

Real Aid in Action



Annual Report 2022

Japan International Cooperation System

Year ended March 31, 2022



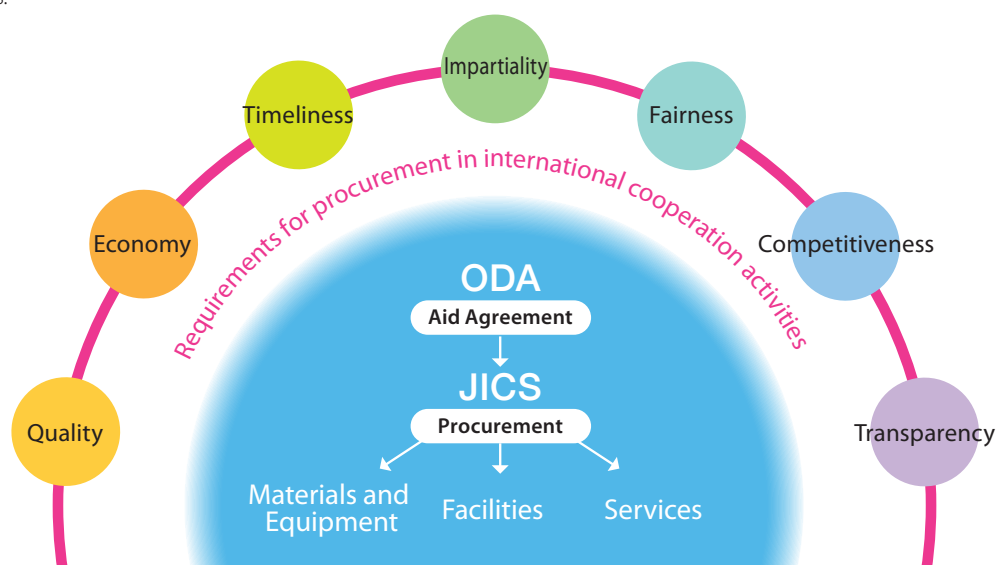
Profile of JICS

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.

The Role of the Procurement Agent

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' Mission, Vision and Values (MVV)

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.

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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A Brief History of JICS

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

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

- ▶ 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

- ▶ 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 Peace-building 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

- ▶ Commencement of services related to ODA Loans and international organization

- ▶ Increase in project management of construction as part of procurement agent services

2004 Began services for primary checks of ODA Loans procurement-related documentation

2006 Began procurement agent services for projects related to international organizations, services for Grant Aid for Disaster Prevention and Reconstruction and 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 Transited to a not-for-profit, general incorporated foundation

- ▶ Strengthened competitiveness and implemented strategies to further develop existing business
- ▶ Developed new businesses targeting Public-Private Partnership (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 Grant Aid Project under Public-Private Partnership

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 by procurement agent services

From 2020 Grant Aid for the Economic and Social Development Programme for COVID-19 countermeasures
The ODA Loan Project for Modernization of Agricultural Machines and Equipment (Moldova)



Non-Project Grant Aid for Mongolia



Emergency Grant Aid for Assistance to Indonesia during Currency Crisis



Emergency Grant Aid for Afghanistan



Emergency Grant Aid for Revitalization Support for Iraq



Project for the Reconstruction of Flood-Affected Schools in Myanmar

A Message from the President



To guide the world into a better future, JICS will contribute to the achievement of the United Nations' Sustainable Development Goals (SDGs) in a wide range of fields as an international cooperation "integrator."

Promoting operations while utilizing digital technology amid infectious disease control

COVID-19 pandemic control measures have precipitated changes in behavior patterns as well as values in each country. Against this backdrop, JICS continued to execute its operations in fiscal 2021 by limiting human contact while enhancing communication through digital technology.

Under Grant Aid for the Economic and Social Development Programme to support countries implementing COVID-19 pandemic countermeasures, procurement terms and conditions were agreed upon mainly online in fiscal 2020, and deliveries began with simple equipment. After fiscal 2021, JICS has been procuring advanced medical equipment such as CT scanners and MRI systems that require local installation and training. Furthermore, a new initiative for JICS was the procurement of Last One Mile Support for vaccinations by the Japan International Cooperation Agency (JICA).

To cite a few examples of activities in other areas, in a waterworks development project in Cambodia under Grant Aid Project under Public–Private Partnership, water supply facilities were completed and a consortium of Japanese companies has started water supply services. This project took full advantage of Japanese companies' excellent technologies in facility construction, operation, and maintenance management. Also, the building of an inter-island passenger vessel, which is indispensable for trade and the movement of people to and from neighboring countries in Samoa, has been proceeding smoothly after design policies were agreed upon via online consultations and is to be completed shortly.

I would like to express my sincere gratitude to the Ministry of Foreign Affairs of Japan, JICA, recipient-country governments, and the various industries involved in ODA for their support, which has made it possible for us to proceed with our work despite the many constraints we faced.

To further enhance the quality of its services, JICS established a Digital Strategy Division in June 2022 and has set a policy of promoting digital transformation (DX) within the organization. The first priority is to improve operational efficiency, but in the future we aim to transform the

services we provide based on the needs of our stakeholders as well. We intend to promote procurement agent services, studies, and screening services more effectively, while remaining attuned to the changing diversification of society.

Fulfilling JICS' unique social responsibility toward achieving the SDGs

To support the achievement of the Government of Japan's Development Cooperation Charter and the SDGs, JICS aims to be an international cooperation "integrator" that contributes broadly in the field of international cooperation. Both within and beyond the framework of ODA, we will connect various stakeholders to give tangible shape to international cooperation projects.

JICS has been dynamic in its activities in the areas of peacebuilding, disaster recovery and reconstruction, disaster prevention and climate change countermeasures. We would also like to become more involved in projects that contribute to the National Action Plan on Women, Peace and Security (WPS) and thus contribute to peacebuilding while also focusing on diversity and gender issues. JICS will continue to work from its unique perspective as a procurement expert organization to encourage all related enterprises to engage in environmental, social and governance (ESG) management toward the realization of a sustainable society.

As human security becomes increasingly vital, JICS will continue striving to respond swiftly to calls for assistance in peacebuilding, reconstruction, making the world greener and digitization. Our entire team will continue to push forward based on the strengths we have acquired in procurement-related know-how and human networks.

September 2022

TAKEUCHI Kazuki
President
Japan International Cooperation System (JICS)

JICS' Initiatives and Social Responsibility in Operations That Contribute to the Achievement of the SDGs

All of JICS' operations, which give tangible shape to aid and international cooperation, are linked to helping resolve the social issues set forth in the Sustainable Development Goals (SDGs). Three JICS staff members gathered to discuss JICS' initiatives to contribute to the achievement of the SDGs as an international cooperation "integrator."

The SDGs and JICS' business achievements

Midorikawa: All of the grant aid projects for which JICS serves as a procurement agent are consistent with the goals of the SDGs. I have experience in the Food Assistance Programme to help eradicate hunger, which many people suffer from, especially in developing countries, and am now in charge of this department at JICS. The Food Assistance Programme, which has frequently involved procuring rice in recent years, has been implemented under a scheme that in effect kills two birds with one stone. That is, grain is sold at an appropriate price that is accessible to the needy according to the recipient country's circumstances, and the proceeds are used for projects that contribute to economic and social development, subject to Japanese government approval. In addition, food is distributed for free in some special circumstances, such as natural disasters or famine. I have also worked on aid projects related to climate change. JICS has been involved in procuring equipment for Asia, Oceania, Africa and South America to help preserve forests in addition to procuring construction materials for restoration in hurricane-stricken Central American countries.

Serizawa: I am in charge of aid projects for Pacific Island countries (PICs), which are among the most vulnerable in the world to the impact of climate change. Rising sea levels due to global warming threaten people's lives and property in the PICs, especially those built



Food Assistance for Haiti

on coral reefs. At the Pacific Islands Leaders Meeting (PALM), in which the Government of Japan also participates, climate change and disaster reduction are positioned as priority areas. Support is being provided to mitigate the vulnerability of PICs to natural disasters by utilizing Japan's disaster prevention technology and expertise. These countries are frequently hit by natural disasters such as earthquakes, tsunamis and cyclones. We are currently in the process of procuring the necessary equipment for restoration and reconstruction for Tonga, which suffered damage from a major undersea volcanic eruption in January 2022.

Midorikawa: JICS is also involved in many projects that contribute to the diffusion of clean energy, which is deeply related to climate change. To date, JICS has been involved in the installation of solar power generation systems in several countries in Africa, Asia and South America. In addition, we are participating in an ongoing geothermal development project in Djibouti in a consortium with West Japan Engineering Consultants, Inc., a specialist in

the energy and environment field, within the framework of Technical Cooperation by JICA. We also have extensive experience in projects that deliver "quality education" and "good health and well-being" to all people, which are among the SDGs. In the area of quality education, we have built more than 900 schools in Africa alone, mainly through Grant Aid for Community Empowerment programmes. In the area of good health and well-being, I have been deeply involved in a project to procure medical equipment to help combat COVID-19 over the past few years.

Someya: I am currently involved in projects related to COVID-19 countermeasures. We are working on procurement at an unprecedented speed with the cooperation of embassies and suppliers in various regions amid an environment where communication with local communities and securing means of transportation are not as easy as expected.

Training for disaster preparedness in Guatemala (2014)



MIDORIKAWA Hajime
Director General,
Second Management Department



SERIZAWA Shinichiro
Director, Country Assistance Division 1,
First Management Department



SOMEYA Chisato
Country Assistance Division 1,
First Management Department



Gas fumes from geothermal wells in Ethiopia (2015)

Looking back to the time shortly after I joined the organization, I was in charge of projects to bring quality education to developing countries. One of those was the construction of schools in Myanmar. I was pleasantly surprised to see that so many female engineers were involved, with about half of the engineers entrusted with management at the construction site being women. Apart from the projects that I am in charge of, JICS is also involved in various other projects to further the SDG of “gender equality” worldwide, such as the construction of a cyclone shelter in Bangladesh with special toilets just for female disaster volunteers, and a teacher training school with a dormitory for mothers and children in Burkina Faso. Given these achievements, JICS is also involved in the promotion of the National Action Plan on Women, Peace and Security (WPS) and the promotion of diversity.

Serizawa: JICS, whose mission is “JICS will contribute to the peace and stability of the international community as a player in the international cooperation field,” has been working for many years to realize the SDG of “peace, justice and strong institutions.” As part of its support for conflict prevention and peacebuilding, JICS is implementing projects in Cambodia, Laos, Colombia and other countries to support recovery from conflict. The demining project in Cambodia that I experienced was extremely rewarding, as it involved removing mines from farmland

that had become minefields due to the civil war and returning farmland to farmers. In addition, it improved farm roads and reservoirs and provided guidance on farming, not only to restore peaceful living but also to increase farmers’ income and improve their lives. As well, the project plays a role in promoting partnerships for the goals, which is one of the SDGs. An example of this is the creation of a system in which information on typhoons is centralized at a disaster prevention center in Jakarta and is disseminated as soon as possible to ASEAN countries that may be in their path.

Strengths as an international cooperation “integrator” to promote the SDGs

Midorikawa: One of JICS’ strengths is the network it has developed through its procurement agent services in 120 countries and procurement-related services for 150 countries and regions. With its local staff in place in Asia, Africa, Oceania, Latin America and the Middle East, JICS provides aid that is attentive to local needs. JICS also provides quality assistance by having personnel within the organization with expertise in equipment procurement and construction and civil engineering work, in addition to personnel skilled not only in English but also French, Spanish and other languages. For equipment procurement, the Technical Support Division utilizes an extensive database of information on a wide range of equipment and manufacturers, as well as past procurement records, to promptly make the most appropriate proposals in response to urgent requests. While



Handover ceremony for demining machines in Cambodia (2018)

leveraging this strength, JICS believes as an integrator that it can serve as a pivotal figure for the various actors involved in each project, organizing their respective needs and moving them forward.

Someya: Expertise centered on language and technical skills supports JICS’ frontline strength, which is necessary to promote international cooperation appropriately and smoothly. At the front lines of JICS, each person in charge strives to perform quality work by utilizing their own expertise. I personally have qualifications in concrete and civil engineering, and I feel that being able to inspect construction sites with my own eyes and check the workmanship is particularly beneficial to ensuring the quality of civil engineering and construction work. In addition, if I ever have difficulty making a judgment on my own, I can immediately consult with specialists in many fields within JICS, integrating our strengths and enabling us to respond quickly and in a positive manner to problems as they arise. I believe this leads to JICS’ frontline strength.

Serizawa: In my opinion, flexibility and speed are JICS’ strengths in contributing to attainment of the SDGs. In international cooperation projects, situations often arise that are quite unlike what would be expected in Japan. JICS has an organizational culture that fosters the awareness and actions to respond



Reconstruction of a flood-affected school in Myanmar (2018)



flexibly to find solutions and provide assistance swiftly, no matter how challenging the situation may appear. The SDGs include many themes that must be addressed before it is too late. As such, speed is critical in our operations. Our strength also lies in our ability to not only address the needs of our counterparts as they are but also to make proposals that draw out synergistic results by integrating our past experience. I hope to further enhance this strength going forward.

To enhance the value creation of JICS

Someya: In the projects in which JICS has been involved, facilities have been built that promote gender equality and barrier-free access, such as dedicated facilities for women and ramps for wheelchairs, according to local needs. I am confident that JICS will continue to demonstrate its value as an entity that gives shape to the SDG guiding principle of “leave no one behind” through its business activities.

Midorikawa: We want to create our own social value by completing aid projects and integrating the interests and ambitions of actors involved in international cooperation, such as



Training for ultrasonic scanner operation in Nepal (2021)

recipient-country governments, the Government of Japan, suppliers and logistics carriers. That said, there must be strict adherence to compliance to create value when we serve as a procurement agent that plays a key role in international cooperation projects. If we are transparent, fair and appropriate in progressing with our projects, we will be able to provide a variety of assistance that will lead to achievement of the SDGs.

Serizawa: JICS is expanding its scope beyond procurement agent by offering such services as “J-Partner,” which supports Japanese companies in their overseas development with outstanding technologies and products. JICS can further increase its value by using the know-how, information and networks it has cultivated through its business operations to revitalize its services, such as taking companies and organizations that wish to contribute to the achievement of the SDGs to the entry point, or collaborating with them on SDG-related work.

Further contribution toward achieving the SDGs

Someya: I have been involved in various facility construction projects since joining JICS. I feel a sense of satisfaction that my work is indeed playing a part in international contributions when I see the smiles of joy on the faces of students at the handover ceremony of a newly built school, or when I visit a school one year later for a defect inspection and see it bustling with children. The SDGs are major goals to be tackled on a global scale, so the impact of a single individual’s work is minimal. Nevertheless, I would like to apply the



Construction of a secondary school for girls in Pakistan (2019)

experience I have gained in the field of international cooperation to research, planning and operations for my next project, and to work toward achieving the SDGs.

Serizawa: Business transformation is necessary for JICS to take the next leap forward. Currently, the organization is working on DX related to procurement agent operations as an internal project. If JICS can improve its productivity and service quality through these initiatives, the quality and number of projects it handles will increase, and it will be able to make a further contribution to the achievement of the SDGs. I will take on the challenge of enhancing the value of JICS’ existence with the pride and satisfaction of being involved in projects that help build a sustainable world.

Midorikawa: As someone who manages members entrusted with the front lines of international cooperation, I am keenly aware that the greatest strength to bring a project to fruition is the power of human resources. Human resources are JICS’ most important management asset. We intend to evolve JICS into an organization that can contribute more to the achievement of the SDGs by focusing more on human resource development, such as supporting those who seek to deepen their expertise and acquire new skills.



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 lines showing that the ODA is implemented by Japan to promote the achievement of the Sustainable Development Goals (SDGs) and the Government of Japan’s efforts to address priorities in development cooperation.

Leveraging Our Strengths to Become an International Cooperation “Integrator”



Targeting Approaches That Best Suit the Needs of the Front Lines 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.

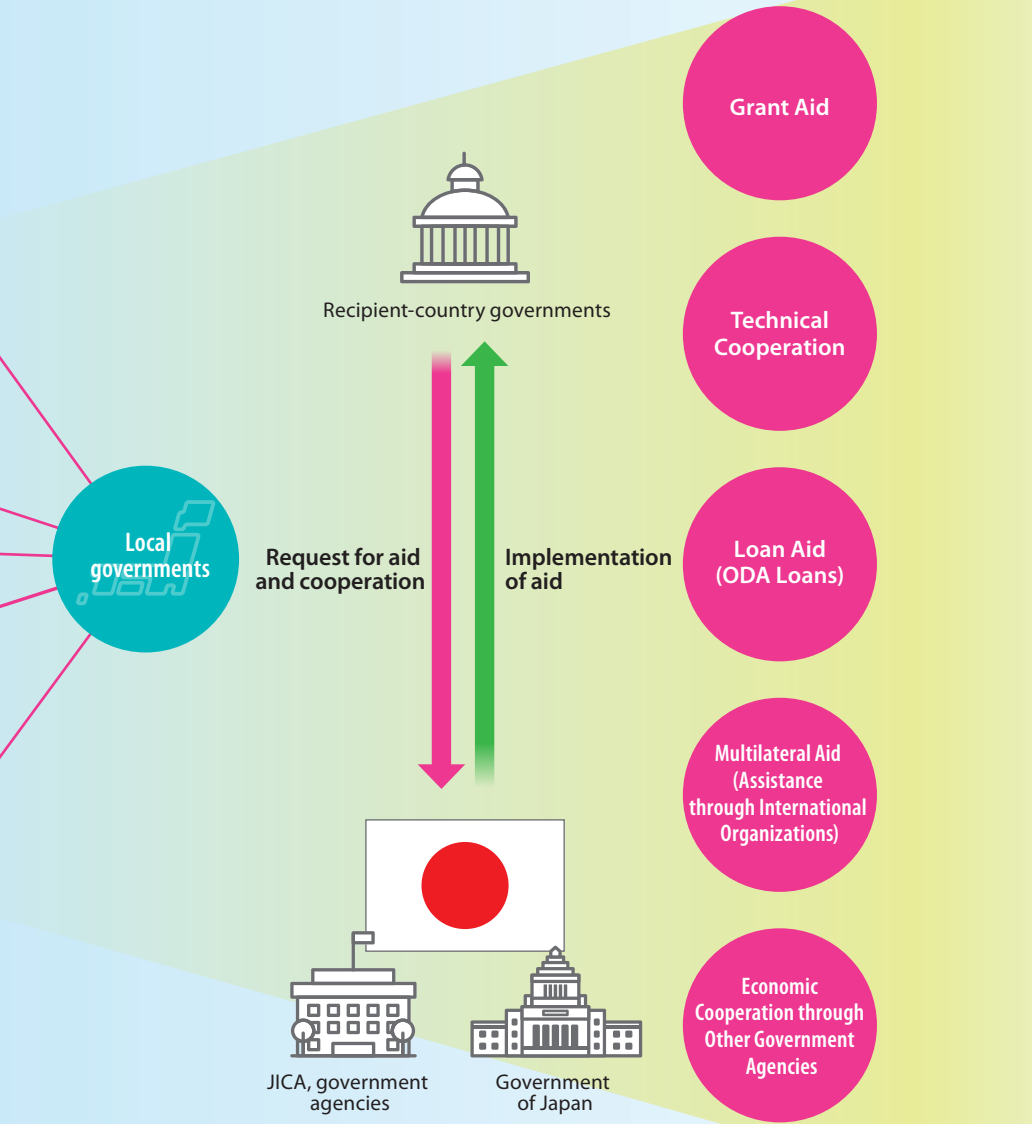
Over the past 30 years, JICS has supported ties between the Government of Japan and the governments of recipient countries through procurement operations. By doing so, JICS has gained the understanding and cooperation of recipient-country governments and has

worked to improve the quality and ensure the transparency of grant aid and other international cooperation projects.

In addition to the Government of Japan and its affiliate agencies and recipient-country government agencies, various stakeholders such as companies, universities and research institutions, local governments and NGOs participate in international cooperation. 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), facilitation of executing ODA projects, and screening and analysis.

Making Aid and International Cooperation Projects Tangible



Priority Issues of the Development Cooperation Charter

“Quality growth” and poverty eradication through such growth



CT scanner procured for Paraguay

Sharing universal values and realizing a peaceful and secure society



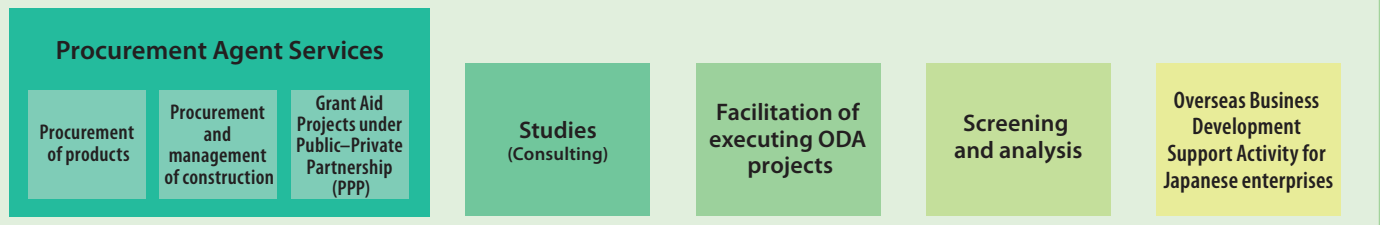
Demining machine procured for Colombia

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



Mobile water purifier system with vehicle procured for Nigeria and a scene from CPR training using manikins

Operations through JICS' Procurement



Development Cooperation and the Role of JICS in ODA

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 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 ▶ Equipment for forest fire control ▶ Marine conservation 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 Procurement Agent 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>Procurement and Management of Construction 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. 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 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.</p> <p>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 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 ▶ Project for Reduction of Non-Revenue Water in Myanmar ▶ 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. <ul style="list-style-type: none"> - Preliminary surveys for Grant Aid project and candidate of Grant Assistance for Cultural Grassroots Projects 	
<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. <ul style="list-style-type: none"> - 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 <ul style="list-style-type: none"> - 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. <ul style="list-style-type: none"> - Primary check for procurement-related documents related to ODA Loans (JICS conducted such checks in 174 cases on documents submitted by Anglophone, Francophone and Hispanophone country governments in fiscal 2021.) ▶ 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, The Japan External Trade Organization (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, Ecuador, Senegal, 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 2021

Under the difficult circumstances of the COVID-19 pandemic, JICS, as an international cooperation "integrator," promoted a number of projects while also adopting new measures.

Project Overview

To Enhance Maritime Transportation in the Independent State of Samoa

As an island nation, Samoa's society and economy are heavily dependent on maritime transportation, but its only inter-island passenger vessel is aging, requiring the rapid procurement of a new one. Building of a new inter-island passenger vessel proceeded swiftly despite the pandemic. In April 2022, a grand launching ceremony was held with the full cooperation of the shipbuilding company where the order was placed, attended by many of the people concerned. During the ceremony, the new vessel was named LADY SAMOA IV by Samoa's Prime Minister Fiame Naomi Mata'afa via video link. In addition, Samoan crew members visited Japan in July to attend operation training. The vessel is scheduled to be completed in September and leave the shipyard in Hiroshima in October to sail to the Samoan port of Apia, where it will be handed over to the Government of Samoa.

- ▶ Counterpart of Agent Agreement: Ministry of Finance of the Independent State of Samoa
- ▶ End-user: Samoa Shipping Corporation Ltd.
- ▶ Grant amount: ¥2,500 million
- ▶ Exchange of Notes (Bilateral Agreement): October 2, 2019



Country Assistance
Division 2, First Management
Department
SATO Hiroshi

Country Assistance
Division 2, First Management
Department
MURAO Masatoshi



Minister of Works, Transport and Infrastructure Olo and Samoan representatives with JICS staff



Samoa's Ambassador to Japan, Fa'alava'u Perina Sila-Tualaulelei, cutting the launching cord (ceremonial rope)* with an axe to launch the ship.

Grant Aid

Economic and Social Development Programme: Inter-Island Passenger Vessel Built on Schedule and Without Delay

Detailed Design Study Conducted Without a Field Survey

Just as the COVID-19 pandemic was beginning in February 2020, JICS signed a contract with the consultant firm Shipbuilding Research Centre of Japan, for a schematic design study. While many projects opted to postpone travel, we quickly decided to continue research online for this project. And after a total of more than 20 online discussions, the survey was completed without ever visiting Samoa in person. During the process, we also conducted online virtual tours of port facilities and onboard the current vessel. As a result, JICS was able to proceed with the procurement procedure without significant delays from the overall process plan set prior to the pandemic.

Collaboration between Embassy in Tokyo and Local Authorities

Since the discussions were conducted only online among a limited number of parties involved, we planned to make a large announcement of the launching ceremony to the Samoan public, based on our awareness of the problem that, despite the large-scale project, the Samoan public was not fully informed of it. A press release was sent to all Samoan news media with the full cooperation of the Samoan Embassy in Tokyo. At the same time, with the cooperation of Onomichi City, Hiroshima Prefecture, the home of shipbuilder Naikai Zosen Corporation, the mayor of Onomichi participated in the launching ceremony, which was covered by many media outlets in Japan.

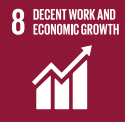
During the subsequent completion inspection, in addition to the crew members attending operation training, Olo Fiti Afoa Vaai, the Minister of Works, Transport and Infrastructure, and his ministry staff came to Japan to personally express their appreciation to Japanese representatives. During his busy schedule, which included a courtesy visit to the Parliamentary Vice-Minister for Foreign Affairs, Minister Olo took the time to stop by JICS Headquarters and express his appreciation for the extremely smooth and detailed building of the new vessel from the design stage even amid the challenges presented by COVID-19.



New inter-island passenger vessel launching ceremony



Operation training



*This is a ceremony to cut the launching cord that tethers the newly built ship to the shipyard. The ship then slides out of the berth and is launched into the sea.

JICS' Major Activities in Fiscal 2021

Project Overview

Aiming to Improve Readiness to Respond to Oil Spills

The Maldives, whose main industries are tourism and fishing, is located at an important point along the sea lanes of the Indian Ocean and is exposed to the risk of oil spills of various sizes due to the large volume of ships traveling through its waters. Procurement of 12 items, including oil fences, and the provision of opportunities to attend training sessions contributed to the improvement of the country's ability to respond to oil spills.

- ▶ Counterpart of Agent Agreement: Ministry of Finance of the Republic of Maldives
- ▶ End-user: Maldives National Defence Force Coast Guard
- ▶ Grant amount: ¥300 million
- ▶ Exchange of Notes (Bilateral Agreement): December 4, 2018



Country Assistance Division 3,
First Management Department
MIYATA Naotsugu



Maldivian Coast Guard personnel attending an oil spill recovery training course

Project Overview

Procurement of Medical Equipment Contributing to COVID-19 Countermeasures

As the COVID-19 pandemic continued to rage in Paraguay, on August 5, 2020, the Government of Japan decided to provide ¥300 million in grant aid to the country to help strengthen its COVID-19 countermeasures and healthcare and medical system. Based on this grant, JICS began procurement procedures for mobile X-ray equipment and small ambulances.

- ▶ Counterpart of Agent Agreement: Ministry of Public Health and Social Welfare of the Republic of Paraguay
- ▶ End-user: Ministry of Public Health and Social Welfare of the Republic of Paraguay
- ▶ Grant amount: ¥300 million
- ▶ Exchange of Notes (Bilateral Agreement): August 5, 2020



Country Assistance Division 5,
Second Management Department
NISHIKAWA Akemi



Procured ambulances
(Courtesy of Ministry of Public Health and Social Welfare, Republic of Paraguay)

Grant Aid

**Economic and Social Development Programme: Procurement of Optimal Equipment and Services to Protect the Maritime Nation of the Maldives from Oil Spills****Effective Equipment Configuration and Design Covering the End-to-End Oil Recovery Process**

JICS proposed and procured a lineup of equipment (oil fences, response boat^{*1}, oil skimmers^{*2}, oil-water separators, etc.) that can cover the end-to-end process from initial response to recovery and post-processing in the event of an oil spill. In addition, building of the response boat, which took approximately two years, was adjusted to the extent possible from the design stage to reflect the requirements of the end-user, the Maldives National Defence Force Coast Guard. This resulted in an equipment configuration and design that contributes to effective oil recovery for the country.

*1 Response boat: A boat that works to spread oil fences across the ocean surface to prevent the spread of leaked oil.

*2 Oil skimmer: Equipment for scooping and collecting oil floating on the sea surface

Proposing and Delivering Optimal Solutions in Both Equipment Procurement and Services

The Maritime Disaster Prevention Center, which has extensive knowledge of oil recovery, provided training opportunities for this project. Five Maldivian Coast Guard personnel attended a five-day class and practical training course on responding to different types of currents and oil spills and on using the procured equipment quickly and effectively. President Ibrahim Mohamed Solih and other Maldivian government officials, who were visiting Japan, also observed the training course and JICS confirmed the high expectations that the Maldivian government places on this support. JICS will continue to propose and implement optimal solutions for equipment and services to meet the needs of recipient-country governments.

Grant Aid

**Economic and Social Development Programme: Strengthening Paraguay's Rural Healthcare System****To Strengthen Paraguay's Fragile Rural Healthcare System**

Paraguay has a fragile rural healthcare system. As the threat of COVID-19 spread to rural areas, the Ministry of Public Health and Social Welfare of Paraguay requested the Government of Japan to provide small ambulances and mobile X-ray equipment for deployment nationwide, including rural areas. The small ambulances needed to be four-wheel drive vehicles that could handle the severe road conditions in rural areas and in line with the public ambulance design specified by the Ministry. Discussions were held to realize the procurement quickly and as requested.

Close Communication with Paraguay Even with the 13-Hour Time Difference from Japan

While a lockdown was put in place in Paraguay, the country is landlocked, and river transport caused various issues, including cargo stoppages at transshipment ports. The Ministry's officials adjusted to the time difference and web-conferenced with Japan from their homes. The mission to deliver equipment to the provinces was accomplished with the help of JICS' local coordinator, the cooperation of suppliers, and the generous support of the Embassy of Japan. The Government of Paraguay expressed its profound gratitude to Japan at the handover ceremony held in February 2022.

Project Overview

Japan's Emergency Assistance for the Early Control of the COVID-19 Pandemic

The Government of Japan provided Last One Mile Support to strengthen the system of vaccination against novel coronaviruses in developing countries. As part of this effort, JICA has decided to implement a Grant Assistance to Mongolia for the Programme for COVID-19 Crisis Response Emergency Support and is contributing to the country's efforts to contain COVID-19 through the provision of vaccination-related equipment.

- ▶ Counterpart of Agent Agreement: Ministry of Finance of Mongolia
- ▶ End-user: Ministry of Health of Mongolia
- ▶ Grant amount: ¥883 million
- ▶ Exchange of Notes (Bilateral Agreement): July 8, 2021
- ▶ Grant Agreement: July 19, 2021



Country Assistance
Division 3, First Management
Department
OCHIAI Naoko



Country Assistance
Division 3, First Management
Department
SAEKI Takahiro



Antigen test kits awaiting shipment from the manufacturer's factory
(Courtesy of GREEN HOSPITAL SUPPLY, INC.)



Antigen test kits being loaded onto a MIAT Mongolian Airlines flight at Narita Airport
(Courtesy of GREEN HOSPITAL SUPPLY, INC.)

Grant Aid

Last One Mile Support: Supporting the Delivery of Vaccines to More People and the Establishment of a System to Prevent the Spread of Variant Strains through Rapid Procurement under the Phi- losophy of "No One's Health Is Left Behind"

Rapid Procurement Required during the COVID-19 Pandemic

In Mongolia, Japan's Grant Aid for the Economic and Social Development Programme has been implemented ahead of this project. JICS has established a cooperative relationship with the Ministry of Health of Mongolia, the end-user, by procuring a blood gas analyzer, autoclaves^{*1}, anesthesia machines and other equipment. Utilizing the relationship it has cultivated over the years, JICS is conducting all discussions online with the Ministry on detailed procurement conditions, including technical specifications of the equipment, to overcome the difficulty of traveling to the country due to the pandemic. With the support of JICA headquarters and the local office, we were also able to quickly initiate the procurement procedures for sequencers^{*2}, which was the top priority.

The urgency of this project required shortening the time required from the start of procurement to delivery to the extent possible. We accomplished this by maximizing the use of information on equipment and know-how on speeding up procurement procedures accumulated through our experience with an earlier Economic and Social Development Programme in the country.

*1 Autoclave: A sterilizer that uses high-pressure steam

*2 Sequencer: A device to decode DNA sequences

Ability to Make Proposals That Flexibly Respond to Frontline Situations and to Coordinate the Realization of Requests

The task that was set for JICS in this project was to solve the problem of proceeding with the procurement procedures promptly and delivering the necessary equipment to Mongolia as quickly as possible. The global COVID-19 pandemic has caused logistics disruptions in maritime transportation, and cargo bound for Mongolia has become seriously delayed at China, the main transit point. Therefore, JICS confirmed the advantages of air cargo in advance and proposed to JICA and the Ministry of Health of Mongolia that it would be the basic method of transportation for this project. Meanwhile, flight schedules to Mongolia were irregular with the ever-changing effects of the pandemic, and cargo capacity was limited, so we faced some challenges along the way. Even under such circumstances, we worked closely with the Ministry and suppliers to gather information on flight schedules and cargo capacities, resulting in a quick delivery of the first flight loaded with sequencers in April 2022 and the subsequent antigen test kits in August 2022.



Refrigerated vaccine transport vehicle for safe transport of vaccines
(before shipment)

JICS' Major Activities in Fiscal 2021

Project Overview

Using Japanese Technology to Provide Safe Water to the Cambodian People

To meet the rapidly increasing demand for water supply in the capital city of Kampong Thom Province in northern Cambodia in line with economic growth, a new waterworks plant and distribution pipe network will be constructed to increase water supply capacity in the area and a consortium of Japanese companies will operate the plant.

[Facility scale] Water intake facilities, water supply facilities (treatment capacity: 7,500 m³/day), distribution pipelines: Approx. 150 km

[Operation details] Operation and maintenance of drinking water plants, including water purification

- ▶ Project name: Fiscal 2016 Project for Expansion of Water Supply System in Kampong Thom of the Kingdom of Cambodia
- ▶ Counterpart of Agent Agreement: Ministry of Industry, Science, Technology & Innovation of the Kingdom of Cambodia
- ▶ End-user: Ministry of Industry, Science, Technology & Innovation of the Kingdom of Cambodia
- ▶ Grant amount: ¥3,271 million
- ▶ Exchange of Notes (Bilateral Agreement): March 30, 2017
- ▶ Grant Agreement: March 30, 2017
- ▶ Contractors: Kubota Construction Co., Ltd. (leader), CTI Engineering International Co., Ltd., Geocraft Co., Ltd., Metawater Co., Ltd.



First Project Management Division, Third Management Department
HOSOYA Shinji



First Project Management Division, Third Management Department
OTOMO Yohei



Project briefings for residents conducted as part of social and environmental assessments



Completed water supply facilities

Grant Aid



Grant Aid Project under Public-Private Partnership: First ODA Project in Which Japanese Companies Handled All Processes from Facility Construction to Operation

Formulation of a Project That Reflects Stakeholder Opinions

Based on the need for water supply infrastructure development from the Government of Cambodia and requests for Japan's expertise in water supply service, JICS gathered information on the intentions of Japanese companies seeking to expand overseas over the medium to long term as well as knowledge from local government authorities in Japan. This was applied to the formulation of a project that is sustainable over the longer term while gathering the opinions of the Government of Cambodia and other stakeholders.

When the project was formed, the Government of Cambodia held several project briefing sessions with support from the consultant for community residents to explain the social and environmental impacts of the project, the timing of the start of water supply, water supply rates and the application process, and to answer questions from residents. As a result of these sessions, we made adjustments and developed appropriate project plans taking the residents' opinions and consensus into account.

Proposal and Close Consultation on the Introduction of the Most Suitable Bidding Method

JICS proposed to the Government of Cambodia the application of a "design, construction, maintenance and operation collectively contract method," which is unprecedented in conventional Grant Aid, as the optimal bidding method for selecting a consortium of Japanese companies to take on this project. To obtain sufficient understanding from the Government of Cambodia, JICS worked with the consultant to explain and discuss the project many times, and prepared the bid documents. The facilities completed through these efforts were highly evaluated by the Director General in charge at the time of completion.

Stakeholders Take On the Challenge of Improving Access to Safe Drinking Water

The water supply facilities were completed in April 2022 and the consortium of Japanese companies has started supplying drinking water services to the Cambodian people. We would like to reiterate our deepest appreciation to the Japanese companies awarded this project, led by Kubota Construction, for their steady continuation of construction work even under the extremely difficult circumstances of the COVID-19 pandemic. Furthermore, the Secretary of State of the Government of Cambodia personally participated in the meetings from the very beginning and showed tremendous initiative to improve the access to safe drinking water. The earnest passion of the Government of Cambodia, which remained consistent from start to finish, has led to the operation of the new water supply facilities. We will continue to watch over the facilities so that they will be used widely and for a long time by residents.



Construction site of water supply facilities



Water piping within the facilities

Project Overview

Prompt Execution of Projects Based on Experience

Food is the most familiar and important aspect of people's lives. The Democratic Republic of the Congo has suffered from food shortages for many years. In the fiscal 2020 Food Assistance Programme, we worked to contribute to the stability of the country and the improvement of people's lives by promptly procuring rice to alleviate food shortages, ensure national security and prevent conflicts.

- ▶ Project name: Fiscal 2020 Food Assistance Programme (KR) for the Democratic Republic of the Congo
- ▶ Counterpart of Agent Agreement: Ministry of Planning of the Democratic Republic of the Congo
- ▶ Grant amount: ¥300 million
- ▶ Exchange of Notes (Bilateral Agreement): October 15, 2020
- ▶ Procurement amount (government rice): 3,159 t



Country Assistance Division 6, Second Management Department
JO Michiko



Loading of aid rice (government rice) onto a ship

Project Overview

Supporting SDGs Business Development in Developing Countries

"J-Partner," JICS' Overseas Business Development Support Activity, helps Japanese companies realize their SDGs businesses by making the most of JICS' strengths in human resources, experience, and networks. From fiscal 2021, "J-Partner" has been participating in surveys in Ecuador, Paraguay, and Senegal to support companies and partner in their challenges.

- ▶ Industry Sectors that "J-Partner" Has Supported
 - Agriculture
 - Waste
 - Vocational training
 - Transportation
 - Welfare and healthcare
 - Environment
 - Water purification



New Business Development Office
KATO Yuta



Inspection of the cacao collection center



Premium cacao beans with rich aroma

Grant Aid

Fiscal 2020 Food Assistance Programme for the Democratic Republic of the Congo: Responding to the Urgent Requirements of Recipient-Countries Regarding Basic Human Needs



Rapid Implementation of the Programme Thanks to a Strong Network, Even during the COVID-19 Pandemic

The fiscal 2020 Food Assistance Programme for the Democratic Republic of the Congo was decided in response to the country's severe problems such as food shortages and high food prices due to the prolonged impact of the COVID-19 pandemic. As with the previous fiscal year's programme, the delivery was completed in November 2021, as requested, as a result of smooth progress on the programme after extensive discussions with concerned parties in Japan and overseas, making the best of our past experience even though the procedures were carried out remotely. The Congolese people expressed their delight for the programme which was widely covered by the local media.

20 Years of History with Recipient Countries and the Future

JICS has been playing the role of a procurement agent for numerous projects of the Food Assistance Programme since fiscal 2001. With the knowledge and research capabilities cultivated through years of experience, JICS has been a close partner to the recipient countries and has been implementing these projects in cooperation with related parties. Many recipient-country governments have expressed their desire for the continuation of food assistance, which is indispensable for the livelihood of their citizens, and the importance of this support is widely recognized by the public. We will continue to work on our operations with a constant desire to improve to live up to these expectations.

Overseas Business Development Support Activity



Solving Development Issues Related to Cacao, the Raw Material for Chocolate, and Encouraging Japanese Companies to Develop Their Businesses

Toward the Commercialization of a Cacao Traceability System

In Ecuador, cacao, the raw material for chocolate, is a major export product. From the perspective of supporting small farmers and addressing human rights and environmental issues, there is worldwide interest in ensuring transparency in the cacao food chain, quality assurance and productivity improvement. JICS is supporting Shinmei Co., Ltd., which aims to commercialize its business with a traceability system, as part of JICA's project: "SDGs Business Model Formulation Survey with the Private Sector for Increasing Added Value of Cacao through Traceability Printing System in The Republic of Ecuador."

A Wide Range of Support from Negotiations with Government Agencies to Sales and Marketing

During the on-site survey in Ecuador, JICS made appointments, handled logistics arrangements and prepared proposal and reporting materials; provided support for negotiations with the public sector, including government agencies and donors; and assisted in concluding agreements with various organizations. In the face of the restrictions on movement during the COVID-19 pandemic, we are also responsible for demonstrating the proposed system to the private sector, including cacao producers' associations and exporters, and are conducting research with the aim of commercializing the system. This project encapsulates how JICS works side by side with companies.

JICS' Major Activities in Fiscal 2021

Project Overview

Preparing Accurate Revisions That Leverage Expertise

JICA has released revised versions (in English) of seven SBDs* for yen loan projects from 2019 to 2021. In response, we have revised six SBDs and drafted one SBD in French and Spanish versions, and prepared explanatory materials for the revised content.

* SBD: Short form for the official name of Standard Bidding Documents under Japanese ODA Loans

- ▶ Contract name: Revision of Standard Bidding Documents (French and Spanish Versions) under Japanese ODA Loans
- ▶ Contracting party: Japan International Cooperation Agency (JICA)



Second Project Management Division,
Third Management Department
TAGAMI Vanessa



Online meetings by members of the work team to revise standard bidding documents (French and Spanish)

Project Overview

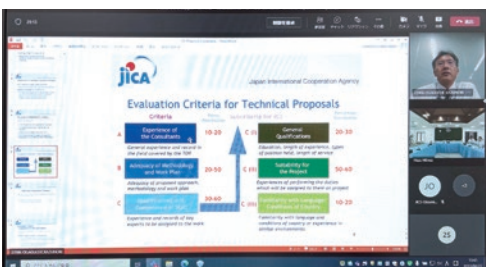
First Step in Procurement for Smooth Implementation of the Project

For end-users of yen loan projects, for which prompt and smooth project implementation is desirable, we held a seminar to support the selection of consultants. This is the first step in the procurement process. In view of the COVID-19 pandemic, the seminars were held online instead of in person.

- ▶ Contract name: Procurement Support Services (Consultant Selection) for Japanese ODA Loan Projects for Fiscal 2020–Fiscal 2022 (Lot A)
- ▶ Contracting party: Japan International Cooperation Agency (JICA)



First Project Management Division,
Third Management Department
OGAGUCHI Kazunori



Online seminars and meetings

Loan Aid (ODA Loans)

Revision of Standard Bidding Documents (French and Spanish Versions) under Japanese ODA Loans: Providing Value beyond Translation**Accurate Deliverables by SBD Experts Who Are Native-Language Speakers**

These operations require an accurate understanding of JICA's procurement philosophy and the purpose of the SBD revision, as well as attention to consistency with the standard bidding documents of the World Bank and other international financial development institutions. In addition to being familiar with bidding and procurement management through their work performing Primary Checks of Procurement-related Documents, two French- and Spanish-speaking staff members in charge of the project have played a pivotal role in creating clear French- and Spanish-language SBDs that accurately capture the spirit of the English version's revision and are not simply translations.

Creating a Draft That Is Easy for the Contracting Party to Review

There were seven SBDs subject to revision, totaling more than 2,000 pages in each language. JICS is well versed in SBDs through the Primary Checks of Procurement-related Documents, which we have been commissioned to perform since 2004. We made innovations in the work flow, such as revising the most versatile SBD first, creating data that summarizes only the items to be checked separately from the draft, and making it easy to understand the changes in the draft. Representatives of the contracting party commented that they appreciated the proactive work that was done to help them.

Loan Aid (ODA Loans)

Conducted Procurement Support Seminars for Executing Agencies of Japanese ODA Loan Projects**Contributing to the Promotion of the Projects by Utilizing JICS' Experience in Project Implementation**

JICS has experiences in confirming the conformity of procurement-related documents for Japanese ODA loan projects with procurement regulations, and in providing procurement support to the executing agencies of the projects. Based on these experiences, prior to the seminar we draw up examples of the procurement-related documents that comply with JICA's regulations and policies and take into account various circumstances related to procurement and contract management. These seminars contribute to the smooth and efficient implementation of the projects through lectures and exercises with the completed model in mind.

Seminar Materials That Emphasize Reproducibility and Sustainability of Knowledge

Procurement works by executing agencies involve practitioners and approval authorities other than the seminar participants. Moreover, the contents to be learned in the seminar are necessary knowledge for the long term, from the selection period to the contract management period. JICS considers it important that the contents be used widely and sustainably among the procurement stakeholders, and not just as one-off knowledge for the participants only. Therefore, the materials distributed for the seminars, including the exercises and reference materials, emphasized the reproducibility and sustainability of the knowledge. The aforementioned organizational experience makes it possible to contribute by this method.

JICS' Initiatives in ESG (Environmental, Social, and Governance) Issues

—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 2021

JICS provides funding to assist small- and medium-sized Japanese NGOs and NPOs (hereafter, collectively referred to as "NGOs") that assist developing countries*1.

JICS considers it one of its ESG initiatives to support community organizations and NGOs that are working to help achieve the Sustainable Development Goals (SDGs). Its aim is to realize a society in which no one is left behind in the face of poverty, hunger, conflict, environmental destruction, disasters and other global issues. 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 below. JICS provided a total of ¥220 million in assistance (to a total of 242 organizations) between 1999 and 2021.

In fiscal 2021, JICS received applications from 21 organizations, of which the Selection Committee chose to support 9 projects. JICS holds a meeting for NGOs to report on their activities after the project completion and share ideas after its support program. In fiscal 2021, to prevent the spread of COVID-19, the meeting was held online.

▼ Framework for JICS' NGO Support Program

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

Categories of NGO expenses and activities targeted for funding by JICS

(For funds provided in FY2021)



Maximum support: ¥1.6 million for general, and ¥1 million for small-sized NGOs and sports

*1 For organizations with revenues of less than ¥10 million per year
*2 For supporting development projects through sports

Organizations Receiving Support in Fiscal 2021

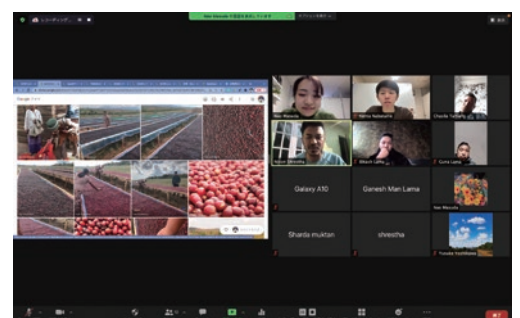
No.	NGO	Country of Activity	Name of Project Implemented	Type of Support	Grant Amount (Yen)
1	NPO Little Bees International	Kenya	Educational and health support project for children in Korogocho slum through coalition building	Project operation expenses	1,600,000
2	NPO Daredemo Hero	Philippines	Project to provide learning opportunities lost due to the COVID-19 pandemic to the most underprivileged children in Cebu, Philippines	Project operation expenses	1,588,800
3	NPO Network for Action against Malnutrition (NAM)	Uganda	Project to improve nutrition in Bidi Bidi, Uganda	Project operation expenses	1,598,910
4	NPO Eradicate Gastric Cancer (HIGAN)	Laos	Development of gastroenterologists in Laos	Project operation expenses	925,811
5	NPO Kansai NGO Council	Japan	Project to strengthen collaboration involving the next generation and the community through the development of young staff of network NGOs	Funds for improving organizational capabilities	1,511,414
6	NPO Mitai Mitakunai Children's Fund	Paraguay	Slum in Asuncion, capital of the Republic of Paraguay: Phase 2 of a project to support the self-reliance of single mothers and other women in Cateura.	Project operation expenses for small-sized NGOs	957,236
7	NPO Society of Friends of Ecuadorian Children (SANE)	Japan	Further stabilization of educational assistance activities in the Republic of Ecuador and strengthening of the domestic structure to ensure sustainability (3rd year)	Funds for improving organizational capabilities for small-sized NGOs	920,800
8	NPO Unified Action For Promoting Animal Conservation In Asia and Africa (UAPACAA Partners)	Japan	Development of human resources for international cooperation in the field of nature conservation through internships and strengthening organizational foundations	Funds for improving organizational capabilities for small-sized NGOs	1,000,000
9	NPO Japan-Africa Baseball & Softball Foundation (J-ABS)	Tanzania	Project to strengthen leadership and tournament management capacity for the 10th Tanzania Koshien Tournament in 2022	Sports promotion projects	1,000,000
				Total	11,102,971
Meeting for reporting on activities and sharing ideas		Members of 6 organizations receiving support in FY2019 participated			



Programming classes at a school in mountainous area of Nepal
NPO YouMe Nepal




Use of a traditional house as an office and holding of events
NPO Bokk Jambaar

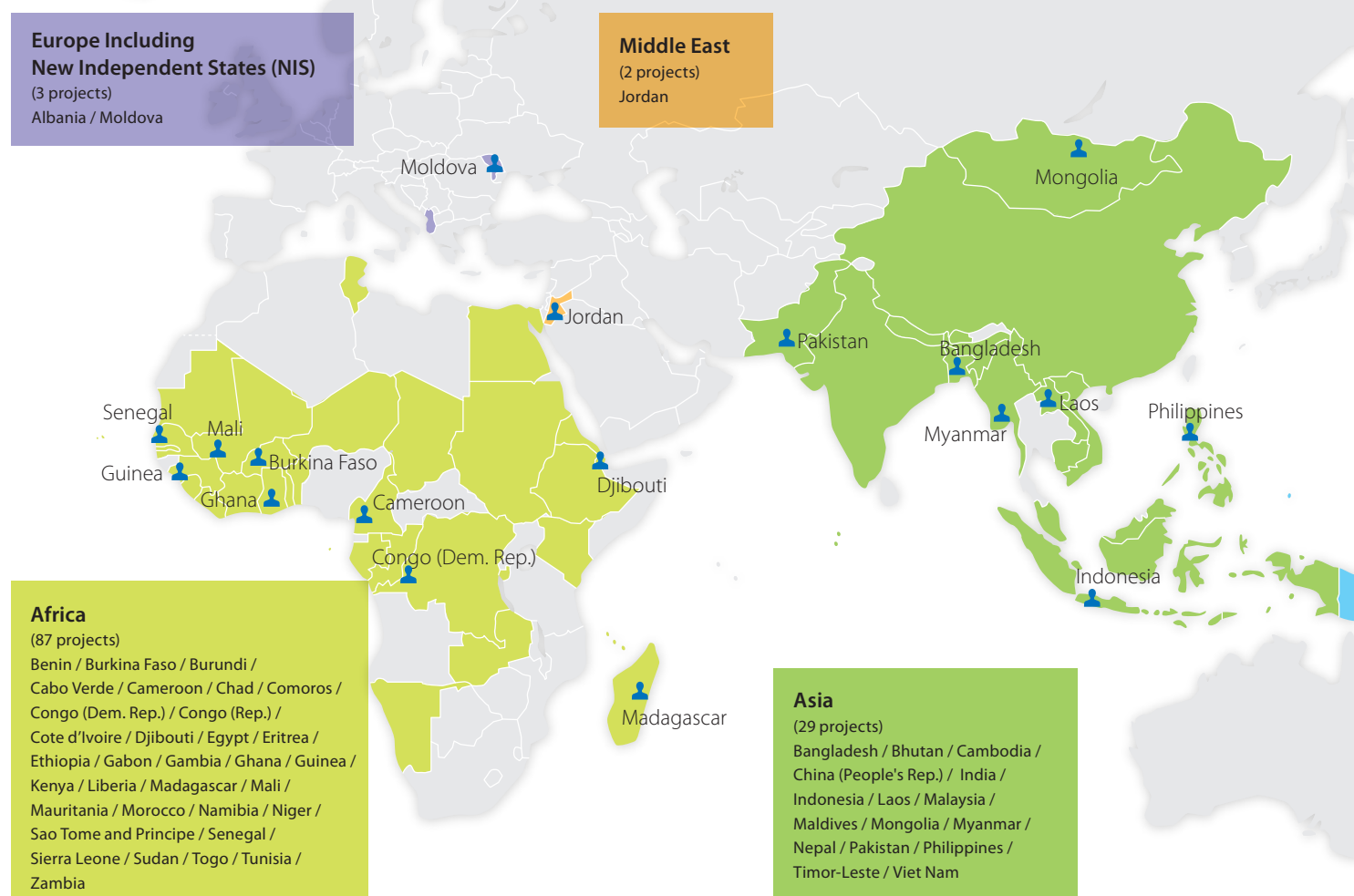


Online seminars on post-harvest processes
NPO Colorbath

Countries Targeted for JICS' Main Projects (FY2019–FY2021 New Projects)

 Coordinators: 21 people in 20 countries

(As of August 1, 2022)



Number of New Projects by Region and Scheme, FY2019–FY2021

	Grant Aid-Related Operations				Technical Cooperation-Related Operations	Loan Aid-Related Operations	International Agencies and Organizations-Related Operations	Others	Total
	Products Procurement* ¹	Facility Construction* ²	Public-Private Partnership (PPP) Type	Others: Screening and Studies, etc.* ³					
Asia	21	1	1	3	0	0	1	2	29
Africa	82	0	0	2	1	1	0	1	87
Oceania	54	3	0	0	0	0	0	0	57
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	8	1	5	2	6	22
Domestic operations	0	0	0	0	0	0	0	1	1
Total	194	4	1	17	2	7	3	14	242

*1 Schemes mainly involving products procurement (by procurement agent): Grant Aid for the Economic and Social Development Programme, Food Assistance Programme (KR) and Emergency Grant Aid, etc.

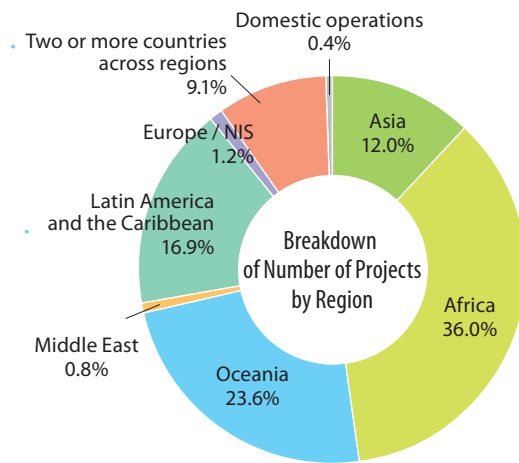
*2 Schemes mainly involving facility construction (by procurement agent): Grant Aid for the Economic and Social Development Programme, etc.

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

*4 Countries where experts are dispatched are excluded.

Oceania
 (57 projects)
 Cook Islands / Fiji / Kiribati /
 Marshall Islands / Micronesia /
 Nauru / Niue / Palau /
 Papua New Guinea / Samoa /
 Solomon Islands / Tonga /
 Tuvalu / Vanuatu

**Latin America
 and the Caribbean**
 (41 projects)
 Antigua and Barbuda / Argentina / Bolivia /
 Brazil / Chile / Colombia / Cuba /
 Dominica (Rep.) / Ecuador / El Salvador /
 Grenada / Guatemala / Guyana / Haiti /
 Honduras / Jamaica / Nicaragua / Panama /
 Paraguay / Peru /
 Saint Christopher and Nevis /
 Saint Lucia /
 Saint Vincent and the Grenadines



Tractors procured for Haiti



Maintenance and training of ultrasound imaging system in Gabon



Medical vessel with onboard consultation and treatment for Marshall Islands

Description of JICS Projects

JICS has conducted procurement agent services for 122 countries, or 150 countries and regions if adjunct services are included. Our activities encompass procurement of materials, equipment, and services; project management of infrastructure and facility construction; supervision of implementation of projects related to international organizations; and support for overseas business development of small- and medium-sized enterprises (SMEs) and SDGs businesses.

Initiatives through Japan's Official Development Assistance

—Aiming for Maximum Impact in All Projects to Achieve the SDGs—

4 QUALITY EDUCATION **5 GENDER EQUALITY** JICS acted as procurement agent and conducted project management for the construction of elementary, junior high and teacher training schools under Grant Aid for Community Empowerment.

We contracted with construction consultants, set up local project offices, selected the contractors and other parties, signed the contracts and managed the projects at the frontline level.



Building elementary schools

Burkina Faso, Cambodia, Djibouti, Ethiopia, Laos, Mozambique, Senegal, etc.

7 AFFORDABLE AND CLEAN ENERGY **13 CLIMATE ACTION** JICS managed entire projects as a procurement agent under Program Grant Aid for Environment and Climate Change, Grant Aid for Conflict Prevention and Peacebuilding and Grant Aid for Community Empowerment. We procured materials and equipment needed for solar, geothermal and small hydroelectric power generation as well as services such as consultants, architectural firms, etc.



Solar power generation systems

Costa Rica, Djibouti, Ecuador, Jordan, Mongolia, Myanmar, Palestine, Timor-Leste, etc.

6 CLEAN WATER AND SANITATION JICS managed entire projects as a procurement agent under Grant Aid Projects under Public-Private Partnership, Grant Aid for Community Empowerment, Program Grant Aid for Environment and Climate Change and Grant Aid for Conflict Prevention and Peacebuilding. We procured materials, equipment and services, including well drillers, construction of toilet buildings, groundwater pumping equipment, water purification equipment and construction of desalination plants.



Water supply business

Burkina Faso, Cambodia, Cabo Verde, Haiti, Jordan, Laos, Sri Lanka, etc.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS JICS managed entire projects as a procurement agent and procurement management services under Grant Aid for Conflict Prevention and Peacebuilding. Our services included procurement of materials, equipment, and services as well as management of activities, for projects such as reintegration of former soldiers into society, small arms collection, ethnic reconciliation and demining and the like.



Demining equipment

Afghanistan, Cambodia, Colombia, Laos, Nepal, etc.



Multilateral Aid is a form of aid in which the Japanese government indirectly cooperates in the advancement of developing countries by investing or contributing funds to multilateral development banks such as United Nations' development assistance agencies and the World Bank.

JICS conducts investigations based on international rules, supervises the implementation of projects, and reports to and coordinates with international organizations under contracts with the organizations concerned.

Examples of Implementation

JICS has been engaged by the ASEAN Secretariat and others to conduct procurement operations for projects utilizing the Japan-ASEAN Integration Fund (JAIF), which was established in 2006 by the Government of Japan to support ASEAN integration.

In this context, JICS has been working since 2009 with the Asia-Europe Foundation (ASEF) as the implementing agency for the Rapid Containment of Pandemic Influenza for ASEF member countries, procuring and stockpiling antiviral drugs and quarantine supplies for the early containment of novel influenza variants, and providing emergency transportation of stockpiled supplies and financial management of the entire project.



Stockpile warehouse

Cambodia, Iraq, Laos, Thailand, etc.



JICS has a large number of personnel skilled at negotiating with external parties and preparing official documents in English, French, Spanish, etc., and has local staff in many countries around the world.

"J-Partner," JICS' Overseas Business Development Support Activity, makes the most of this talent, experience, and network. These are JICS' strengths, to support the overseas expansion of private companies that have excellent technologies, products, and know-how that contribute to achieving the SDGs, by acting as a partner for them with meticulous attention.

Examples of Implementation

JICS dispatched personnel to a Japanese start-up company to provide business support to the company that has commercialized a low-cost, quick-delivery prosthetic leg solution using proprietary 3D printer and design software in the Philippines, where demand for prosthetic limbs is high. Acting as a research engineer, this staff facilitated survey work for the research department while also providing back-office and project management support, and provided hands-on assistance within the company.



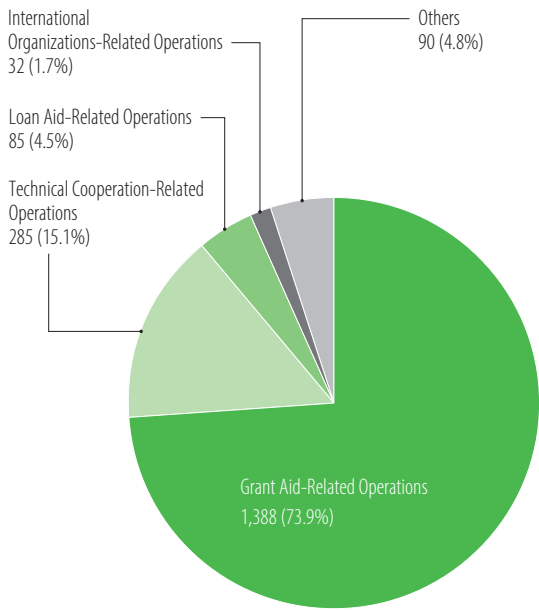
Debriefing on the results of a feasibility survey

Ecuador, Guatemala, Paraguay, Peru, Senegal, Tunisia, etc.

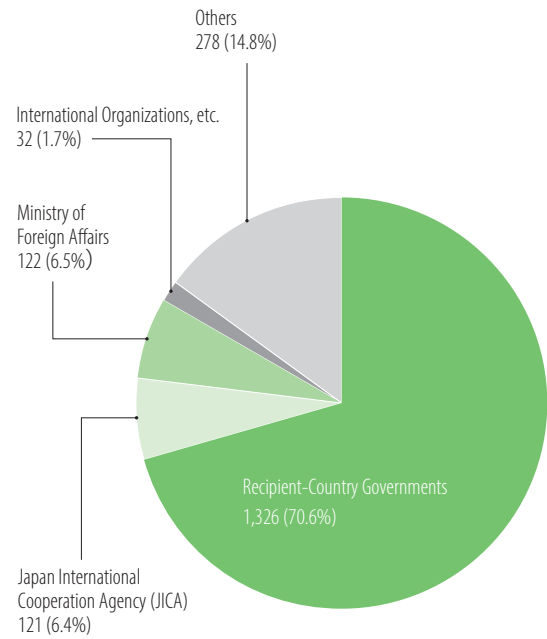
Current Profit by Type of ODA and Client (FY2021)

The charts below indicate JICS' current profit by type of ODA and by client as presented on page 26 in the Fiscal 2021 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 (FY2021) (Unit: million yen)

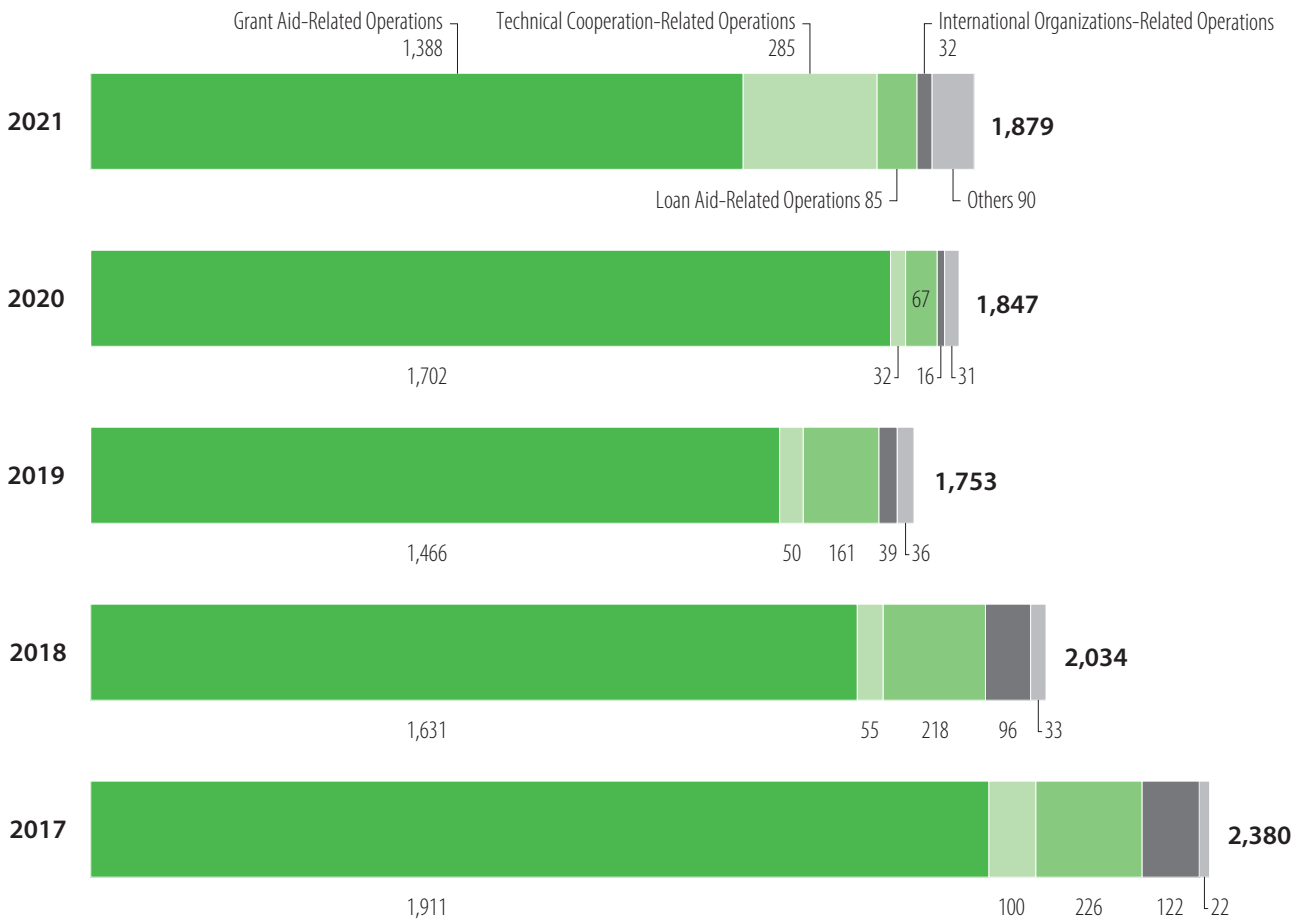


Current Profit by Client (FY2021) (Unit: million yen)



Change in Current Profit by Type of ODA (FY2017-FY2021) (Unit: million yen)

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



Project Results by Country (FY2019–FY2021 New Projects)

Country	Grant Aid-Related Operations				Technical Cooperation-Related Operations	Loan Aid-Related Operations	International Agencies and Organizations-Related Operations	Others	Total
	Products Procurement* ¹	Facility Construction* ²	Public-Private Partnership (PPP) Type	Others: Screening and Studies, etc.* ³					
Asia									
Bangladesh	1			1					2
Bhutan	1								1
Cambodia	2	1		1				1	5
China (People's Rep.)								1	1
India	1								1
Indonesia	1						1		2
Laos	4			1					5
Malaysia	1								1
Maldives	1								1
Mongolia	3								3
Myanmar	1		1						2
Nepal	1								1
Pakistan	1								1
Philippines	1								1
Timor-Leste	1								1
Viet Nam	1								1
Total Asia (no. of cases)	21	1	1	3	0	0	1	2	29
Africa									
Benin	2								2
Burkina Faso	6								6
Burundi	2								2
Cabo Verde	4								4
Cameroon	2								2
Chad	2								2
Comoros	5								5
Congo (Dem. Rep.)	5								5
Congo (Rep.)	3								3
Cote d'Ivoire	1					1			2
Djibouti	1				1				2
Egypt	1								1
Eritrea	1								1
Ethiopia	1								1
Gabon	1								1
Gambia	3								3
Ghana	1								1
Guinea	2								2
Kenya	1								1
Liberia	2								2
Madagascar	4								4
Mali	3								3
Mauritania	5								5
Morocco	2								2
Namibia	1								1
Niger	6								6
Sao Tome and Principe	3								3
Senegal	6								6
Sierra Leone	1								1
Sudan	1								1
Togo	4								4
Tunisia				1				1	2
Zambia				1					1
Total Africa (no. of cases)	82	0	0	2	1	1	0	1	87
Oceania									
Cook Islands	2								2
Fiji	4								4
Kiribati	5								5
Marshall Islands	9	1							10

Country	Grant Aid-Related Operations				Technical Cooperation-Related Operations	Loan Aid-Related Operations	International Agencies and Organizations-Related Operations	Others	Total
	Products Procurement* ¹	Facility Construction* ²	Public-Private Partnership (PPP) Type	Others: Screening and Studies, etc.* ³					
Micronesia	2								2
Nauru	3								3
Niue	2								2
Palau	7	1							8
Papua New Guinea	4	1							5
Samoa	4								4
Solomon Islands	3								3
Tonga	4								4
Tuvalu	3								3
Vanuatu	2								2
Total Oceania (no. of cases)	54	3	0	0	0	0	0	0	57
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
Argentina	1								1
Bolivia	3								3
Brazil				1					1
Chile	1								1
Colombia	1								1
Cuba	2								2
Dominica (Rep.)	1								1
Ecuador	1							1	2
El Salvador	1								1
Grenada	2								2
Guatemala	2								2
Guyana				1					1
Haiti	4								4
Honduras	3								3
Jamaica	2								2
Nicaragua	2								2
Panama	1								1
Paraguay	1							1	2
Peru	1			1				1	3
Saint Christopher and Nevis	1								1
Saint Lucia	2								2
Saint Vincent and the Grenadines	1								1
Total Latin America and the Caribbean (no. of cases)	35	0	0	3	0	0	0	3	41
Europe / NIS									
Albania				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				8	1	5	2	6	22
Total two or more countries across regions (no. of cases)	0	0	0	8	1	5	2	6	22
Domestic operations									
Domestic operations								1	1
Total domestic operations	0	0	0	0	0	0	0	1	1
Total	194	4	1	17	2	7	3	14	242

*1 Schemes mainly involving products procurement (by procurement agent): Grant Aid for the Economic and Social Development Programme, Food Assistance Programme (KR) and Emergency Grant Aid, etc.

*2 Schemes mainly involving facility construction (by procurement agent): Grant Aid for the Economic and Social Development Programme, etc.

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

*4 Countries where experts are dispatched are excluded.

*4

List of New Projects in Fiscal 2021

Grant Aid

Grant Aid for the Procurement of Products and Services (by procurement agent)

Item (Description)	Country	Project	Procurement Items/Project Outline	Amount of E/N (Million yen)	Date of E/N
Procurement agent service	Argentina	Japan's Grant Aid for the Economic and Social Development Programme	Medical equipment	500	2020.12.9
	Burkina Faso	Same as above	Equipment for public security	300	2021.2.27
	Chad	Same as above	Equipment for public security	300	2021.9.17
	Colombia	Same as above	Medical equipment	500	2020.8.3
	Cook Islands	Same as above	Vacuum pump truck, trailer, pickup truck	150	2021.11.17
	Fiji	Same as above	Equipment for disaster prevention and disaster risk reduction	100	2022.2.8
	Fiji	Same as above	Equipment for cultivating agricultural land	200	2022.2.8
	Guatemala	Same as above	Equipment for hurricane recovery (well digging machine)	300	2021.7.16
	Honduras	Same as above	Agriculture equipment (drilling rig)	300	2022.2.28
	Honduras	Same as above	Wheel loader, Dump truck	500	2021.2.23
	Kiribati	Same as above	Road sweepers	300	2021.10.5
	Madagascar	Same as above	Road maintenance equipment	500	2021.12.9
	Madagascar	Same as above	Maritime security equipment	500	2021.1.15
	Mali	Same as above	Medical equipment	300	2021.2.24
	Marshall Islands	Same as above	Equipment for infrastructure development	500	2022.3.17
	Marshall Islands	Same as above	Waste disposal equipment	300	2022.3.17
	Marshall Islands	Same as above	Fuel oil	300	2022.3.17
	Marshall Islands	Same as above	Fuel oil	300	2021.7.22
	Marshall Islands	Same as above	Cargo passenger vessel	900	2021.7.22
	Nauru	Same as above	Equipment for waste disposal	200	2021.8.27
	Nicaragua	Same as above	Road maintenance equipment	300	2021.7.15
	Nicaragua	Same as above	Medical equipment (CT scanner)	300	2021.3.16
	Niue	Same as above	Equipment for infrastructure development, social services and disaster prevention	100	2021.11.11
	Palau	Same as above	Medical equipment (MRI)	250	2021.9.28
	Palau	Japan's Grant Aid for the Project for Assisting Development of the Agriculture and Livestock Production Industry	Facilities, equipment and services for livestock production	200	2021.7.30
	Papua New Guinea	Japan's Grant Aid for the Economic and Social Development Programme	Road maintenance equipment	400	2021.10.22
	Saint Lucia	Same as above	Medical equipment	200	2021.5.28
	Saint Vincent and the Grenadines	Same as above	Medical equipment	200	2021.6.16
	Samoa	Same as above	Dental unit	100	2021.8.26
	Samoa	Same as above	Medical equipment	200	2021.3.23
Senegal	Same as above	Fisheries-related equipment	300	2021.5.25	
Solomon Islands	Same as above	Equipment for photovoltaic generation, geology field equipment	400	2021.8.25	
Togo	Same as above	Medical equipment (bedside monitor, mobile X-ray equipment)	100	2021.9.16	
Tonga	Same as above	Tugboat	1,000	2021.9.3	
Tonga	Same as above	Equipment for disaster prevention and disaster risk reduction	200	2021.7.28	
Tuvalu	Same as above	Fuel oil	200	2021.10.11	

Food Assistance Programme (KR)

Item (Description)	Country	Project	Procurement Items/Project Outline	Amount of E/N (Million yen)	Date of E/N
Procurement agent service	Burkina Faso	Japan's Grant Aid for the Food Assistance Programme	Rice	500	2021.7.21
	Cabo Verde	Same as above	Rice	250	2021.6.30
	Comoros	Same as above	Rice	200	2021.7.5
	Congo (Dem. Rep.)	Same as above	Rice	400	2021.8.5
	Congo (Rep.)	Same as above	Rice	300	2020.11.11
	Ethiopia	Same as above	Rice	300	2021.7.27
	Gambia	Same as above	Rice	250	2021.10.22
	Liberia	Same as above	Rice	250	2021.10.18
	Mauritania	Same as above	Rice	500	2021.7.13

Item (Description)	Country	Project	Procurement Items/Project Outline	Amount of E/N (Million yen)	Date of E/N
	Namibia	Japan's Grant Aid for the Food Assistance Programme	Rice	300	2021.3.1
	Niger	Same as above	Rice	400	2021.10.26
	Sao Tome and Principe	Same as above	Rice	250	2021.12.13
	Senegal	Same as above	Rice	250	2021.9.30
	Sudan	Same as above	Rice	300	2021.7.12
	Togo	Same as above	Rice	400	2021.9.16

Cultural Grant Assistance

Item (Description)	Country	Project	Amount of E/N (Million yen)	Date of E/N
Preliminary study	Albania	Preliminary Survey for Cultural Grant FY2021	—	—
Procurement management service	Peru	Project for Improvement of Exhibition Equipment for Interpretation Center of the Historic Sanctuary of Machupicchu of Piscacucho Sector	74.6	2021.3.18
Preliminary study	Several countries	Preparatory Survey for Grant Assistance for Cultural Grassroots Projects Applications in FY2021	—	—

Programme Grant Aid (by procurement agent)

Item (Description)	Country	Project	Procurement Items/Project Outline	Amount of E/N (Million yen)	Date of E/N
Procurement agent service	Ghana	The Programme for COVID-19 Crisis Response Emergency Support	Cold chain equipment	217	2021.6.30
Procurement agent service	Mongolia	The Programme for COVID-19 Crisis Response Emergency Support	Cold chain equipment (refrigerator truck, etc.)	883	2021.7.8

Other Studies and Screening for Grant Aid

Item (Description)	Country	Project
Preliminary study	Cambodia	Preparatory Survey for the Project for Construction of Training Complex and Outreach Facility of Cambodian Mine Action Center*
Preliminary study	Tunisia	The Project for the Construction of the Advanced Waste-Water Treatment Plant in Gabes
Preliminary study	Zambia	The Project for the Development of Seed Production Field and Training Facilities*
Screening	Several countries	Screening of Applications for Grant Assistance for Japanese NGO Projects and NGO Project Subsidies in FY2021

* Cooperation with consultants

Technical Cooperation

Item (Description)	Country	Project
Procurement support service	Several countries	Support services for compilation of technical specifications and tender procedures FY2021–FY2023

Japanese ODA Loans

Item (Description)	Country	Project
Study	Several countries	Revision of Standard Bidding Documents (French and Spanish Versions) under Japanese ODA Loans
Procurement management service	Several countries	Ex-post Procurement Audit under Japanese ODA Loans in FY2018 and FY2019

Multilateral Aid-Related Operations

Item (Description)	Country	Project	Contracting Party
Study	Several countries	Japan Fund for the Joint Crediting Mechanism (JFJCM)—Procurement Specialist	Asian Development Bank (ADB)
Procurement agent service	Indonesia	Improving Provision of Water Purifier for Island Part of Papua Province	Japan–ASEAN Integration Fund (JAIF)

Other Activities

Country	Project	Contracting Party
Several countries	International contribution program through the sport initiative jointly implemented by Japanese public and private sectors (FY2021) (Support for actions against COVID-19 through sporting initiatives)*	Japan Sports Agency
Several countries	Program to Strengthen Livelihood and Business Foundations for Japanese Nationals Overseas and People of Japanese Descent (Nikkei) (Japanese Nationals Overseas portion)	Ministry of Foreign Affairs
Several countries	Program to Strengthen Livelihood and Business Foundations for Japanese Nationals Overseas and People of Japanese Descent (Nikkei) (Japanese Descent (Nikkei) portion)	Ministry of Foreign Affairs
Ecuador	SDGs Business Model Formulation Survey with the Private Sector for Increasing Added Value of Cacao through Traceability Printing System in The Republic of Ecuador*	Japan International Cooperation Agency (JICA)
Paraguay	SDGs Business Model Formulation Survey with the Private Sector for Supporting Sustainable Agriculture Using Screw Type Composting Plant and Probiotics in Paraguay*	Japan International Cooperation Agency (JICA)
Tunisia	Small- and Medium-Size Enterprise (SME) Partnership Promotion Survey for Low-Environmental-Impact Chemical Recycling of Plastic Waste Processed in Low Temperature and Low Pressure in Tunisia*	Japan International Cooperation Agency (JICA)
China (People's Rep.)	Survey on Japanese companies' business expansion into the market for China's aging society	Japan International Cooperation Agency (JICA)
Several countries	Procurement of Goods for the promotion of Japanese culture at Japanese overseas diplomatic missions (FY2021)	Ministry of Foreign Affairs

* Cooperation with consultants

Fiscal 2021 Business Report

Grant Aid-Related Operations

Item	Description	Actual Figures in FY2020	Actual Figures in FY2021
		New	New
1. Procurement Agent Services and Procurement Management Agent Services			
(1) Procurement agent services for Grant Aid for the procurement of products and services (Grant aid for the Economic and Social Development Programme, etc.)	—	72	36
(2) Procurement agent services for food assistance programme	—	14	15
(3) Procurement agent services for emergency grant aide	—	—	—
(4) Procurement agent services for grant aid projects under public-private partnership	—	—	—
(5) Expediting implementation for cultural grant assistance	—	—	1
(6) Expediting implementation for general grant aid	—	—	—
(7) Procurement agent services for programme grant aid	—	—	2

2. Studies and Screening on International Cooperation Operations

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

Technical Cooperation-Related Operations

Procurement management services for Technical Cooperation/Studies, etc.	Drawing up of specifications, support for procurement for equipment, studies, promotion of contract, supervision of construction	—	1
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Loan Aid-Related Operations

Procurement management services for ODA Loans/Study for ODA Loans, etc.	Check and audit of procurement-related documents, study and support on implementation of loan projects	3	2
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Multilateral Aid-Related Operations

Procurement management services and study for international cooperation programs carried out by international organizations, foreign governments and other organizations	Procurement agent services/Dispatch of procurement consulting, staff, etc.	1	2
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Other Activities

(1) Project subsidy by government agencies, private-public partnership, procurement support and survey for private sector	Procurement of products, study, etc.	3	5
(2) Project formulation survey on SME support	Feasibility surveys and verification surveys with the private sector for disseminating Japanese technology for Japan International Cooperation (JICA)	—	3
(3) Dispatch of experts/company support staff	—	—	1

Other Projects Integral to Fulfilling the Objectives of the Foundation

(1) Support for NGOs	Evaluating and choosing NGOs for support and providing funds	8 NGOs	9 NGOs
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Education and Support Promoting International Cooperation

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

Fiscal 2021 Balance Sheet

(As of March 31, 2022)

(Unit: yen)

Item	FY2021 (As of March 31, 2022)	FY2020 (As of March 31, 2021)	Variance
I Assets			
1. Current assets			
Cash and deposits	381,113,039	624,299,509	(243,186,470)
Accrued revenues	694,783,058	468,672,732	226,110,326
Prepaid expenses	10,145,896	9,153,010	992,886
Advances paid	55,000	0	55,000
Suspense payments	1,136,389	45,000	1,091,389
Total current assets	1,087,233,382	1,102,170,251	(14,936,869)
2. Fixed assets			
(1) Endowment			
Endowment in investment securities	387,000,000	387,000,000	0
Total endowment	387,000,000	387,000,000	0
(2) Specific assets			
Accumulated assets for support to non-governmental organizations	10,000,000	10,000,000	0
Assets reserved for executive officers' retirement benefits	9,000,100	14,790,000	(5,789,900)
Reserve for preparation of office relocation	80,000,000	40,000,000	40,000,000
Total specific assets	99,000,100	64,790,000	34,210,100
(3) Other fixed assets			
Equipment attached to building	51,113,479	57,652,913	(6,539,434)
Appliances and fixtures	14,356,648	25,679,997	(11,323,349)
Software	52,233,114	97,911,530	(45,678,416)
Deposit and security moneys	70,338,000	70,338,000	0
Long-term prepaid expenses	5,372,333	15,494,434	(10,122,101)
Prepaid pension expenses	63,415,280	58,346,799	5,068,481
Investment securities	80,559	40,761	39,798
Total other fixed assets	256,909,413	325,464,434	(68,555,021)
Total fixed assets	742,909,513	777,254,434	(34,344,921)
Total assets 1)	1,830,142,895	1,879,424,685	(49,281,790)
II Liabilities			
1. Current liabilities			
Accrued payments	63,856,906	69,835,108	(5,978,202)
Allowance for bonus	124,544,271	145,302,008	(20,757,737)
Deposits received	6,276,706	19,662,586	(13,385,880)
Advances received	5,573,600	0	5,573,600
Income tax payable	24,380,200	94,082,200	(69,702,000)
Total current liabilities	224,631,683	328,881,902	(104,250,219)
2. Fixed liabilities			
Provision for retirement benefits	7,175,000	5,475,000	1,700,000
Reserve for executive officers' retirement benefits	9,000,100	14,790,000	(5,789,900)
Total fixed liabilities	16,175,100	20,265,000	(4,089,900)
Total liabilities 2)	240,806,783	349,146,902	(108,340,119)
III Net Assets			
1. Designated net assets			
Contributions and subscriptions	372,000,000	372,000,000	0
Total designated net assets	372,000,000	372,000,000	0
[Amount of allotment to the endowment]	[372,000,000]	[372,000,000]	[0]
2. General net assets			
[Amount of allotment to the endowment]	[15,000,000]	[15,000,000]	[0]
[Amount of allotment to specific assets]	[90,000,000]	[50,000,000]	[40,000,000]
Total net assets 1) - 2)	1,589,336,112	1,530,277,783	59,058,329
Total liabilities and net assets	1,830,142,895	1,879,424,685	(49,281,790)

Fiscal 2021 Statement of Net Equity Increase (Decrease)

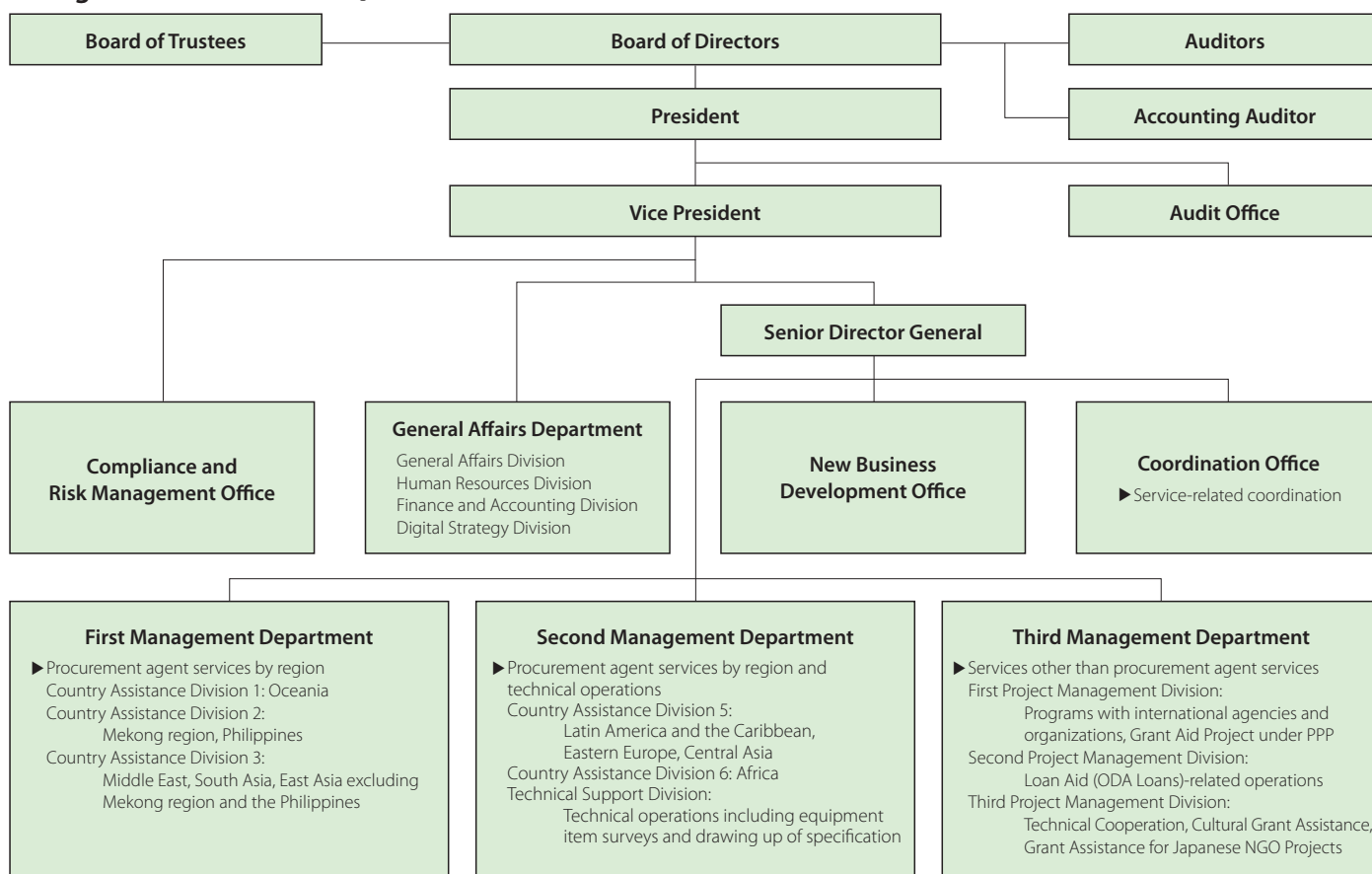
(From April 1, 2021 to March 31, 2022)

(Unit: yen)

Item	FY2021 (April 1, 2021–March 31, 2022)	FY2020 (April 1, 2020–March 31, 2021)	Variance
I General Net Assets Increase or Decrease			
1. Current increase or decrease			
(1) Current profits			
1) Profit from the management of the endowment	925,844	847,324	78,520
Interest received from the endowment	925,844	847,324	78,520
2) Profit from business activities	1,878,645,446	1,846,869,550	31,775,896
Profit from grant aid programs	1,387,608,926	1,701,507,249	(313,898,323)
Profit from technical cooperation programs	284,572,377	31,762,015	252,810,362
Profit from loan programs	84,714,000	66,594,000	18,120,000
Profit from programs with international agencies and organizations, etc.	32,024,534	16,360,180	15,664,354
Profit from other commissioned projects	89,725,609	30,646,106	59,079,503
3) Miscellaneous profits	1,942,442	11,915,624	(9,973,182)
Miscellaneous profits	1,940,569	11,913,958	(9,973,389)
Miscellaneous profits (Interest income)	1,873	1,666	207
Total current profits (A)	1,881,513,732	1,859,632,498	21,881,234
(2) Current expenses			
1) Operating expenses	1,493,894,131	1,341,932,635	151,961,496
2) Administrative expenses	293,310,093	321,346,514	(28,036,421)
Total current expenses (B)	1,787,204,224	1,663,279,149	123,925,075
Current increase or decrease for the year (C) = (A) - (B)	94,309,508	196,353,349	(102,043,841)
2. Nonrecurring increase or decrease			
(1) Nonrecurring expenses			
1) Loss on sales and retirement of noncurrent assets	10,718,159	27,723,010	(17,004,851)
Total nonrecurring expenses	10,718,159	27,723,010	(17,004,851)
Nonrecurring increase or decrease for the year (D)	(10,718,159)	(27,723,010)	17,004,851
General net assets increase or decrease for the year before income taxes (E) = (C) + (D)	83,591,349	168,630,339	(85,038,990)
Income taxes—current (F)	24,533,020	94,234,420	(69,701,400)
General net assets increase or decrease for the year (G) = (E) - (F)	59,058,329	74,395,919	(15,337,590)
General net assets at beginning of year (H)	1,158,277,783	1,083,881,864	74,395,919
General net assets at end of year (I) = (G) + (H)	1,217,336,112	1,158,277,783	59,058,329
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	0
Designated net assets at end of year (J)	372,000,000	372,000,000	0
III Net Assets at End of Year (I) + (J)	1,589,336,112	1,530,277,783	59,058,329

Organization Chart and Board of Directors/Board of Trustees

▼ Organization Chart (As of August 1, 2022)



▼ Board of Directors/Board of Trustees

Board of Directors and Accounting Auditor (As of August 1, 2022)

President	TAKEUCHI Kazuki	Japan International Cooperation System
Vice President	HIGUCHI Seiichi	Japan International Cooperation System
Executive Director	KAWAMATA Kazuko	Professor, Faculty of Law, Rissho University
Executive Director	SHIOJIMA Yoshihiro	Board Chair, Shiseido Child Foundation
Auditor	FURUTA Mitsumasa	Certified Public Accountant, Certified Tax Public Accountant
Auditor	MIYAMA Miya	Attorney at Law, CITY-YUWA PARTNERS
Accounting Auditor	KOYANO Mikio	Certified Public Accountant, Certified Tax Public Accountant

Board of Trustees (As of August 1, 2022)

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), Senior Research Associate of Overseas Development Institute, Chair of the Board of WaterAid Japan, Board Member of Save the Children Japan
Member	ASANOMI Yosuke	Managing Director, Economic Cooperation Office, Transaction Banking Division, MUFG Bank, Ltd.
Member	TAKATSU Tamae	Founder & CEO, Fukuichi Co., Ltd.
Member	HIRAKAWA Nobuaki	Auditor, Japan International Cooperation Center
Member	FUJIMAKI Hideki	Former Professor, Department of International and Regional Studies, Hokkaido University of Education, Part-Time Lecturer, Hokkaido University of Education, Journalist
Member	MIYAKE Katsuhito	Executive Director, The Overseas Construction Association of Japan, Inc.
Member	WATANABE Michio	Senior Executive Director, International Development Center of Japan Inc. Representative Director, International Development Center of Japan

In fiscal 2021, the Board of Directors met four times and the Board of Trustees met once.

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.

Compliance

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.

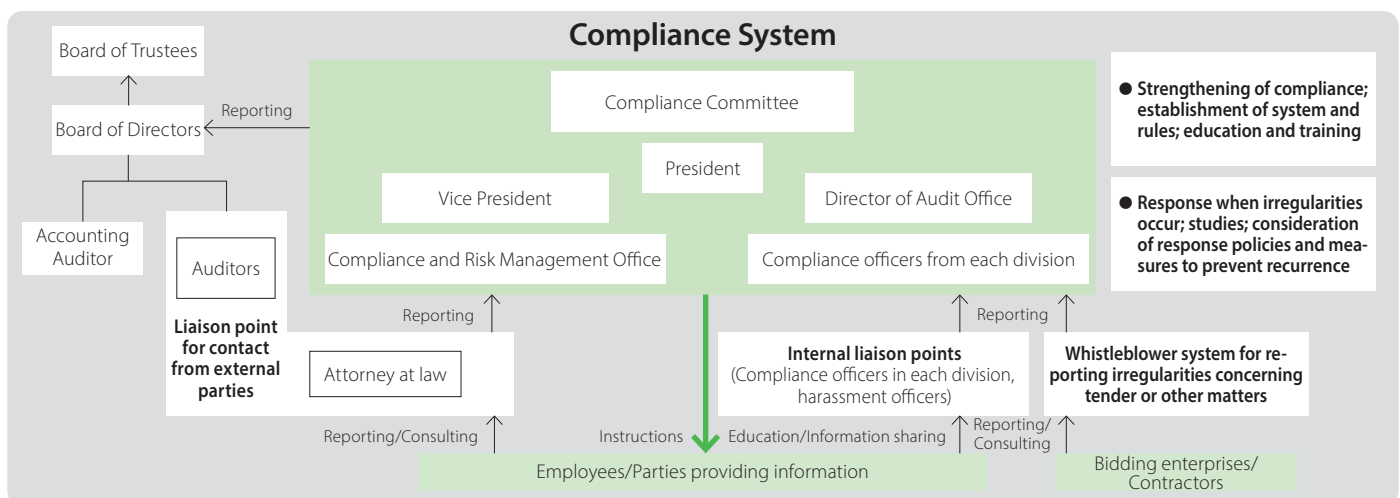
(6) Whistleblower system for reporting irregularities concerning tender or other matters

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.)



Outline of JICS

- 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
https://www.jics.or.jp/jics_html-e/
- President
TAKEUCHI Kazuki
- Date of Establishment
April 12, 1989
- Endowment
¥387 million
- Number of Employees
124 (as of August 1, 2022)
- 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, Professional Engineer (Environmental Assessment): 1 (as of August 1, 2022)

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