grenada	2								2
Guatemala	1								1
Guyana				2					2
Haiti	5								5
Honduras	2								2
Jamaica	2								2
Panama	1								1
Paraguay	2								2
Peru	1							3	4
Saint Christopher and Nevis	1								1
Saint Lucia	1								1
Saint Vincent and the Grenadines	1								1
Suriname	2								2
Total Latin America and the Caribbean (no. of cases)	35	0	0	3	0	0	0	3	41
Europe / NIS									
Armenia				1					1
Moldova						1		1	2
Total Europe / NIS (no. of cases)	0	0	0	1	0	1	0	1	3
Two or more countries across regions									
Several countries				10	1	5	2	4	22
Total two or more countries across regions (no. of cases)	0	0	0	10	1	5	2	4	22
Domestic operations									
Domestic operations				3					3
Total domestic operations (no. of cases)	0	0	0	3	0	0	0	0	3
Grand Total	190	4	1	21	3	7	2	12	240

*1 Schemes mainly involving products procurement: Food Assistance Programme (KR), Grant Aid for the Economic and Social Development Programme, Emergency Grant Aid, Grant Aid for Conflict Prevention and Peacebuilding and Grant Aid for Procurement of Products (by procurement agent)

*2 Schemes mainly involving facility construction: Grant Aid Project for Construction (by procurement agent)

*3 Others (Screening and Studies, etc.): Cultural Grant Assistance, etc.

*4 Countries where experts are dispatched are excluded.

※4

List of Projects in Fiscal 2019 and 2020

Grant Aid

Grant Aid for the Economic and Social Development Programme

Item (Description)	Country	Procurement Items/Project Outline	Amount of E/N (Million yen)	Date of E/N
Procurement agent services (new)	Antigua and Barbuda	Seaweed removal equipment	200	2020.11.30
	Antigua and Barbuda	Fishery-related equipment	200	2019.3.11
	Bangladesh	Borehole drilling machine	500	2020.1.27
	Benin	Medical equipment	300	2020.7.7
	Bhutan	Medical equipment	300	2020.6.23
	Bolivia	Forest preservation equipment	500	2020.12.4
	Bolivia	Medical equipment	300	2020.7.3
	Bolivia	Medical equipment	500	2020.3.6
	Burkina Faso	Security equipment	300	2021.2.27
	Burkina Faso	Medical equipment	300	2020.10.9
	Burkina Faso	Road maintenance equipment	300	2019.10.14
	Cambodia	Medical equipment	2,000	2020.6.5
	Cambodia	Construction of warehouse	200	2019.5.31
	Cameroon	Medical equipment	300	2020.7.2
	Cameroon	Agricultural machines	200	2019.8.20
	Chad	Security equipment	300	2019.10.1
	Chile	Medical equipment	500	2020.9.8
	Comoros	Medical equipment	100	2020.9.4
	Comoros	Security equipment	300	2019.12.3
	Congo (Dem. Rep.)	Medical equipment	500	2020.8.6
	Congo (Rep.)	Medical equipment	150	2020.11.11
	Congo (Rep.)	Agricultural machines	200	2019.10.31
	Cook Islands	Medical equipment	100	2020.6.17
	Cote d'Ivoire	Medical equipment	400	2020.7.6
	Cuba	Medical equipment	500	2020.9.16
	Cuba	Public buses	1,050	2019.3.26
	Djibouti	Medical equipment	500	2020.7.13
	Dominica (Rep.)	Medical equipment	300	2020.6.25
	Ecuador	Medical equipment	700	2020.8.7
	Egypt	Medical equipment	1,000	2020.10.21
	El Salvador	Medical equipment	300	2020.7.23
	Fiji	Medical equipment	500	2020.6.29
	Fiji	Disaster reduction equipment	848	2020.3.23
	Gabon	Medical equipment	300	2020.7.16
	Grenada	Seaweed removal equipment	200	2020.12.1
	Grenada	Fishery-related equipment	200	2019.10.17
	Guatemala	Medical equipment	300	2020.8.4
	Guinea	Medical equipment	300	2020.7.7
	Guinea	Fishery-related equipment	200	2019.4.29
	Haiti	Medical equipment	300	2020.6.19
Honduras	Disaster recovery equipment	500	2021.2.23	
Honduras	Medical equipment	300	2020.6.12	
India	Medical equipment	1,000	2020.8.31	
Indonesia	Construction machinery	600	2019.5.24	
Jamaica	Medical equipment	200	2020.6.16	
Jamaica	Security equipment	400	2019.12.12	
Jordan	Medical equipment	400	2020.7.27	
Jordan	Firefighting vehicle	500	2019.3.5	
Kiribati	Medical equipment	250	2020.7.23	
Kiribati	Generator	148	2020.4.24	
Kiribati	Fishery-related equipment	200	2019.10.2	
Kiribati	Medical equipment, Dredging boat	600	2019.10.2	
Laos	Medical equipment	1,500	2020.6.5	
Laos	Security equipment	200	2019.3.20	
Laos	Petroleum products, Steel products	500	2019.3.20	

Item (Description)	Country	Procurement Items/Project Outline	Amount of E/N (Million yen)	Date of E/N
	Laos	Fishery-related equipment	200	2019.3.20
	Madagascar	Medical equipment	400	2020.8.6
	Madagascar	Medical equipment	400	2019.3.27
	Malaysia	Medical equipment	500	2021.1.22
	Maldives	Medical equipment	600	2020.6.7
	Mali	Security equipment	300	2019.11.12
	Marshall Islands	Medical equipment	331	2020.6.11
	Marshall Islands	Diesel oil	371	2020.3.19
	Marshall Islands	Fishery-related equipment	200	2019.3.18
	Marshall Islands	Medical ship, Medical equipment	550	2019.3.18
	Mauritania	Medical equipment	100	2020.7.15
	Mauritania	Security equipment	200	2019.9.25
	Micronesia	Medical equipment	382	2020.6.12
	Micronesia	Security equipment	500	2019.4.22
	Mongolia	Medical equipment	1,000	2020.6.17
	Mongolia	Equipment for nature conservation	200	2019.3.12
	Morocco	Medical equipment	500	2020.7.10
	Morocco	Vocational training equipment	230	2020.1.8
	Myanmar	Medical equipment	2,000	2020.6.5
	Nauru	Medical equipment	100	2020.6.23
	Nauru	Construction machinery	200	2020.3.26
	Nepal	Medical equipment	300	2020.6.25
	Niger	Security equipment	300	2021.1.16
	Niger	Medical equipment	100	2020.8.27
	Niger	Educational materials	300	2019.4.23
	Niue	Medical equipment	100	2020.6.18
	Pakistan	Security equipment	1,900	2019.4.23
	Palau	Security equipment	500	2021.1.19
	Palau	Medical equipment	300	2020.6.15
	Palau	Floating dock, Generator	100	2020.6.15
	Palau	Beacon, Dredger	350	2020.3.12
	Palau	Boat, X-ray unit	200	2019.3.8
	Palau	Navigation aids	200	2019.3.8
	Panama	Medical equipment	600	2020.6.22
	Papua New Guinea	Security equipment	1,000	2020.6.25
	Papua New Guinea	Medical equipment	900	2020.6.25
	Papua New Guinea	Construction machinery	300	2019.11.6
	Paraguay	Medical equipment	300	2020.8.5
	Peru	Medical equipment	900	2020.7.21
	Philippines	Train simulator	1,200	2019.2.21
	Saint Christopher and Nevis	Fishery-related equipment	200	2019.8.15
	Saint Lucia	Fishery-related equipment	200	2019.3.13
	Samoa	Medical equipment	150	2020.6.11
	Samoa	Passenger vessel	2,500	2019.10.2
	Senegal	Medical equipment	500	2020.7.28
	Senegal	Medical equipment	250	2019.6.18
	Solomon Islands	Medical equipment	300	2020.6.17
	Solomon Islands	Fishery-related equipment	200	2019.7.19
	Timor-Leste	Medical equipment	500	2020.6.16
	Tonga	Vehicles	100	2020.8.26
	Tonga	Medical equipment	150	2020.7.6
	Tuvalu	Medical equipment	100	2020.6.18
	Tuvalu	Generator	111	2020.3.18
	Vanuatu	Medical equipment	300	2020.6.22
	Vanuatu	Medical equipment, Garbage compactor	600	2019.4.16
	Viet Nam	Medical equipment	2,000	2020.9.7

List of Projects in Fiscal 2019 and 2020

Item (Description)	Country	Procurement Items/Project Outline
Procurement agent services (continuing)	Several countries (Afghanistan, Antigua and Barbuda, Bahamas, Bangladesh, Burkina Faso, Cambodia, Colombia, Commonwealth of Dominica, Congo (Dem. Rep.), Cook Islands, Costa Rica, Cuba, Djibouti, Ecuador, El Salvador, Ethiopia, Fiji, Grenada, Guinea, Haiti, Honduras, Iran, Jordan, Kiribati, Madagascar, Maldives, Mali, Marshall Islands, Mauritania, Micronesia, Myanmar, Nauru, Nepal, Nicaragua, Niue, Pakistan, Palau, Papua New Guinea, Paraguay, Philippines, Saint Christopher and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Samoa, Sri Lanka, Suriname, Thailand, Timor-Leste, Tuvalu, Vanuatu, Viet Nam) 51 countries	81 projects based on E/N from fiscal 2016 to fiscal 2018 <ul style="list-style-type: none"> Disaster reduction equipment (Earthquake simulation vehicle, Tent, Meteorological equipment) Medical equipment (Incinerator, Ambulance) Security equipment Vessel, Port maintenance equipment Water purifier, Seawater desalination equipment Demining machines Fishery-related equipment LPG, Petroleum products, Cement Construction machinery, Police vehicles, Garbage compactor

Non-Project Grant Aid

Item (Description)	Country	Procurement Items/Project Outline
Procurement agent services (continuing)	Several countries (Afghanistan, Bosnia and Herzegovina, Commonwealth of Dominica, Dominica (Rep.), El Salvador, Guyana, Indonesia, Jordan, Kenya, Kyrgyz, Madagascar, Mongolia, Nauru, Nigeria, Papua New Guinea, Philippines, Saint Lucia, Saint Vincent and the Grenadines, Sri Lanka, Thailand, Tonga, Tuvalu, Ukraine, Uzbekistan, Yemen) 25 countries	32 projects based on E/N from fiscal 2007 to fiscal 2015 <ul style="list-style-type: none"> Petroleum products, LPG Medical equipment, Welfare equipment Construction machinery, Garbage compactor, Rescue vehicle Next-generations vehicles Fishery-related equipment Environmental monitoring equipment, Weather observation equipment Disaster reduction equipment Seawater desalination equipment Machine tools

Food Assistance (KR)

Item (Description)	Country	Procurement Items/Project Outline	Amount of E/N (Million yen)	Date of E/N
Procurement agent services (new)	Benin	Rice	350	2019.10.15
	Burkina Faso	Rice	300	2020.10.9
	Burkina Faso	Rice	300	2019.10.14
	Burundi	Rice	350	2020.12.17
	Burundi	Rice	300	2019.9.9
	Cabo Verde	Rice, Wheat	250	2020.8.19
	Cabo Verde	Rice, Wheat	200	2019.10.7
	Cabo Verde	Rice, Wheat	250	2019.4.17
	Comoros	Rice	200	2020.8.5
	Comoros	Rice	200	2019.12.3
	Congo (Dem. Rep.)	Rice	300	2020.10.15
	Congo (Dem. Rep.)	Rice	500	2019.12.13
	Eritrea	Wheat	300	2019.4.8
	Gambia	Rice	250	2020.11.20
	Gambia	Rice	250	2019.10.5
	Haiti	Rice	400	2020.10.19
	Haiti	Rice	400	2019.11.29
	Haiti	Rice	400	2019.3.11
	Liberia	Rice	250	2020.8.6
	Mali	Rice	300	2019.11.12
Mauritania	Rice	300	2020.8.25	
Mauritania	Rice	350	2019.9.25	
Niger	Rice	400	2020.8.27	
Niger	Rice	300	2019.10.4	
Sao Tome and Principe	Rice	250	2020.12.11	
Sao Tome and Principe	Rice	300	2019.11.11	
Senegal	Rice	250	2020.8.17	
Senegal	Rice	350	2019.6.18	
Sierra Leone	Rice	200	2019.2.26	
Togo	Rice	300	2020.12.3	
Togo	Rice	300	2019.11.26	

Item (Description)	Country	Procurement Items (Project Outline)
Procurement agent service (continuing)	Several countries (Benin, Burkina Faso, Burundi, Cabo Verde, Comoros, Cote d'Ivoire, Gambia, Haiti, Lesotho, Liberia, Mali, Mauritania, Madagascar, Namibia, Nepal, Niger, Sao Tome and Principe, Senegal, Togo, Uganda) 20 countries	28 projects based on E/N from fiscal 2016 to fiscal 2018 <ul style="list-style-type: none"> Rice, Wheat, Fortified wheat flour

Grant Aid Project for Procurement of Products / Emergency Grant Aid

Item (Description)	Country	Procurement Items/Project Outline	Amount of E/N (Million yen)	Date of E/N
Procurement agent services (new)	Congo (Dem. Rep.)	Emergency grant aid in response to the Ebola virus disease outbreak in the eastern part of the Democratic Republic of the Congo	550	2019.8.22
Procurement agent services (continuing)	Laos	The Project for Acceleration of The Clearance of Unexploded Ordnance in the Southern Region	900	2018.10.8
	Myanmar	Emergency Grant Aid for Repatriation and Resettlement of Refugees in Myanmar	330	2018.2.23
	Myanmar	The Project for Urgent Upgrading of Electric Power Supply	2,500	2018.2.6

Grant Aid for Conflict Prevention and Peacebuilding

Item (Description)	Country	Project	Amount of E/N (Million yen)	Date of E/N
Procurement agent services (new)	Cambodia	The implementation coordination and management and reporting of the Cambodia-Japan Counterpart Fund Project	US\$1,799,850	2019.11.22
Procurement agent services (continuing)	Cambodia	The Programme for Integrated Mine Clearance and Landmine Victim Assistance (Phase III)	1,810	2016.9.27
	Cambodia	The Programme for Integrated Mine Clearance and Landmine Victim Assistance (Phase II)	898	2013.10.30
	Laos	Project for Acceleration of UXO Clearance for Rural Development and Poverty Eradication (Phase 2)	845	2015.7.4
	Philippines	The Project for Community Development in Conflict-Affected Areas in Mindanao	1,117	2015.3.26

Grant Aid for Disaster Prevention and Reconstruction

Item (Description)	Country	Project	Amount of E/N (Million yen)	Date of E/N
Procurement agent services (continuing)	Indonesia	Project for Improvement of Equipment for Disaster Risk Management	1,500	2013.3.26
	Peru	Project for Improvement of Equipment for Disaster Risk Management	700	2012.12.18

Grant Aid Projects under Public-Private Partnership

Item (Description)	Country	Project	Amount of E/N (Million yen)	Date of E/N
Procurement agent services (continuing)	Cambodia	The Project for Expansion of Water Supply System in Kompong Thom	3,271	2017.3.30
	Myanmar	The Project for Water Supply in Southern Yangon	4,176	2018.10.3
	Myanmar	The Project for Reduction of Non-Revenue Water in Mayangone Township in Yangon City	2,106	2015.3.19

Grant Aid Project for Construction

Item (Description)	Country	Project	Amount of E/N (Million yen)	Date of E/N
Procurement agent services (new)	Marshall Islands	The Project for the Construction of Training and Operation Center of Maritime Security and Safety	450	2020.3.19
	Papua New Guinea	The Project for Rural Electrification with Extension of Power Supply Network	1,000	2021.1.29
Procurement agent services (continuing)	Myanmar	The Project for the Reconstruction of Flood-Affected Schools	1,200	2016.2.17

Grant Aid for Community Empowerment

Item (Description)	Country	Project	Amount of E/N (Million yen)	Date of E/N
Procurement agent services (continuing)	Burkina Faso	The Project for the Construction of Post-Primary Schools	1,151	2015.8.25
	Cambodia	The Project for Expansion of Lower Secondary Schools in Phnom Penh	851	2014.6.30
	Ethiopia	The Project for Construction of Secondary Schools in Amhara Region	1,208	2011.6.9
	Madagascar	The Project for the Construction of Primary Schools (Phase IV)	860	2015.6.24
	Mali	The Project for the Construction of Primary Schools (Phase IV)	1,011	2011.8.24
	Niger	The Project for Construction of Secondary Schools	1,223	2013.11.19
	Pakistan	The Project for Upgrading Primary Girls Schools into Elementary Schools in Northern Rural Sindh	973	2016.3.1
	Pakistan	The Project for Upgrading Primary Girls Schools into Elementary Schools in Southern Rural Sindh	808	2014.2.11
	Palestine	Project for Support for the Public Activities of the Communities in Jordan Valley	1,176	2009.2.26
	Senegal	The Project for Construction of Lower Secondary Schools in the Regions of Kaolack, Thies and Fatik	1,349	2015.7.10
	Senegal	The Project for Construction of Secondary Schools in the Suburbs of Dakar	1,290	2014.3.25
	Senegal	The Project for Construction and Supply of Equipment for Regional Center for Training and Education in Fatik	642	2014.3.25

List of Projects in Fiscal 2019 and 2020

Program Grant Aid for Environment and Climate Change

Item (Description)	Country	Procurement Items (Project Outline)
Procurement agent services (continuing)	Several countries (Bangladesh, Egypt, Ethiopia, Gabon, Indonesia, Mali, Peru, Timor-Leste, Yemen) 9 countries	9 projects based on E/N from fiscal 2009 to fiscal 2010 <ul style="list-style-type: none"> The Project for Introduction of Clean Energy by Solar Electricity Generation System The Forest Preservation Programme The Programme for Improvement of Capabilities to Cope with Natural Disasters Caused by Climate Change

Cultural Grant Assistance

Item (Description)	Country	Project	Amount of E/N (Million yen)	Date of E/N
Preliminary survey (new)	Brazil	Preparatory Survey for Grant Assistance for Cultural Grassroots Projects Applications	—	—
	Several countries	Preparatory Survey for Grant Assistance for Cultural Grassroots Projects Applications in FY2020	—	—
	Several countries	Preparatory Survey for Grant Assistance for Cultural Grassroots Projects Applications in FY2019	—	—
Procurement management agent services (continuing)	Armenia	The Project for the Improvement of Equipment for Restoration and Conservation of Archaeological Artifacts for the Scientific-Research Center of the Historical and Cultural Heritage	69.7	2018.2.16
	Armenia	The Project for Improvement of Equipment for Digitizing Archival Records of Armenian Public Television	137.9	2017.3.30
	Cote d'Ivoire	The Project for Improvement of Equipment for Printing Process and Digitization of the Archives of SNPECI	54.5	2018.3.15
	Ghana	The Project for Improvement of Equipment for Production of Television Programs for Ghana Broadcasting Corporation	92	2018.3.8
Procurement agent services (continuing)	Jordan	The Project for the Construction of the Petra Museum	783.8	2014.3.1
Procurement management agent services (continuing)	Lebanon	The Project for the Improvement of Archaeological Research Equipment of National Council for Scientific Research	72.7	2017.3.31
	Uzbekistan	The Project for Improvement of Equipment for Media Training Center at Tashkent University of Information Technologies	187.9	2017.12.6
Preliminary survey (continuing)	Several countries	Preparatory Survey for Grant Assistance for Cultural Grassroots Projects Applications in FY2018	—	—
	Several countries	Pre-Feasibility Survey for Grant Assistance for Cultural Grassroots Project (GCGP) in the United Republic of Tanzania and in the Republic of Palau	—	—

Other Studies and Screening for Grant Aid

Item (Description)	Country	Project
Feasibility Study* (new)	Bangladesh	The Project for the Improvement of Governance and Management Research and Training Facilities
Procurement management agent services* (new)	Guyana	The Project for the Introduction of Renewable Energy and the Improvement of Power System
Preliminary survey (new)	Laos	Preliminary Survey on the Project under Grant Aid
Screening (new)	Several countries	Screening of Applications for Grant Assistance for Japanese NGO Projects and NGO Project Subsidies in FY2020
Screening (new)	Several countries	Screening of Applications for Grant Assistance for Japanese NGO Projects and NGO Project Subsidies in FY2019
Procurement management agent services (continuing)	Cuba	The Project for Improvement of Agricultural Machinery for Advances in Rice Seeds Production Technologies
Procurement management agent services* (continuing)	Ethiopia	The Project for Installation of Geothermal Wellhead Power System
Study (continuing)	Several countries	Collection of Information on the Bidding Method and Preparation of the Document related to the Procurement Process for the Grant Aid
Study (continuing)	Several countries	Analysis of design and supervision cost related to Grant Aid Projects in FY2018

* Cooperation with consultants

Technical Cooperation

Item (Description)	Country	Project
Procurement management agent services* (new)	Djibouti	Test Well Drilling Project for Geothermal Development in Djibouti
Facilitation of Executing ODA Loan Projects* (continuing)	Indonesia	Project to Develop Medium- and Long-Term Geothermal Development Policy in Indonesia (II)
Facilitation of Executing ODA Loan Projects* (continuing)	Kenya	Project for Capacity Strengthening for Geothermal Development in Kenya (II)
Technical support (continuing)	Several countries	Support services for compilation of technical specifications and tender procedures 2018–2020
Procurement management agent services (continuing)	Uganda	TVET-Leading Institution's Expansion of Human Resource and Skilled Workforce Development for Industrial Sector in Uganda

* Cooperation with consultants

Japanese ODA Loans

Item (Description)	Country	Project
Feasibility study* (new)	Cote d'Ivoire	The Project for Reinforcement of Corridor Nord (Taabo-Kossou-Bouaké)
Facilitation of Executing ODA Loan Projects (new)	Moldova	The Project for Modernization of Agricultural Machineries and Equipment
Facilitation of Executing ODA Loan Projects (new)	Several countries	Evaluation of SOE Operation in Projects Applying SOE Procedure under Japanese ODA Loans in FY2019
Facilitation of Executing ODA Loan Projects (new)	Several countries	Support for Employment of Consultants under Japanese ODA Loans in FY2020–FY2022 (Lot A)
Procurement management services (Primary Check) (new)	Several countries	Primary Check of Procurement-related Documents under Japanese ODA Loans in FY2020–2022 (Lot B, C)
Procurement management services (Primary Check) (continuing)	Several countries	Primary Check of Procurement-related Documents under Japanese ODA Loans in FY2017–2019 (Lot A, B, C)
Facilitation of Executing ODA Loan Projects (continuing)	Several countries	Draft of Evaluation Guide for Procurement Procedures under Japanese ODA Loan Projects
Procurement management services (Audit) (continuing)	Several countries	Ex-Post Procurement Audit under Japanese ODA Loans in FY2016 and FY2017

* Cooperation with consultants

Multilateral Aid-Related Operations

Item (Description)	Country	Project	Contractee
Studies (new)	Several countries	Japan Fund for the Joint Crediting Mechanism (JFJCM) - Procurement Specialist	Asian Development Bank (ADB)
Procurement agent services (continuing)	16 Asian countries of ASEM	Project for Stockpiling of Anti-Viral Drugs and Personal Protective Equipment for Rapid Containment of Pandemic Influenza under the Japan Trust Fund (JTF2) at the Asia-Europe Foundation (ASEF)	Asia-Europe Foundation
Procurement agent services (continuing)	Cambodia	Japan-ASEAN Integration Fund (JAIF) Japan's Program for Improving Efficiency of Logistics and Distribution of the East-West Economic Corridor and the Southern Economic Corridor (Cambodia, Part B)	Japan-ASEAN Integration Fund (JAIF)
Procurement consulting services (continuing)	Iraq	Provision of consultancy services to support UNDP's contract management of electricity infrastructure projects in Iraq	United Nations Development Programme
Procurement agent services (continuing)	Laos	The Project for construction of "Roadside Station" and establishment of the safety system, etc.	Ministry of Public Works and Transport
Procurement agent services (continuing)	Several countries	Establishment of an Integrated Information and Communication Technology System to Strengthen the Operation of ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre) - Phase IV	ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre)
Procurement agent services (continuing)	Thailand	ASEAN-Japan Workshop to Promote Authorized Online Distribution of Broadcasting Content	The Government Public Relations Department

Other Activities

Contractee	Country	Project
Ministry of Foreign Affairs	Several countries	Procurement of Goods for the promotion of Japanese culture at Japanese overseas diplomatic missions (FY2019)
Ministry of Foreign Affairs	Several countries	Procurement of Goods for the promotion of Japanese culture at Japanese overseas diplomatic missions (FY2020)
Ministry of Internal Affairs and Communications	Peru	Study on the development model about the Use of Information and Communication Technology · ICT in the education sector for the Nikkei society established in the Republic of Peru*
Japanese SMEs	Several countries	Secondment to Instalimb, Inc. as part of NEDO STS (Seed-stage Technology-based Start-ups) commercialization support project
Japan Housing Finance Agency	Several countries	Travel arrangements support of training programme in Japan for foreign public officers
Ministry of Foreign Affairs	Several countries	Consulting services related to improvement of construction cost estimation for large-scale construction projects of overseas establishments
Japan International Cooperation Agency (JICA)	Peru	Verification Survey with the Private Sector for Disseminating Japanese Technologies for Purification of Waste Water in Lima
Japan International Cooperation Agency (JICA)	Peru	Verification Survey with the Private Sector for Disseminating Japanese Technologies for Utilizing Organic Sludge Drying Technologies to Manufacture Regenerated Fuel in Lima

* Cooperation with consultants

Note: The designations of (continuing) in the tables indicate projects that are continued from fiscal 2019; projects that are continued from fiscal 2020 continue to be handled except for some new and continued projects from fiscal 2019. The breakdown of the number of cases is as shown in the Business Report (page 19).

JICS' CSR Work — Using JICS' NGO Support Program to Contribute to the Expansion of International Cooperation Activities by Private Organizations —

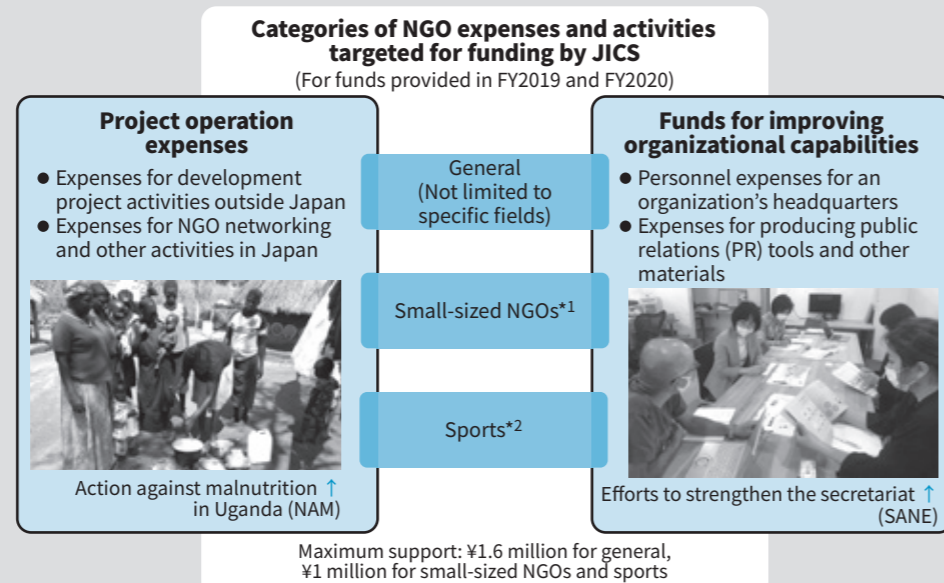
Summary of NGO Support Program and Selection of Organizations to Support in Fiscal 2019 and 2020

JICS provides funding to assist small- and medium-sized Japanese NGOs and NPOs (hereafter, collectively referred to as "NGOs") that assist developing countries. This program involves providing up to ¥1 million or ¥1.6 million per organization to between 7 and 10 organizations per year following the framework shown in the figure on the right. JICS provided a total of ¥208 million in assistance (to a total of 233 organizations) between 1999 and 2020.

In fiscal 2019, JICS received applications from 22 organizations, of which the Selection Committee chose to support 8 projects, and in fiscal 2020, applications were received from 14 organizations, of which 8 projects were chosen for support. JICS holds a conference for NGOs to report on their activities and share ideas after its support program. In fiscal 2020, to prevent the spread of COVID-19, the final report meeting was held online.

▼ Framework for JICS' NGO Support Program

Note: The framework may change depending on the fiscal year.



*1 For organizations with business revenue of less than ¥10 million

*2 Support for Sport for Tomorrow

▼ Organizations Receiving Support in Fiscal 2019

No.	Name of NGO	Country of Activity	Description of Activities	Type of Support	Grant Amount (Yen)
1	NPO Green-network	Inner Mongolia Autonomous Region in China	Desertification prevention and green space regeneration activities in the Horqin Desert, Inner Mongolia, China	Project operation expenses	1,597,022
2	NPO Development Education Association and Resource Center	Japan	Network creation project through SDGs human resource development in Okinawa	Project operation expenses	1,500,000
3	NPO AfriMedico	Tanzania	Realization of Universal Health Coverage (UHC) through household medicine project in rural Africa	Project operation expenses	1,595,000
4	NPO The Asia Christian Education Fund	Bangladesh/Japan	Intern training and organizational foundation strengthening project for public relations using social media and crowdfunding project implementation	Funds for improving organizational capabilities	1,600,000
5	NPO Network for Action against Malnutrition (NAM)	Uganda	Nutritional improvement project in Palabek, Uganda	Project operation expenses for small-sized NGOs	999,170
6	NPO Aid for Child Trust	India	Collaboration with local NGO Deeplaya on education project for children living in the slums of Sector 16 in Noida, Uttar Pradesh, India	Project operation expenses for small-sized NGOs	955,200
7	NPO Society of Friends of Ecuadorian Children (SANE)	Japan	Domestic system enhancements enabling the stable implementation and continuation of educational support activities in the Republic of Ecuador (Phase 1)	Funds for improving organizational capabilities for small-sized NGOs	1,000,000
Total					9,246,392

Note: One organization withdrawal

Meeting for reporting on activities and sharing ideas Members of 9 organizations receiving support in FY2017 participated

▼ Organizations Receiving Support in Fiscal 2020

No.	Name of NGO	Country of Activity	Description of Activities	Type of Support	Grant Amount (Yen)
1	NPO International Support and Partnership for Health	Laos	Red palm weevil farming "model household" maintenance project	Project operation expenses	1,359,000
2	NPO Aids orphan support NGO PLAS	Uganda	Project for improving livelihoods through agriculture targeting households vulnerable due to HIV infections in Luweero Province, Republic of Uganda	Project operation expenses	1,600,000
3	NPO Colorbath	Nepal	Community economic resource improvement project aimed at strengthening coffee producer unions in mountainous areas of Nepal	Project operation expenses	1,590,000
4	NPO HALOHALO	Philippines	Project for the creation of an organizational foundation providing support for financial services to poor people in the Province of Cebu	Project operation expenses	1,600,000
5	NPO YouMe Nepal	Nepal	Provision of online classes to students aimed at improving management school teacher skills and resolving teacher shortages	Project operation expenses	1,560,000
6	NPO KANSAI NGO COUNCIL	Japan	Network NGO young employee development project promoting foundational enhancements for activities aimed at achieving the SDGs at the community level through a project that disseminates and spreads awareness of international cooperation and the SDGs focused on young people	Funds for improving organizational capabilities	965,800
7	NPO Society of Friends of Ecuadorian Children (SANE)	Japan	Domestic system enhancements enabling the stable implementation and continuation of educational support activities in the Republic of Ecuador (Phase 2)	Funds for improving organizational capabilities for small-sized NGOs	1,000,000
8	NPO Bokk Jambaar	Japan	Fundraising capability strengthening project	Funds for improving organizational capabilities for small-sized NGOs	998,400
Total					10,673,200

Meeting for reporting on activities and sharing ideas Members of 8 organizations receiving support in FY2018 participated

Fiscal 2019 and 2020 Balance Sheet

(Unit: yen)

Item	FY2020 (As of March 31, 2021)	FY2019 (As of March 31, 2020)	FY2018 (As of March 31, 2019)
I Assets			
1. Current assets			
Cash equivalents	624,299,509	283,490,868	483,373,829
Accrued revenues	468,672,732	453,543,019	355,365,739
Prepaid expenses	9,153,010	14,774,670	10,245,574
Advances paid	0	342,550,098	2,160
Suspense payments	45,000	467,311	3,162,427
Total current assets	1,102,170,251	1,094,825,966	852,149,729
2. Fixed assets			
(1) Endowment			
Endowment in installment deposits	0	0	187,000,000
Endowment in investment securities	387,000,000	387,000,000	200,000,000
Total endowment	387,000,000	387,000,000	387,000,000
(2) Specific assets			
Accumulated assets for support to non-governmental organizations	10,000,000	10,000,000	10,000,000
Assets reserved for executive officers' retirement benefits	14,790,000	12,438,000	10,086,000
Reserve for preparation of office relocation	40,000,000	0	0
Total specific assets	64,790,000	22,438,000	20,086,000
(3) Other fixed assets			
Equipment attached to building	57,652,913	63,586,238	70,208,723
Appliances and fixtures	25,679,997	42,372,820	59,034,844
Software	97,911,530	178,881,528	188,847,374
Deposit and security moneys	70,338,000	70,338,000	71,277,298
Long-term prepaid expenses	15,494,434	29,780,794	5,578,359
Prepaid pension expenses	58,346,799	63,806,784	68,024,846
Investment securities	40,761	183,813	327,257
Total other fixed assets	325,464,434	448,949,977	463,298,701
Total fixed assets	777,254,434	858,387,977	870,384,701
Total assets 1)	1,879,424,685	1,953,213,943	1,722,534,430
II Liabilities			
1. Current liabilities			
Accrued payments	69,835,108	134,581,025	70,977,662
Short-term borrowings	0	300,000,000	0
Allowance for bonus	145,302,008	35,058,463	62,723,703
Deposits received	19,662,586	7,935,265	12,969,439
Advances received	0	3,874,326	0
Deposit received for the Improvement of the Petra Museum Project	0	0	37,509,584
Income tax payable	94,082,200	70,000	70,000
Total current liabilities	328,881,902	481,519,079	184,250,388
2. Fixed liabilities			
Provision for retirement benefits	5,475,000	3,375,000	2,400,000
Reserve for executive officers' retirement benefits	14,790,000	12,438,000	10,086,000
Total fixed liabilities	20,265,000	15,813,000	12,486,000
Total liabilities 2)	349,146,902	497,332,079	196,736,388
III Net Assets			
1. Designated net assets			
Contributions and subscriptions	372,000,000	372,000,000	372,000,000
Total designated net assets	372,000,000	372,000,000	372,000,000
[Amount of allotment to the endowment]	[372,000,000]	[372,000,000]	[372,000,000]
2. General net assets			
Total general net assets	1,158,277,783	1,083,881,864	1,153,798,042
[Amount of allotment to the endowment]	[15,000,000]	[15,000,000]	[15,000,000]
[Amount of allotment to specific assets]	[50,000,000]	[10,000,000]	[10,000,000]
Total net assets 1) - 2)	1,530,277,783	1,455,881,864	1,525,798,042
Total liabilities and net assets	1,879,424,685	1,953,213,943	1,722,534,430

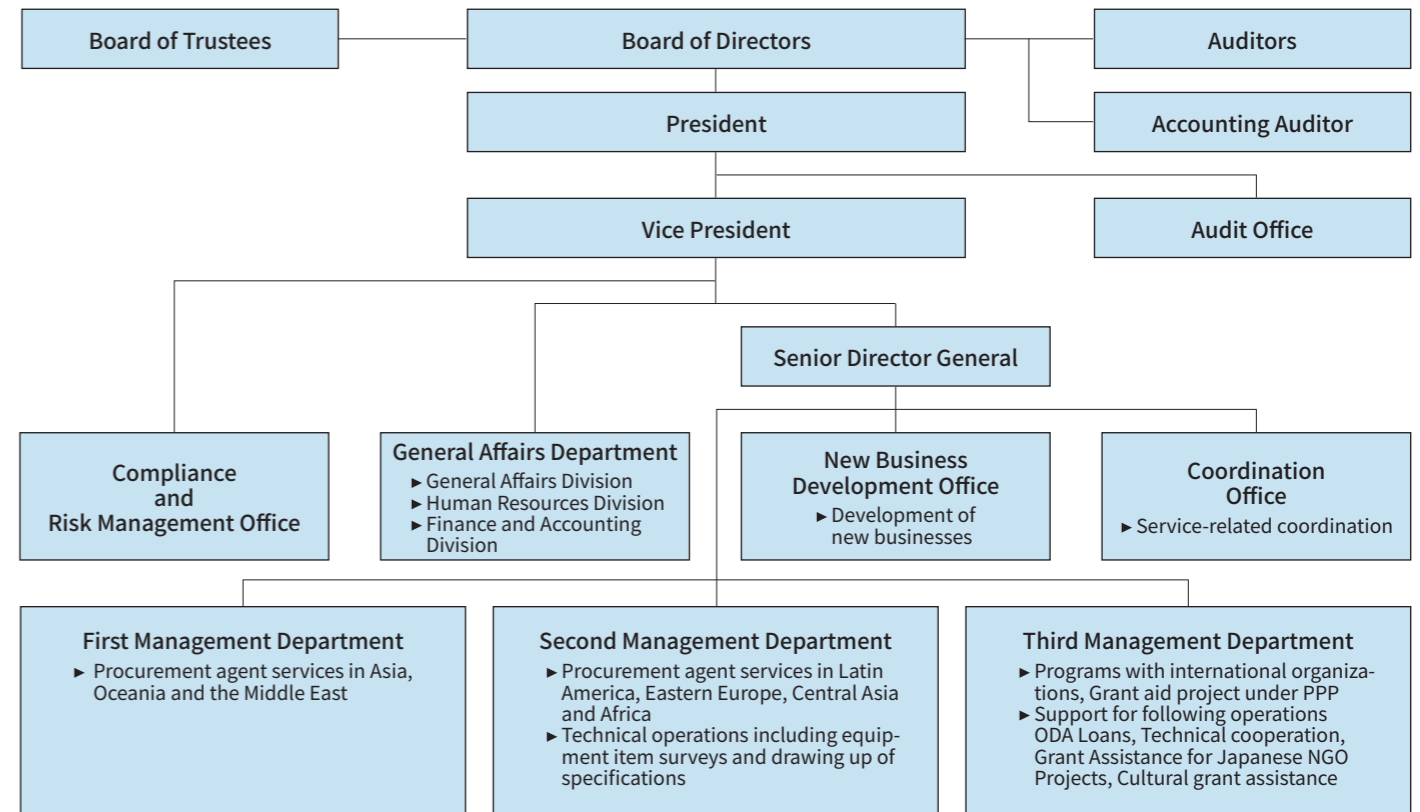
Fiscal 2019 and 2020 Statement of Net Equity Increase (Decrease)

(Unit: yen)

Item	FY2020 (April 1, 2020–March 31, 2021)	FY2019 (April 1, 2019–March 31, 2020)	FY2018 (April 1, 2018–March 31, 2019)
I General Net Assets Increase or Decrease			
1. Current increase or decrease			
(1) Current profits			
1) Profit from the management of the endowment	847,324	599,351	1,971,572
Interest received from the endowment	847,324	599,351	1,971,572
2) Profit from business activities	1,846,869,550	1,753,058,578	2,033,692,121
Profit from grant aid programs	1,701,507,249	1,466,432,132	1,623,625,810
Profit from technical cooperation programs	31,762,015	50,144,444	54,002,978
Profit from loan programs	66,594,000	161,250,102	218,000,208
Profit from programs with international agencies and organizations, etc.	16,360,180	38,977,916	96,230,152
Profit from other commissioned projects	30,646,106	36,253,984	41,832,973
3) Miscellaneous profits	11,915,624	1,479,630	4,205,453
Miscellaneous profits	11,913,958	1,479,630	4,205,453
Miscellaneous profits (Interest income)	1,666	0	0
Total current profits (A)	1,859,632,498	1,755,137,559	2,039,869,146
(2) Current expenses			
1) Operating expenses	1,341,932,635	1,433,296,642	1,677,058,372
2) Administrative expenses	321,346,514	298,825,114	343,611,830
Total current expenses (B)	1,663,279,149	1,732,121,756	2,020,670,202
Current increase or decrease for the year (C) = (A) - (B)	196,353,349	23,015,803	19,198,944
2. Nonrecurring increase or decrease			
(1) Nonrecurring increase			
1) Gain on sales of fixed assets	0	0	1,641,614
Total nonrecurring increase	0	0	1,641,614
(2) Nonrecurring expenses			
1) Loss on sales and retirement of noncurrent assets	27,723,010	900,841	794,708
2) Extra retirement payments	0	91,862,500	0
Total nonrecurring expenses	27,723,010	92,763,341	794,708
Nonrecurring increase or decrease for the year (D)	(27,723,010)	(92,763,341)	846,906
General net assets increase or decrease for the year before income taxes (E) = (C) + (D)	168,630,339	(69,747,538)	20,045,850
Income taxes—current (F)	94,234,420	168,640	(3,281,056)
General net assets increase or decrease for the year (G) = (E) - (F)	74,395,919	(69,916,178)	23,326,906
General net assets at beginning of year (H)	1,083,881,864	1,153,798,042	1,130,471,136
General net assets at end of year (I) = (G) + (H)	1,158,277,783	1,083,881,864	1,153,798,042
II Designated Net Assets Increase or Decrease			
1) Amount of transfer to general net assets	0	0	0
Amount of transfer to general net assets	0	0	0
Designated net assets increase or decrease for the year	0	0	0
Designated net assets at beginning of year	372,000,000	372,000,000	372,000,000
Designated net assets at end of year (J)	372,000,000	372,000,000	372,000,000
III Net Assets at End of Year (I) + (J)	1,530,277,783	1,455,881,864	1,525,798,042

Organization Chart and Board of Directors/Board of Trustees

Organization Chart (As of August 1, 2021)



Board of Directors/Board of Trustees

Board of Directors and Accounting Auditor (As of August 1, 2021)

President	TAKEUCHI Kazuki	
Vice President	HIGUCHI Seiichi	
Executive Director	KATO Hiroki	Deputy General Manager, Kawasaki Administration & Coordination Office Ajinomoto Co., Inc.
Executive Director	KAWAMATA Kazuko	Professor, Faculty of Law, Ritssho University
Auditor	FURUTA Mitsumasa	Certified Public Accountant, Tax Accountant
Auditor	MIYAMA Miya	Attorney at Law, CITY-YUWA PARTNERS
Accounting Auditor	TOI Kiyoshi	Certified Public Accountant

Board of Trustees (As of August 1, 2021)

Chairman	KODERA Kiyoshi	Former Executive Secretary of Development Committee of the World Bank and International Monetary Fund, Former Deputy Vice-Minister for International Affairs, Ministry of Finance, Japan, Former Vice President of Japan International Cooperation Agency (JICA), Chair of the Board of WaterAid Japan, Board Member of Save the Children Japan
Members	ASANOMI Yosuke	Managing Director, Economic Cooperation Office, Transaction Banking Division, MUFG Bank, Ltd.
	TAKATSU Tamae	Founder & CEO, Fukuichi Co., Ltd.
	HIRAKAWA Nobuaki	Auditor, Japan International Cooperation Center
	FUJIMAKI Hideki	Former Professor, Department of International and Regional Studies, Hokkaido University of Education, Journalist
	MIYAKE Katsuhito	Executive Director, The Overseas Construction Association of Japan, Inc.
	WATANABE Michio	Senior Executive Director, International Development Center of Japan Inc. Representative Director, International Development Center of Japan

In fiscal 2019, the Board of Directors met six times and the Board of Trustees met once. In fiscal 2020, the Board of Directors met four times and the Board of Trustees met two times.

At Board of Directors' meetings, management overviews, business issues, and management and organizational issues were reported in a timely manner and key issues were deliberated.

1. JICS' Compliance Policy

JICS carries out procurement and other related activities for international cooperation projects. Accordingly, in addition to its employees, JICS' stakeholders include the government and citizens of Japan, governments and citizens of countries that receive aid through such projects, as well as organizations offering tenders, and contractors such as suppliers, construction companies and consultants. JICS understands that its ability

to act in the interests of these stakeholders is integral to its mission.

JICS' procurement activities are equivalent to public procurement, and, therefore, must be conducted fairly and appropriately while ensuring transparency. Therefore, JICS has established a compliance system for the purpose of maintaining a high level of trust among its stakeholders.

2. Compliance System

(1) Compliance Committee

Chaired by JICS' president, the Compliance Committee is responsible for strengthening compliance, responding to any case of a breach of compliance and examining measures for preventing the recurrence of such cases.

(2) Compliance and Risk Management Office

This office takes steps for enhancing compliance in JICS' organizations and analyzes risks throughout these organizations in order to improve risk management.

(3) Audits by auditors, accounting auditor and tax accountants

Auditors are responsible for auditing the performance of duties by the Board of Directors and executive directors, while the accounting auditor and tax accountants are consigned to conduct external audits of financial and accounting records. In addition to checking financial statements and confirming whether internal controls are in place and being followed, the accounting auditor also inspects bank accounts (in which funds for aid have been deposited) being administered by JICS on behalf of governments of countries receiving assistance as part of its procurement agent services.

(4) Audit Office

The Audit Office is responsible for internal auditing under the direct supervision of the president. From its standpoint as an independent body, the office conducts audits to determine whether operations are carried out appropriately and efficiently, and reports the results to the president.

JICS has set up the following system for promoting compliance.

(5) Internal reporting system

JICS has established an internal reporting system for the purpose of preventing violations of laws or regulations, and for dealing with any such violations that occur. The system provides contact points for reporting information, including a reporting line and access to auditors, legal advisors and lawyers from outside JICS.

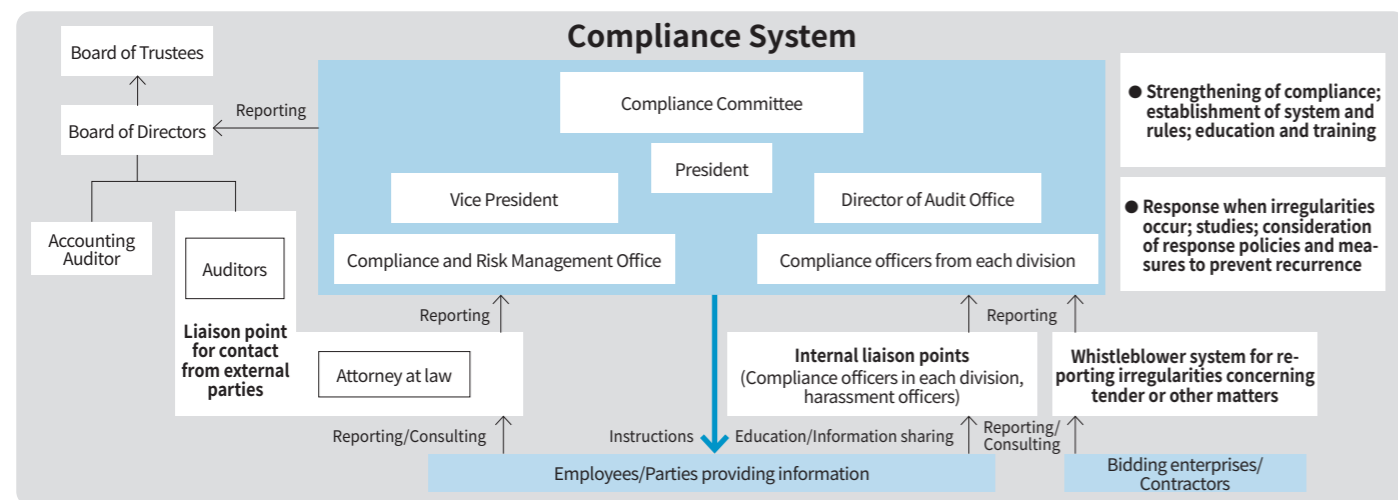
(6) Whistleblower system for reporting irregularities concerning tender or other matters

JICS has established a whistleblower system for the purpose of ensuring that procurement procedures, including those involving tender executed by JICS, are conducted impartially, and that contracts made with other parties are properly executed.

(7) JICS Code of Conduct

We conduct ourselves in accordance with the following 10 standards as organizational principles.

- ① Behaving in accordance with our responsibilities as a public service corporation
- ② Providing high-quality services
- ③ Strictly observing laws and rules
- ④ Exercising due consideration for local conditions
- ⑤ Practicing information disclosure
- ⑥ Managing information appropriately
- ⑦ Respecting human rights
- ⑧ Acting resolutely in response to anti-social groups
- ⑨ Working to protect the environment
- ⑩ Creating a safe and satisfying workplace environment



3. Measures for Protecting Personal Information

JICS recognizes that it has a social responsibility to handle personal information in an appropriate manner. Accordingly, it has established a basic policy on personal information protection along with related rules. In recognition of these measures, JICS received accreditation under the PrivacyMark system in Japan on June 17, 2011. (The accreditation was renewed for the sixth time on June 17, 2021.)



Education on protecting personal information ↑

● Name of Organization:

Japan International Cooperation System (JICS)

● Head Office:

5th Floor, Harumi Center Building, 5-24, Harumi 2-chome, Chuo-ku, Tokyo 104-0053, Japan

● Main Contact Information and Website:

Tel: +81-3-6630-7870
 Fax: +81-3-3534-6811
 Email: jics@jics.or.jp
 URL: https://www.jics.or.jp/jics_html-e/index.php

● President:

TAKEUCHI Kazuki

● Date of Establishment:

April 12, 1989

● Endowment:

¥387 million

● Number of Employees:

125 (as of August 1, 2021)

● Purpose:

With the aim of contributing to peace and stability in the international community, JICS' purpose is to carry out procurement and management operations related to international cooperation programs.

● Businesses:

1. Procurement services in the field of international cooperation business
2. Management services in the field of international cooperation business
3. Consultancy services in the field of international cooperation business
4. Research and studies in the field of international cooperation business
5. Design and supervision of architecture and civil engineering work concerning international cooperation
6. Support to NGOs, etc., relating to international cooperation activities
7. Dissemination and enlightenment of knowledge concerning international cooperation activities
8. Other businesses necessary to achieve the purpose of the Foundation

● Licensed Business Category:

First Class Registered Architects Office, Tokyo Metropolitan Governor License No. 59804

● Acquired Certifications, etc.:

PrivacyMark

● Technician:

Number of First Class Registered Architects: 2 (as of August 1, 2021)

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