

Real Aid in Action



Annual Report 2023

Japan International Cooperation System

Year ended March 31, 2023



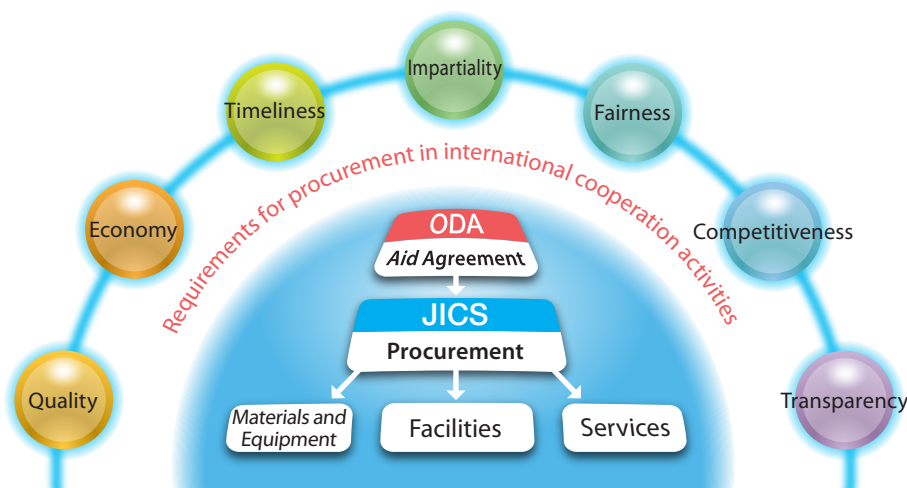
Profile of JICS

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 Peacebuilding projects

From 2002 Road construction, etc., in Afghanistan through Emergency Grant Aid and Non-Project Grant Aid

From 2003 Collection of small arms in Cambodia through Grant Aid for Conflict Prevention and Peacebuilding

- ▶ 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 2016 Project for Expansion of Water Supply System in Kampong Thom for Kingdom of Cambodia through Grant Aid Project under Public-Private Partnership

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

From 2021 Last One Mile Support for vaccination: Grant Assistance for the Programme for COVID-19 Crisis Response Emergency Support



Mongolia: Non-Project Grant Aid



Indonesia: Emergency Grant Aid for Assistance during Currency Crisis



Cambodia: Grant Aid for Conflict Prevention and Peacebuilding (collection of small arms)



Costa Rica: Program Grant Aid for Environment and Climate Change



Cambodia: Project for Expansion of Water Supply System in Kampong Thom



Mongolia: Grant Aid for the Economic and Social Development Programme

A Message from the President



We will contribute to new international cooperation to achieve the United Nations' Sustainable Development Goals (SDGs) and promote peacebuilding for peace and prosperity in the international community.

Playing a necessary role in international cooperation in a post-COVID-19 world

The global response to the COVID-19 pandemic changed dramatically in 2022. As border control measures were relaxed not only in Japan but also in other countries, JICS has been taking the opportunity to meet and communicate directly with local stakeholders and to see project sites firsthand. It was also a year in which we reaffirmed the significance and importance of direct communication.

We owe our ability to fulfill our role amid a drastically changing project environment to the support of the Ministry of Foreign Affairs of Japan, the Japan International Cooperation Agency (JICA), recipient-country governments, and the various industries involved in Japan's Official Development Assistance (ODA) programs. Once again, I would like to express my deepest gratitude to these organizations.

We will continue to utilize digital technology to enhance communication with stakeholders and steadily promote our business.

Responding even amid turbulent world affairs

The Russian invasion of Ukraine is having a ripple effect on our procurement operations. This has had a major impact in the form of changes in the sources of supplies and transportation routes, as well as in the rising cost of transportation due to higher costs for fuel and other commodities. Even under these circumstances, JICS is striving to ensure smooth procurement by devising procurement procedures from the viewpoint of maximizing the impact of aid.

We are also engaged in projects that directly respond to changes in world affairs. One such project is our assistance to Ukraine. The Government of Japan has decided to provide assistance in the area of landmine and unexploded ordnance clearance, which is recognized as an important issue in the recovery and reconstruction efforts in Ukraine.

Such projects utilize the knowledge and experience of the Government of Japan-supported endeavors that JICS has been involved with thus far to remove mines and unexploded ordnance in such

countries as Cambodia, Laos, and Colombia. With the support of the Cambodian Mine Action Centre (CMAC), JICS is also involved in providing training on the use of mine detectors to humanitarian mine clearance personnel in Ukraine.

JICS will strive to continue to play a key role, as we expect our support for the country will continue for some time.

Pioneering further potential for procurement agency services under the new medium-term management plan

JICS is currently executing a new medium-term management plan covering the three-year period beginning in fiscal 2023. We will also work on new international support for the Government of Japan to open up further potential for procurement agency services.

As an organization that aims to be an international cooperation "integrator," while understanding the significance of development cooperation that the Government of Japan aims to achieve as well as ODA policies, such as the realization of a Free and Open Indo-Pacific (FOIP), we will work to carefully grasp the needs of recipient-country governments and contribute to raising awareness of achievement of the SDGs and business and human rights initiatives of companies involved in each project, and thus maximize the impact of aid.

Our staff will work as one to continue to build on the procurement-related strengths we have accumulated over the years to respond to the changing needs for aid as situations evolve worldwide.

September 2023

TAKEUCHI Kazuki
President

Japan International Cooperation System (JICS)

JICS' Initiatives in the Pacific Island Nations That Are Contributing to the Achievement of the SDGs

As a proponent of the Pacific Islands Leaders Meeting (PALM) and the Free and Open Indo-Pacific (FOIP) strategy, Japan is seeking to strengthen its cooperative ties with the Oceania region, including the Pacific Island nations. The concepts underlying these activities, namely, the promotion and establishment of the rule of law, freedom of navigation, free trade, etc., the pursuit of economic prosperity, and the commitment for peace and stability, are linked to the achievement of the SDGs in the sense of building a better future for Oceania. Three JICS staff members gathered to discuss JICS' activities in the region and their connection to the SDGs.

JICS' activities in Oceania and the SDGs

Niimiya: When I first encountered the concept of the SDGs, my impression was that they were nothing special. The principles of the Japanese government's Official Development Assistance (ODA) and the direction of JICS' activities based on those principles align with the objectives of the SDGs. Also, the underlying "sustainability" concept of the SDGs could be considered the basic idea behind JICS' aid projects. We aim to do more than just procure equipment and services as aid supplies—we carry out our work by tapping the expectations of Japanese companies for people in developing countries to use Japanese products for extended periods of time.

In addition, the "rule of law" that safeguards social order and guarantees fairness and reliability as the basis of a sustainable world that the SDGs aspire to achieve is also the fundamental principle of JICS' procurement agent services. In recent years, despite the challenges posed by the COVID-19 pandemic in disrupting our normal operations, we have continued to leverage the experience and know-how accumulated thus far to undertake procurement agent operations with the aim of maximizing the desired benefits of aid while consistently adhering to fairness under the appropriate rule of law. In Oceania as well, we are endeavoring to reliably and swiftly carry out procurement activities for aid projects aligned with the stance of the Japanese government.

Tsuzurano: I was in charge of a project aimed

at strengthening the healthcare system to support the response to, and recovery from, the pandemic in the Federated States of Micronesia. Micronesia is one country with a particularly fragile healthcare system and even the state hospitals in the four states of Pohnpei, Chuuk, Kosrae, and Yap lack adequate healthcare infrastructure. For this project, we procured health and medical equipment, including ICU beds, syringe pumps (a medical instrument for mechanical intravenous injections), and bedside monitors.

In order to swiftly deliver the aid that was strongly requested by Japan's Ministry of Foreign Affairs, instead of the usual open tendering process, we requested price quotations to select suppliers more quickly while ensuring fairness, and we also prioritized the delivery of relatively small equipment that does not require on-site installation by technicians.

The rapid execution of this programme for countermeasures against the pandemic

benefited from the wide-ranging public procurement know-how JICS has honed over the years. The standard specifications we have systematically developed for equipment that we procure frequently and lists of products that we have procured before proved useful in selecting and procuring equipment. The technical specifications database that provides easy access to price and specification information of previously procured equipment also proved its worth in this project.

Kanazawa: I am involved in aid activities for the Solomon Islands in Melanesia and the Cook Islands and Niue in Polynesia. While the medical systems in these countries in terms of the number of doctors and nurses are not so vulnerable, the medical infrastructure is outdated. For example, in the Solomon Islands, ultrasound scanners from 30 years ago are still being used and physicians have to rely on handwritten notes because the electronic health record system is broken.

Due to entry restrictions in place after the Exchange of Notes was concluded for each project in June 2020, we were unable to visit the Cook Islands and the Solomon Islands for approximately two years and Niue for about three years. As a result, all aspects of the procurement agent agreements, meeting minutes, technical specifications for each item, and bid documents had to be initially confirmed via email and online meetings. Also, the person in charge in the recipient country was



Ultrasound scanner in Micronesia (2023)



Associate Director, Country Assistance Division 1,
First Management Department

NIIMIYA Takako



Chief, Country Assistance Division 1,
First Management Department

KANAZAWA Hitoshi



Country Assistance Division 1,
First Management Department

TSUZURANO Hayato



Ambulances waiting to be delivered throughout the Solomon Islands (2022)

too busy dealing with COVID-19 and had little time to understand the technical details of highly specialized medical equipment and efficiently complete the necessary procurement procedures. I therefore worked on simplifying the complex series of procedures by breaking them down into manageable steps and I added checkboxes and comments to documents so that the reader could understand the key information at a glance. These efforts aimed to minimize the burden on the recipient while ensuring as much communication as possible.

Niimiya: In addition to COVID-19 projects, JICS is engaged in numerous activities that contribute to improvements in sustainability in the Oceania region. In fiscal 2023, a project to lay an optical submarine cable, connecting Kiribati and Nauru, is scheduled to be implemented. Both island nations currently rely on satellite communication for internet access, but connectivity is easily disrupted by the weather, including cloudy or rainy conditions. The laying of an undersea optical cable will enable the local populations to access and share information more easily via the internet. This project is also helping to establish the basic infrastructure for livelihoods and industries in Oceania and will significantly contribute to the region's economic development.

Moreover, Oceania is prone to natural disasters such as tsunamis and cyclones and is particularly vulnerable to the effects of climate change.



ECG equipment in Vanuatu (2023)

For this reason, a lot of assistance is being provided to the region based on Japan's technology and expertise in disaster prevention. JICS is continuing to procure the equipment needed for recovery and reconstruction in Tonga, which was rocked by a large-scale underwater volcanic eruption in January 2022.

Tsuzurano: In Micronesia, the country I am responsible for, we are implementing projects to procure equipment such as generators, rigid inflatable boats¹, and command vehicles² with a view to strengthening disaster prevention/mitigation capabilities. Providing assistance to Micronesia, which is made up of four highly autonomous island states, requires that we satisfy certain conditions, such as respecting the autonomy of each state and obtaining agreements from each of them regarding the procurement items and bidding. As an integrator driving international cooperation, we spearheaded coordination among all of the states while respecting the protocols of the recipient country's government.

Kanazawa: In Oceania, aid projects related to not only natural disasters but also issues such as global warming and energy are being carried out according to the specific needs of each country. In the Solomon Islands, projects are underway to procure geological research equipment useful for disaster preparedness, as well as solar streetlights and other similar items. The electrification rate in the Solomon Islands is quite low and even in the capital Honiara, the nights are pitch dark, which makes it unsafe to walk on the roads at night. There is a plan to install solar streetlights at 110 locations in Honiara and thoroughgoing on-site surveys are being conducted to ensure optimal procurement within the allocated budget, taking into account the height and spacing of the lights, their durability against strong winds, brightness and temperature, the guaranteed period of sunlight, and the angle of the solar panels.

Tsuzurano: On the topic of energy, I am involved in a project in Papua New Guinea that



Medical ship visiting the Marshall Islands (2022)

is contributing to stable electricity supply and further improvement in the national electrification rate. Much of the country's electricity comes from non-fossil fuel hydroelectric power generation. Expansion of the power grid from the central electricity system will allow many residents to benefit from electrification in an environmentally friendly manner. In constructing the power grid, consultants familiar with the local conditions needed to be hired in order to confirm where, and how many, utility poles are to be erected, as well as what materials and equipment would be required. By leveraging JICS' network and experience, we were able to select consultants and sign agreements with them.

Niimiya: JICS is also involved in international cooperation to support much-needed maritime security efforts in Oceania. To strengthen coast guard capabilities and maritime safety, as called for by both PALM and FOIP, we are currently engaged in the procurement of mainly patrol vessels, rescue crafts, and tugboats in Samoa, the Marshall Islands, and Fiji, among other countries. We are also contributing to regional contiguity through the procurement of inter-island passenger vessels and medical ships.

Aid activities that are contributing to the enhancement of corporate value

Kanazawa: In recent years, we have seen an increase in Japanese companies participating



Meeting with the Department of Education in Papua New Guinea (2022)

in international cooperation activities, particularly Japan's Grant Aid for the Economic and Social Development Programme. Corporations with a track record in Japan but limited international experience are capitalizing on their involvement in JICS projects to crank up their overseas business operations. In particular, there is a growing eagerness among companies with an international cost competitiveness to participate in projects in Oceania due to the region's geographical proximity to Japan and the recent depreciation in the yen.

Niimiya: From a fairness perspective, JICS sets bidding conditions so that as many companies as possible have the opportunity to participate in procurement. We encourage all of them to look over the conditions and actively take part in the bidding process.

Tsuzurano: From a corporate point of view, I get the feeling that since the appearance of the SDGs, it has become easier for companies to discuss their own business strategies within the context of social contributions. Owing to the fact that the objectives of grant aid projects often overlap with the development goals of the SDGs, the companies that have an involvement in grant aid can communicate to their stakeholders that they are helping resolve social issues.

Niimiya: If an entity declares its intentions of contributing to the SDGs, companies and organizations such as JICS must raise awareness of business and human rights³. Eliminating discrimination is one way we respect human rights in our activities. We do not set any tendering conditions that would discriminate against certain beneficiaries and we usually make sure that the benefits reach everyone.

Tsuzurano: Our bid documents contain strict rules prohibiting any involvement in anti-social activities or affiliation with anti-social organizations. Also, as a recent trend in public procurement, companies participating in the tendering process are increasingly expected



Delivery and installation of MRI equipment in Palau (2023)



to take human rights issues into account for every link in the supply chain for the products and services they handle.

Kanazawa: Numerous development challenges involve situations where people's rights are being violated, and international cooperation efforts to address such issues are focused on spreading awareness of respecting human rights worldwide. For example, a reputable Japanese company goes through the tender process, delivers equipment for a project, and then provides after-sales services for a period of seven years as agreed to in the contract. Accordingly, local business activities that respect human rights are carried out over the course of seven years by the company or its partners. I think sustained initiatives related to human rights will likely have a positive impact on business activities.

Future aspirations for activities in Oceania

Kanazawa: I will continue to play a key role in communication for international cooperation and contribute to development in the Solomon Islands, the Cook Islands, and Niue. As an integrator, it is important for me to consider the needs of the recipient country instead of imposing solutions from Japan. I will endeavor to understand the situation and thoughts of our counterparts and engage with them in

such a way that they have a complete understanding of what we want to achieve.

Tsuzurano: I have been responsible for Oceania for about three years now, but for two of those years I was unable to visit the region due to the pandemic. In the future, I intend to visit the region as often as possible to see for myself what needs to be done. This will enable me to manage projects appropriately and discover new opportunities.

Niimiya: Even though we refer to Oceania as one region, it is incredibly diverse in terms of languages and culture, which vary from country to country. There are also many aspects you can only truly understand by visiting in person. Before undertaking any activity, we must first equip ourselves with an understanding of the recipient country's needs. This is the kind of team I want to build. And in terms of the future for international cooperation in Oceania, we can expect to see an increase in collaborative projects with countries such as the United States, Australia, and New Zealand. While projects have traditionally been implemented through bilateral efforts, we may be required to employ different approaches in the future. As an integrator in international cooperation, I intend to leverage my experience to find optimal solutions even in uncharted territory and contribute to the further development of countries in Oceania.

*1 Rigid inflatable boats are used for disaster and emergency relief, evacuations, and delivering medical aid.

*2 Command vehicles are special vehicles designed for use by people in command at disaster sites and emergency scenes.

*3 Respecting human rights impacted by the business activities of companies.



Groundbreaking ceremony (2022) and construction (2023) of a meat processing facility in Palau

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.

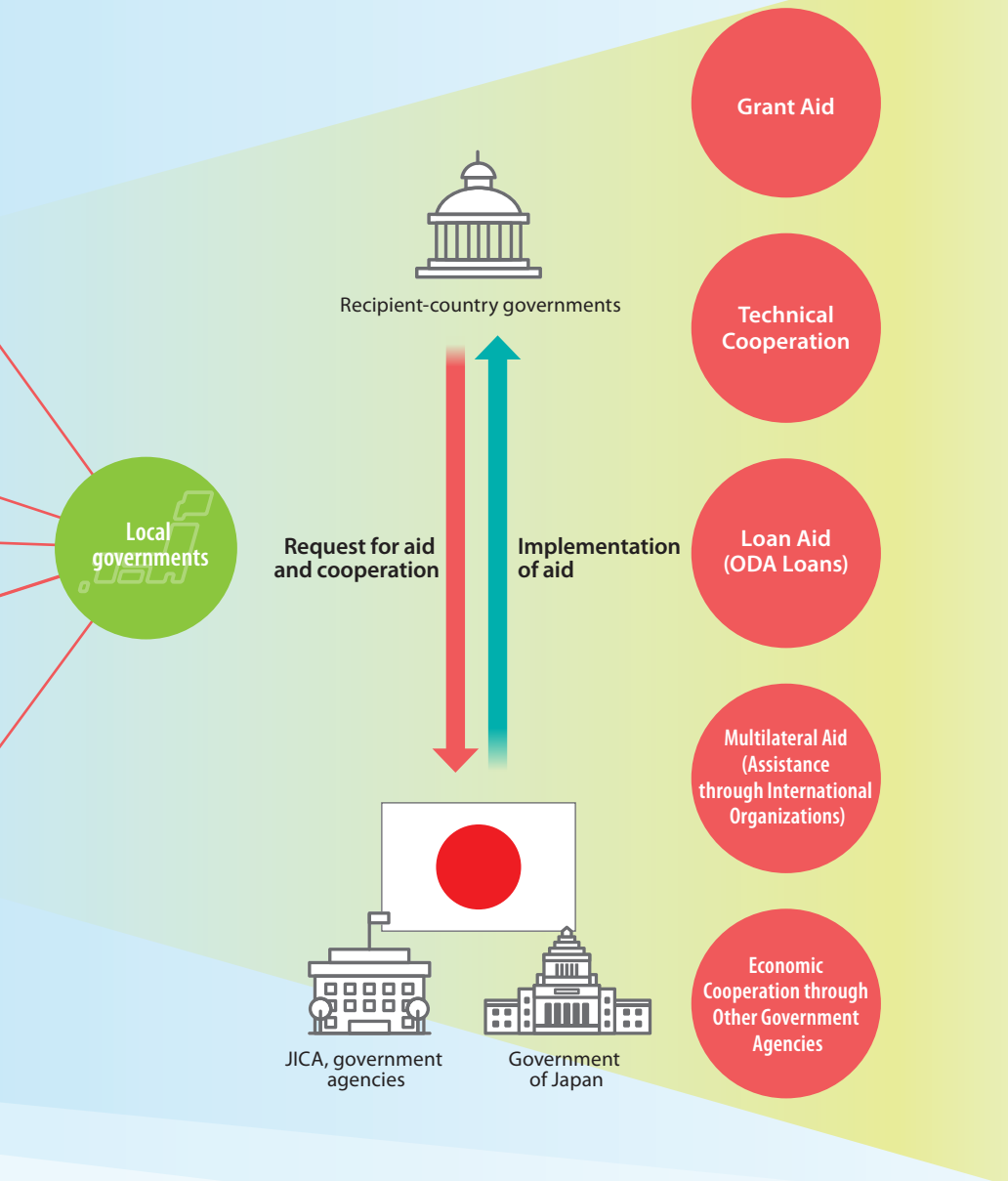
Over the past 30 years, JICS has supported ties between the Government of Japan and the governments of recipient countries through procurement operations. By doing so, JICS has gained the understanding and cooperation of recipient-country governments and has

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 in the new era



CT scanner procured for the Baca Ortiz children's hospital in Ecuador

Realization of peaceful, secure, and stable societies, and maintenance and strengthening of a free and open international order



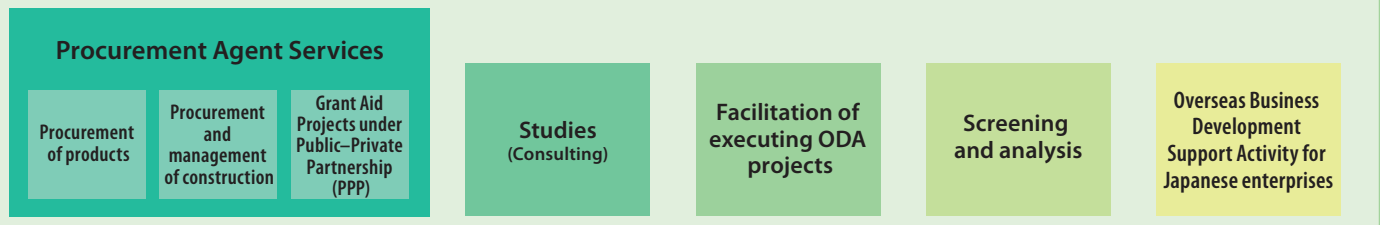
Colombian humanitarian demining team receiving operational training from the CMAC in Cambodia

Addressing increasingly complex and serious global issues



Oil boom vessel procured for the Maldives

Operations through JICS' Procurement



Development Cooperation and the Role of JICS in ODA

The Projects That JICS Undertakes Contribute to the Achievement of the Sustainable Development Goals (SDGs)*



Operations Implemented in Grant Aid, Multilateral Aid-Related Projects

Procurement Agent Services

As the procurement agent on behalf of the recipient-country governments, JICS provides procurement services—including management of funds—and carries out project management.

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.

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.

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.

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.

Main Procurement Details

- ▶ Food assistance (rice, wheat)
- ▶ Petroleum products
- ▶ 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.

Description of JICS' Activities

JICS managed entire projects as a procurement agent and procurement management services under Grant Aid for Conflict Prevention and Peacebuilding, which was implemented from fiscal 2005 to fiscal 2015. 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

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.

Main Procurement Details

- ▶ Construction of elementary, junior high and teacher training schools
- ▶ Healthcare center construction
- ▶ Road renovations
- ▶ Project for introduction of clean energy by solar electricity, etc.

Description of JICS' Activities

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 from fiscal 2006 to fiscal 2015.

Some of the projects contributed to the promotion of the Ministry of Foreign Affairs of Japan's "National Action Plan on Women, Peace, and Security (WPS)" and of diversity.



Construction of a junior high school for girls in Pakistan

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.

Main Procurement Details

- ▶ Project for Expansion of Water Supply in Cambodia

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

Studies (Consulting)

- ▶ JICS conducts surveys and analysis to propose optimal conditions for a project, such as the appropriateness of the needs, technical specifications and estimation.
- Preliminary surveys for Grant Aid project and candidate of Grant Assistance for Cultural Grassroots Projects

Facilitation of Executing ODA Projects

- ▶ In Grant Aid and Technical Cooperation, JICS supports project formulation and bidding, contracts and delivery.
- Cultural Grant Assistance and Technical Cooperation on test well drilling project for geothermal development (Djibouti)
- ▶ JICS supports JICA in the facilitation of procurement and disbursement procedures of ODA Loan projects
- Procurement Management Consulting Services related to agricultural machinery and equipment (Moldova)

Screening and Analysis

- ▶ In terms of ODA Loans, JICS performs the primary check whether procurement-related documents prepared by the borrowing country comply with JICA guidelines, and conducts ex-post procurement audits and ex-post project assessment.
- Primary check for procurement-related documents related to ODA Loans (JICS conducted such checks in 143 cases on documents submitted by Anglophone, Francophone and Hispanophone country governments in fiscal 2022.)
- ▶ JICS conducted screening of application documentation for Grant Assistance for Japan's NGO Project for Grant Aid projects.

Overseas Business Development Support Activity for Japanese Enterprises

- ▶ 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.
- ▶ "J-Partner" Overseas Business Development Support Activity, Feasibility and verification surveys by JICA (Paraguay, 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 2022

JICS worked on a number of projects to support communities and people facing challenging situations, such as the COVID-19 pandemic, natural disasters, and even the invasion of Ukraine.

Project Overview

Prompt Delivery of Medical Equipment for COVID-19 Countermeasures

In the regional cities of Bhutan, the fragile healthcare system has led to a serious problem of deteriorating healthcare conditions. In particular, there is a severe shortage of medical equipment for infectious disease control. In response to a request from the Royal Government of Bhutan, the Government of Japan procured a small ambulance and portable X-ray equipment, which contributed to the early delivery of the equipment.

- Counterpart of Agent Agreement: Gross National Happiness Commission, Royal Government of Bhutan
- End-user: Ministry of Health, Royal Government of Bhutan
- Grant amount: ¥300 million
- Exchange of Notes (Bilateral Agreement): June 23, 2020



Country Assistance Division 3, First Management Department
MAKI Hotaka



Ambulances delivered to Bhutan (Courtesy of the Ministry of Health)

Grant Aid

Economic and Social Development Programme: Contributing to the Creation of a Medical System to Prevent the Spread of COVID-19 and Other Infectious Diseases in Rural Areas



Speedy and Optimal Procurement of Needed Equipment

JICS worked together with the Ministry of Health of Bhutan based on the characteristics of the equipment and local needs. Portable ultrasound scanners were delivered quickly by air, while the ambulances were SUVs suitable for traversing mountainous areas, and the medical equipment inside the vehicle was selected after careful coordination based on the lifesaving system during transportation. Additionally, a request was made to change the delivery destinations of the X-ray systems while they were being transported, but we were able to promptly coordinate with all parties involved to accommodate the change and deliver the systems to the hospitals where they were needed the most.

Helping to Strengthen Fragile Rural Healthcare Systems

Bhutan's rural healthcare system is fragile such that in some cases patients are transported to hospitals in the capital city over a two-day period. Therefore, almost all of the equipment procured for this project was deployed to rural hospitals. At the handover ceremony, the Royal Government of Bhutan expressed its appreciation to the Government of Japan for its role in strengthening the rural healthcare system. JICS will continue to contribute to the development of the country by maximizing the effectiveness of its assistance by accurately responding to the needs of the front lines and delivering products promptly.

Project Overview

Procurement of Advanced Medical Equipment for Ecuador

Under the Government of Japan's grant aid programme, 84 sets of electrocardiography machines and 10 CT scanners were delivered to hospitals in various regions to strengthen their health and medical systems in response to the outbreak of the pandemic.

- Counterpart of Agent Agreement: Ministry of Public Health of Ecuador
- End-user: Ministry of Public Health of Ecuador
- Grant amount: ¥700 million
- Exchange of Notes (Bilateral Agreement): August 7, 2020



Country Assistance Division 5, Second Management Department
HISASUE Keisuke



Handover of CT scanner at a national hospital in Ecuador (MORISHITA Keiichiro, Ambassador of Japan to Ecuador and hospital staff)

Grant Aid

Economic and Social Development Programme: Healthcare Support amid the Global COVID-19 Pandemic



Promoting Procurement through Continued Discussions via Web Conferencing

While COVID-19 infections were raging in Ecuador, the country did not have the necessary medical infrastructure to deal with the pandemic. Therefore, with the aim of strengthening the country's infectious disease control and health and medical care systems, JICS procured CT scanners and other equipment useful for the early and differential diagnosis* of pneumonia. While the pandemic made it difficult to travel to the site and communicate in person, online discussions were held to expedite the procurement process.

Installation of CT Scanners at 10 Hospitals in Eight Provinces

When procuring CT scanners, it is necessary to carefully check the conditions of the locations where they will be installed. The 10 hospitals in eight provinces were to receive equipment this time. With the difficulty of traveling to the sites, it was an arduous task with many people involved to check the conditions at the 10 locations. Through remote communication, all parties involved joined forces to gather the necessary information. The Ministry of Public Health of Ecuador expressed its gratitude for Japan's assistance in installing high-quality CT scanners throughout the country.

* Differential diagnosis: A rational and accurate way to compare and diagnose multiple diseases that may cause symptoms

Project Overview

Fuel Oil Procurement for Power Generation That Contributes to Strengthening the Foundation for Economic Development

Although the Government of Tuvalu is moving forward with renewable energy, it is currently dependent on diesel power generation for much of its electricity supply. This leaves it vulnerable to energy security concerns. The Government of Japan supports the stabilization of electricity supply and society through the procurement of fuel oil for power generation.

- Counterpart of Agent Agreement: Ministry of Transport, Energy and Tourism of the Government of Tuvalu
- End-user: Tuvalu Electricity Corporation
- Grant amount: ¥200 million
- Exchange of Notes (Bilateral Agreement): October 11, 2021



Country Assistance Division 1, First Management Department
ISHIKAWA Yosuke



The fuel tank of Tuvalu Electricity Corporation

Grant Aid

Economic and Social Development Programme: Contributing to the Stabilization of Electricity Supply in Tuvalu

Fuel Oil Procurement amid Soaring Prices Following the Global Economic Recovery from the Pandemic

The country of Tuvalu is scattered over a vast ocean area and is characterized by its narrow, isolated, and remote islands. Therefore, Tuvalu has to bear the cost of expensive transportation in addition to the usual fuel prices, and securing stable fuel supplies is a constant challenge. Fuel oil was procured promptly and under appropriate terms and conditions satisfactory to Tuvalu Electricity Corporation, although the timing of the procurement for this project was affected by the social and political situation and fuel prices increased significantly worldwide.

Rapid Procurement Based on Our Accumulated Experience and Track Record

JICS has a long track record of implementing similar projects in Tuvalu. Due to strict border control restrictions during the pandemic, we were unable to travel to the country, and procurement procedures had to be carried out remotely. However, we carefully analyzed past experience and made the most of our network of contacts in Tuvalu to carefully confirm the end-user's wishes while preparing for the procurement. As a result, the delivery was completed in a short period of about 10 months after the conclusion of the Agent Agreement, after which deliveries were made in six installments to meet the fuel tank capacity constraints in the country.



Project Overview

Procurement of Equipment Related to Hurricane Disaster Recovery

In February 2021, grant aid to the Government of the Republic of Honduras was approved and procurement of equipment for hurricane disaster recovery began to contribute to rapid recovery and reconstruction from the damage caused by multiple hurricanes and to improve the country's ability to cope with natural disasters.

- Counterpart of Agent Agreement: Permanent Contingency Commission of Honduras (COPECO)
- End-user: Permanent Contingency Commission of Honduras (COPECO)
- Grant amount: ¥500 million
- Exchange of Notes (Bilateral Agreement): February 23, 2021



Country Assistance Division 5, Second Management Department
TSUNEMI Rika



Procured excavators and persons involved (Courtesy of COPECO)

Grant Aid

Economic and Social Development Programme: Toward Improving the Disaster Response Capacity of the Republic of Honduras

Recovering and Rebuilding from the Hurricane Disaster That Affected One-Third of the Population

Two hurricanes in November 2020 caused extensive damage to Honduras, including to roads and flooding due to river overflows. The Permanent Contingency Commission of Honduras (COPECO) requested grant assistance from the Government of Japan for the procurement of excavators, dump trucks, water trucks, and the like, in order to assist with immediate recovery and reconstruction from the hurricane damage and to strengthen disaster response capacity. Discussions were held to ensure that appropriate procurement was achieved since this equipment must also comply with the country's road traffic laws and regulations regarding disaster equipment.

Close Collaboration with Honduras amid Travel Restrictions

Despite the restrictions imposed by the pandemic, we coordinated with the relevant offices in Honduras via telephone and web conferencing. The importance of the procured equipment in the country's disaster recovery efforts and expectations for strengthening disaster preparedness and mitigating the effects of climate change, as well as appreciation for the support, were expressed at the two handover ceremonies held on-site. We will live up to the expectations for this support to ensure that all requested equipment arrives at the site and is utilized promptly there.



Project Overview

Procurement of Flour and Rice Essential to People's Lives

The Republic of Cabo Verde, a small island nation located off the Atlantic coast of Africa, relies on imports for much of its grain due to the small area available for domestic cultivation. However, the recent surge in market prices of grains caused by geopolitical turmoil has made access to food even more difficult for Cabo Verdean people. In light of this situation, the Government of Japan has decided to provide the Food Assistance Programme to the country.

- Counterpart of Agent Agreement: Ministry of Foreign Affairs, Cooperation and Regional Integration of the Republic of Cabo Verde
- End-user: Ministry of Agriculture and Environment of the Republic of Cabo Verde
- Grant amount: ¥200 million
- Exchange of Notes (Bilateral Agreement): July 1, 2022



Country Assistance Division 6, Second Management Department
FUKUSHIMA Sae



Japanese and Thai rice bound for Cabo Verde being loaded at Hannan Port in Japan



Japanese rice for other countries being loaded at Hitachinaka Port in Japan



Committee meeting held at the Ministry of Foreign Affairs, Cooperation and Regional Integration of the Republic of Cabo Verde



Ceremony for the handover of Food Assistance Programme to Cabo Verde for fiscal 2021 (Counselor HIROSE Shinichi and Gilberto Silva, Minister of Agriculture and Environment)



Wheat being transported from the ship to silos after arrival in Cabo Verde

Grant Aid



Food Assistance Programme to the Republic of Cabo Verde in Fiscal 2022: Playing a Part in Strengthening Food Security

Prompt Implementation of Projects in Light of the Tight Food Situation

The food situation in Cabo Verde is rapidly deteriorating, not only due to the recent surge in the market price of grains caused by geopolitical turmoil but also due to the poor domestic agricultural production caused by prolonged drought and the pandemic that has damaged the key tourism industry. This situation could seriously affect the nutritional status of the children there. Against this backdrop, JICS has been involved in discussions and research with the Ministry of Agriculture and Environment of the Republic of Cabo Verde to procure flour fortified with nutrients as well as Japanese and Thai rice.

JICS has served as a procurement agent for the Food Assistance Programme by the Government of Japan since fiscal 2001. Ongoing support is also being provided to Cabo Verde, with a cumulative total of ¥4.7 billion worth of food procured.

As a procurement agent in the Food Assistance Programme, JICS aims to ensure proper and prompt delivery in this project as well, in accordance with the procedures systematically developed based on the experience and knowledge it has accumulated over the years.

A Close Partner in Food Security

While the aforementioned systematically developed procedures are implemented, each case is not straightforward, and we are faced with a variety of situations. In a previous project for Cabo Verde, abnormal weather conditions in Europe delayed the wheat harvest and preparation for shipment, resulting in tight wheat inventories in the country. We overcame the difficulties based on strong cooperative relationships with the Ministry of Agriculture and Environment, suppliers, the Embassy of Japan, and other domestic and international stakeholders. Hearing the Ministry of Agriculture and Environment appeal for a sense of urgency, I reaffirmed that food aid is directly related to the lives of the people.

The Government of Cabo Verde has expressed its deep appreciation for the Government of Japan's cooperation over the years. JICS has also been highly regarded as one of the country's partners in bilateral government committees and other occasions, for its tenacity in dealing with and overcoming challenging situations together.

Cabo Verde is not unique in facing a difficult food situation due to climate change and the recent turmoil in international affairs. We will continue to be a close partner to each recipient country where the Food Assistance Programme is provided, and remain ever mindful that we are playing a role in food security, which is indispensable for people's lives.

Project Overview

Support to Improve Maritime Security Capabilities

The Training and Operation Center of Maritime Security and Safety used by the Sea Patrol of the Republic of the Marshall Islands is a 40-year-old facility that has become outdated and lacks space. The Government of Japan has decided to provide grant aid to rebuild the facility and procure equipment (monitors, computers, etc.) to strengthen the headquarters functions.

- Counterpart of Agent Agreement: Ministry of Foreign Affairs and Trade of the Republic of the Marshall Islands
- End-user: Sea Patrol under the Ministry of Justice, Immigration and Labor of the Republic of the Marshall Islands
- Grant amount: ¥450 million
- Exchange of Notes (Bilateral Agreement): March 19, 2020



Country Assistance
Division 1, First
Management Department
ISHIZAKI Takahiro



Country Assistance
Division 1, First
Management Department
SOMEYA Chisato



Groundbreaking ceremony attended by officials of both countries

Grant Aid

The Project for the Construction of Training and Operation Center of Maritime Security and Safety to the Republic of the Marshall Islands

Ensuring Security in a Vast Sea Area

The maritime enforcement and related capabilities of the Republic of the Marshall Islands are fragile and insufficient for proper supervision of maritime areas and maritime safety assurance such as search and rescue. This makes the strengthening of maritime security capabilities an urgent issue. This project will contribute to the realization of the “Sustainable Oceans Based on the Rule of Law,” a priority area of cooperation at the 9th Pacific Islands Leaders Meeting (PALM 9), and to “Commitment to Peace and Stability (Maritime Security),” a pillar of the Free and Open Indo-Pacific (FOIP) initiative. It is expected to contribute to social and economic development and to ensuring peace and stability in the Indo-Pacific, including the Republic of the Marshall Islands, by improving maritime security capabilities.

Working Closely with Marshallese Government Officials to Complete Construction

On April 6, 2023, a groundbreaking ceremony was held to pray for safety and smooth execution of the construction work during the construction period. This project was concluded with an Exchange of Notes (E/N) between the governments of both countries amid the pandemic. The Marshalls is an island nation, and as such, it was subject to strict border control restrictions. Also, the groundbreaking was made difficult by the rapid depreciation of the yen, which caused bidding to be unsuccessful. As such, the groundbreaking day was a joyous occasion. JICA is providing project supervision to ensure that construction is completed within the planned 18-month time frame while coordinating in detail with the many parties involved.



Project Overview

Supporting Mongolia's Efforts to Combat COVID-19

Through the JICA Grant Aid Programme for COVID-19 Crisis Response Emergency Support, we procured equipment related to vaccination in Mongolia and contributed to strengthening the vaccination system in the country. This is Last One Mile Support, the final step in bringing vaccines to the Mongolian people.

- Counterpart of Agent Agreement: Ministry of Finance of Mongolia
- Implementing Ministry: 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



Sequencer in action at the National Center for Zoonotic Diseases in Mongolia

Grant Aid

Supporting Infectious Disease Control in Mongolia: From Pandemic to the New Normal

Rapid Procurement Achieved through Cooperation and Collaboration among Project Stakeholders

Around the summer of 2021, when the decision was made to implement this project, COVID-19 infections were spreading again in Mongolia and vaccination became a top priority. The procurement of a refrigerated vaccine transport vehicle, antigen test kits, sequencers*, etc., was decided, and prompt implementation of this project was required. We worked closely with JICA staff and Mongolian government officials to expedite the procurement and transportation process, resulting in the swift delivery of these vehicle and equipment.

* Sequencer: A device to decode DNA sequences

Procured Equipment Will Continue to Be Used Even after COVID-19 Has Been Contained

Although the pandemic in Mongolia has abated, the equipment procured for this project continues to be used at other infectious disease control sites. The refrigerated vaccine transport vehicle is used to transport vaccines requiring temperature control from the National Center for Communicable Diseases in Ulaanbaatar to rural areas, while the sequencer procured for the National Center for Zoonotic Diseases is used to test for zoonotic diseases.



Project Overview

Supporting Smooth Progress in the Formulation and Implementation of ODA Loan Projects

JICS provides support to executing agencies and related parties in the formulation of ODA Loan projects (facilitating the consideration of project cost estimates, financial and economic analysis, implementation schedules, and other tasks during factfinding and screening) and in the promotion of implementation (preparation of consultant selection documents, technical evaluations, and related tasks).

- Contract name: Promoting the formulation and implementation of ODA Loans in India (Technical assistance related to ODA Loans)
- Contracting party: Japan International Cooperation Agency (JICA)



First Project Management Division, Third Management Department
OGAGUCHI Kazunori



A scene from discussions at the executing agencies

Project Overview

Survey for Recovery and Reconstruction Assistance to Ukraine

To contribute to the recovery and reconstruction of Ukraine, which is under military invasion by Russia, we collected basic information on the contamination status and the state of support from various donors and studied the project. We also conducted a pilot project to introduce Japanese-made landmine detection equipment.

- Contracting party: Japan International Cooperation Agency (JICA)
- Contract date: September 30, 2022



Country Assistance Division 2, First Management Department
FUJISAKI Seiyu



Country Assistance Division 2, First Management Department
WATANABE Jinichi



Ukrainian landmine clearers receiving landmine detector training from CMAC

Loan Aid (ODA Loans)



Contributing to the Project Formulation of ODA Loan Projects by Assisting in the Estimation of Project Costs and Financial and Economic Analysis

Preparation of Accurate, Prompt, and Explicit Project Formulation-Related Materials

The project formulation phase of this contract work includes assistance in the estimation of project costs and financial and economic analysis. We strive to work accurately and promptly with a thorough understanding of the structure and procedures of ODA Loan projects to ensure that the estimation and analysis are based on the policies of the client, JICA, as well as the circumstances of each project. Since the work requires complex calculations based on a large amount of data, we make efforts to explicitly record the calculation process and compose the materials so that they will be useful for the many stakeholders with whom they are shared and for the future.

Contributing to Project Formulation with Expertise and Experience in Similar Work

JICS has provided similar support for the formulation and implementation of ODA Loans in South Asia (Technical assistance related to ODA Loans) from 2016 to 2019. In addition, we serve as lecturers of financial and economic analysis at core skills training for JICA staff once or twice a year, teaching the basic knowledge and analytical methods necessary for practical use. We will apply this expertise and experience to this work as well, and contribute to the efficient promotion of work by JICA's persons in charge of the loan aid projects, who can be overwhelmed with a vast amount of work during the project formulation period.

Technical Cooperation



Data Collection Survey for Assistance in Demining Sector to Ukraine's Crisis

Utilizing Our Experience in Supporting the Clearance of Landmines and Unexploded Ordnance for the Reconstruction of Ukraine

As a pilot project in this study, eight humanitarian landmine clearance personnel from Ukraine were invited to the Cambodian Mine Action Centre (CMAC) to receive training in the handling of Japanese-made landmine detection equipment. CMAC and JICS have a 25-year cooperative relationship extending back to 1998, including the procurement and development research of landmine removal and detection equipment needed for mine clearance activities. The know-how and relationship of trust developed with CMAC have also led to support for unexploded ordnance and landmine countermeasures in Laos and Colombia, and are now being applied to support for Ukraine.

Looking to Contribute to Peace in Ukraine through Procurement

There is a consensus among the international community to implement recovery and reconstruction efforts wherever possible to protect people's lives from the increasing damage caused by landmines and unexploded ordnance contamination in Ukraine, and international assistance is being provided. In particular, demining is not only an urgent humanitarian issue but also an important prerequisite for recovery and reconstruction, including the recovery of urban functions and agricultural land. JICS is committed to providing support by drawing on its experience and expertise so that the people of Ukraine can live in safety and with peace of mind.

Project Overview

JICA SMEs (Small and Medium-sized Enterprises) and SDGs Business Support Project in Latin America (private-sector partnership project)

JICS supports Japanese companies expanding overseas, especially to Latin America. Far from Japan, Latin America is a region with high potential as a business development destination, and Japanese companies' advanced technological capabilities can be utilized to solve issues in these countries.

- Project name: SDGs Business Model Formulation Survey with the Private Sector for Supporting Sustainable Agriculture Using Screw Type Composting Plant and Probiotics in Paraguay



New Business Development Office
OSHIMA Masahiro



President KAWASHIMA Kenji lecturing about bio-feed at a seminar at San Carlos University

Overseas Business Development Support Activity



Feasibility Study: Supporting Japanese Companies to Verify the Effectiveness of Probiotics and Business Development

For Sustainable Growth of the Livestock Industry, a Major Industry in Paraguay

Paraguay has traditionally focused on the livestock industry and is particularly well known for its beef exports. In recent years, the country has also promoted pig farming. Kawashima Co., Ltd. is testing a probiotic it developed at a local pig farm to investigate its potential for widespread use in Paraguay and neighboring countries. In the course of this study, there were repeated discussions not only on probiotics but also the possibility of introducing a composting plant* developed by Kawashima with the Paraguayan Japanese Association and local government, with the aim of promoting eco-friendly, recycling-based agriculture.

* Composting plants: Machines that compost organic waste such as food scraps, livestock manure, and sludge

Support from Detailed Logistics to Surveys for Business Development

Prior to conducting an on-site survey in Paraguay, a survey plan was elaborated and JICS worked with PADECO Co., Ltd., who also supported the company, and local consultants to arrange logistics, prepared reports, and made proposals related to future business plans. During the on-site survey, the President of Kawashima Co., Ltd. gave a lecture at a local university and also engaged in a lively exchange of opinions with livestock farmers, agricultural cooperatives, and students.

After the on-site survey, JICS is continuing to provide support for business development.

Project Overview

Installation of Water Purification Systems in Three Remote Villages

Water purification systems were installed in three villages on the islands of Biak and Supiori in Papua Province, Indonesia, where securing safe drinking water has long been a challenge. The water purification system enables the supply of safe and hygienic water and is expected to improve and enhance the quality of life for residents in these villages.

- Project approver: Mission of Japan to ASEAN
- End-user: Three villages in Papua Province, Indonesia
- Approved project amount: USD405,673.60
- Approval date: January 25, 2022



First Project Management Division, Third Management Department
HOSOYA Shinji



Water purification system installed in a village (Courtesy of Yamaha Motor Co., Ltd.)

Multilateral Aid



Japan-ASEAN Integration Fund (JAIF): Ensuring Access to Sanitary Drinking Water in Remote Islands in Indonesia

Contributing to the Realization of Sustainable Development Goals (SDGs) Projects

This project is highly significant because it aims to improve the lives of approximately 1,800 people on remote islands who are forced to use wells, rivers, and rainwater for drinking and daily use, and is aligned with Goal 6 of the Sustainable Development Goals (SDGs), "Ensure availability and sustainable management of water and sanitation for all." JICS played a major role in the realization of the project by actively coordinating with the ASEAN Secretariat in the preparation of the project plan and its implementation.

Secured Installation as Planned amid the Pandemic

The implementation of this project (manufacturing and transportation of water purification equipment, and so forth) was affected in various ways and encountered hurdles due to the global disruption in shipping logistics and other factors precipitated by the pandemic. However, JICS coordinated closely with the Japanese manufacturer who delivered the water purification equipment to install it within the planned construction period. The island residents have expressed their gratitude for the improved conditions and access to sanitary water.

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 2022

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

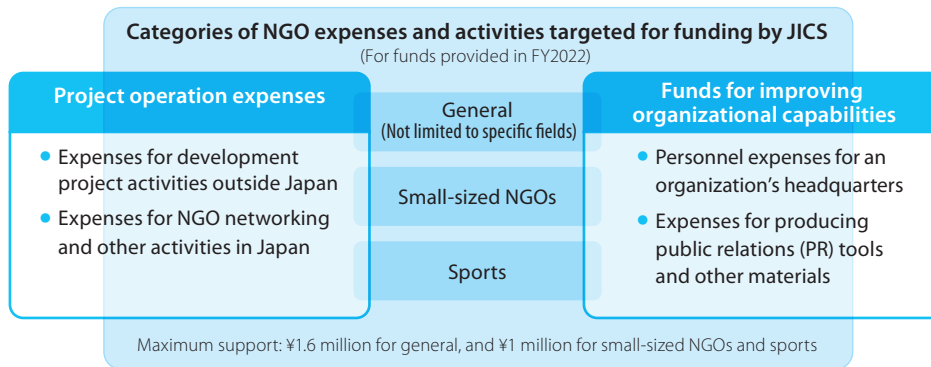
JICS considers it one of its ESG initiatives to support community organizations and NGOs that are working to help achieve the Sustainable Development Goals (SDGs). Its aim is to realize a society in which no one is left behind in the face of poverty, hunger, conflict, environmental destruction, disasters 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 ¥230 million in assistance (to a total of 251 organizations) between fiscal 1999 and fiscal 2022.

In fiscal 2022, JICS received applications from 17 organizations, of which the Selection Committee chose to support 9 projects. JICS holds a meeting for NGOs to report on their activities and share ideas with outside experts after project completion. In fiscal 2022, we held a hybrid online and face-to-face meeting to prevent the spread of COVID-19.

▼ Framework for JICS' NGO Support Program

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



Organizations Receiving Support in Fiscal 2022

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 (2nd year)	Project operation expenses	1,600,000
2	NPO Asian Community Center 21 (ACC21)	Philippines	Project Bamboo: Supporting the self-sufficiency of youth living on the streets in the Philippines	Project operation expenses	1,000,000
3	NPO Colorbath	Nepal	Community economic empowerment project through strengthening coffee growers' associations in mountainous Nepal	Project operation expenses	1,590,000
4	NPO Unified Action for Promoting Animal Conservation in Asia and Africa (UAPACAA Partners)	Japan	Using internships to develop human resources for international cooperation in the field of nature conservation and to strengthen organizational foundations	Funds for improving organizational capabilities for small-sized NGOs	1,000,000
5	NPO Salt Payatas Foundation	Philippines	Support for education on economic literacy and sexuality for men in underprivileged communities in the Philippines	Funds for improving organizational capabilities for small-sized NGOs	987,245
6	NPO World Theater Project	Japan	Project to strengthen domestic organization for expansion of film delivery business to children in developing countries	Funds for improving organizational capabilities for small-sized NGOs	1,000,000
7	NPO Piece of Syria	Japan	Fundraising enhancement project to support education for peace in Syria	Funds for improving organizational capabilities for small-sized NGOs	1,000,000
8	NPO MINT SOCIETY for IRANIANS with PHYSICAL HANDICAPS	Iran	Barrier-free community development support project in Karaj City, Iran	Funds for improving organizational capabilities for small-sized NGOs	1,000,000
9	Japan-Africa Baseball & Softball Foundation (J-ABS)	Tanzania	Tanzania operations of Africa 55 Koshien Project (2nd year)	Sports promotion projects	1,000,000
				Total	10,177,245
Meeting for reporting on activities and sharing ideas			Members of 8 organizations receiving support in FY2020 participated		

Activities by Organizations Receiving Support in Fiscal 2021



Tooth brushing instruction by a Japanese dentist (Philippines) NPO DAREDEMO HERO

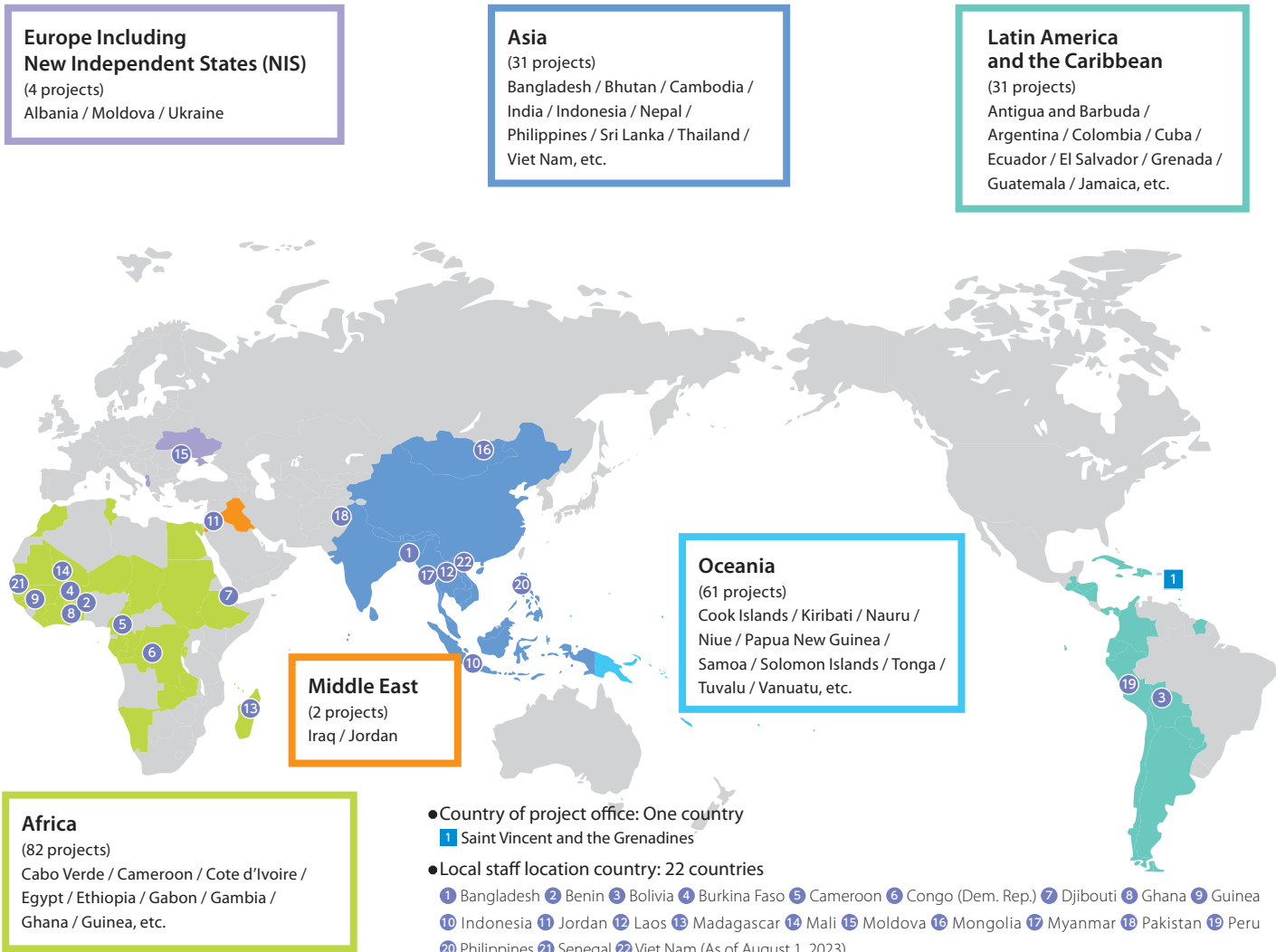


Endoscopy guidance using a model (Laos) NPO Eradicate Gastric Cancer (HIGAN)



Hair and makeup workshop (Paraguay) NPO Mitai Mitakunai Children's Fund

Countries Targeted for JICS' Main Projects (FY2020–FY2022 New Projects)



* Please refer to Project Results by Country on pp.18–19 for details.

Number of New Projects by Region and Scheme, FY2020–FY2022

	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	22	0	0	3	0	1	3	2	31
Africa	76	1	0	4	0	0	0	1	82
Oceania	58	3	0	0	0	0	0	0	61
Middle East	1	0	0	1	0	0	0	0	2
Latin America and the Caribbean	28	0	0	1	0	0	0	2	31
Europe / NIS	0	0	0	2	1	1	0	0	4
Two or more countries across regions	0	0	0	8	1	4	3	5	21
Total	185	4	0	19	2	6	6	10	232

*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.

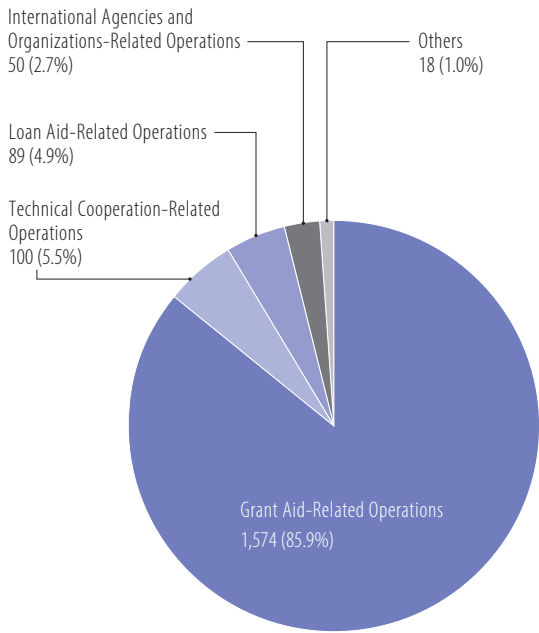
*3 Others (Screening and Studies, etc.): Cultural Grant Assistance, General Grant Aid, etc.

*4 Countries where experts are dispatched are excluded.

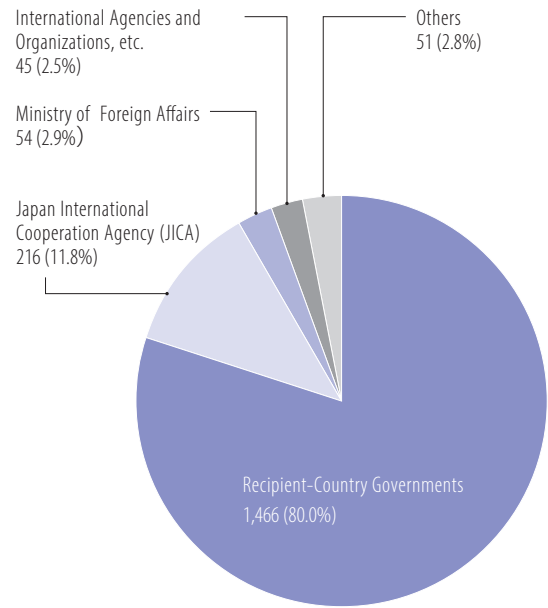
Current Profit by Type of ODA and Client (FY2022)

The charts below indicate JICS' current profit by type of ODA and by client as presented on page 24 in the Fiscal 2022 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 (FY2022) (Unit: million yen)

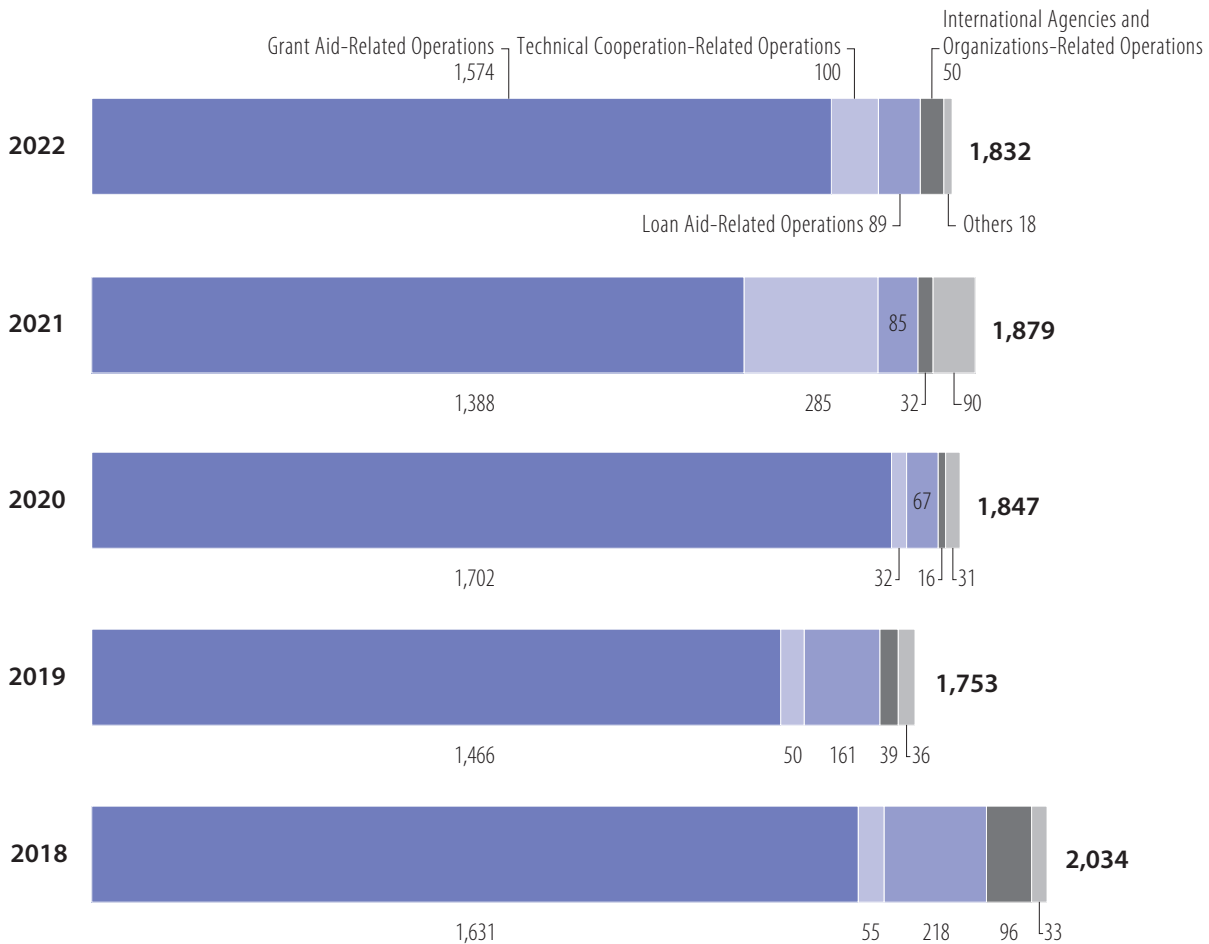


Current Profit by Client (FY2022) (Unit: million yen)



Change in Current Profit by Type of ODA (FY2018–FY2022) (Unit: million yen)

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



Project Results by Country (FY2020–FY2022 New Projects)

Country	Grant Aid-Related Operations				Technical Cooperation-Related Operations	Loan Aid-Related Operations	International Agencies and Organizations-Related Operation	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	1			2			1	1	5
China (People's Rep.)								1	1
India	1					1			2
Indonesia							1		1
Laos	3								3
Malaysia	1								1
Maldives	2								2
Mongolia	3								3
Myanmar	1						1		2
Nepal	1								1
Philippines	2								2
Sri Lanka	2								2
Thailand	1								1
Timor-Leste	1								1
Viet Nam	1								1
Total Asia (no. of cases)	22	0	0	3	0	1	3	2	31
Africa									
Benin	1								1
Burkina Faso	4	1							5
Burundi	4								4
Cabo Verde	3								3
Cameroon	3								3
Chad	1								1
Comoros	4								4
Congo (Dem. Rep.)	5								5
Congo (Rep.)	2								2
Cote d'Ivoire	2								2
Djibouti	2								2
Egypt	1								1
Ethiopia	3								3
Gabon	1								1
Gambia	3								3
Ghana	1								1
Guinea	1								1
Liberia	3								3
Madagascar	4			2					6
Mali	2								2
Mauritania	4								4
Morocco	1								1
Namibia	1								1
Niger	5								5
Rwanda	1								1
Sao Tome and Principe	3								3
Senegal	6							1	7
Sudan	1								1
Togo	4								4
Tunisia				1					1
Zambia				1					1
Total Africa (no. of cases)	76	1	0	4	0	0	0	1	82
Oceania									
Cook Islands	2								2
Fiji	4								4
Kiribati	4								4
Marshall Islands	7								7
Micronesia	1	1							2

Country	Grant Aid-Related Operations				Technical Cooperation-Related Operations	Loan Aid-Related Operations	International Agencies and Organizations-Related Operation	Others	Total
	Products Procurement*1	Facility Construction*2	Public-Private Partnership (PPP) Type	Others: Screening and Studies, etc.*3					
Nauru	3								3
Niue	2								2
Palau	6	1							7
Papua New Guinea	6	1							7
Samoa	4								4
Solomon Islands	5								5
Tonga	8								8
Tuvalu	3								3
Vanuatu	3								3
Total Oceania (no. of cases)	58	3	0	0	0	0	0	0	61
Middle East									
Iraq				1					1
Jordan	1								1
Total Middle East (no. of cases)	1	0	0	1	0	0	0	0	2
Latin America and the Caribbean									
Antigua and Barbuda	1								1
Argentina	1								1
Bolivia	3								3
Chile	1								1
Colombia	1								1
Cuba	1								1
Dominica (Rep.)	1								1
Ecuador	1						1		2
El Salvador	1								1
Grenada	1								1
Guatemala	2								2
Haiti	2								2
Honduras	2								2
Jamaica	1								1
Nicaragua	3								3
Panama	1								1
Paraguay	1							1	2
Peru	1			1					2
Saint Lucia	1								1
Saint Vincent and the Grenadines	1								1
Suriname	1								1
Total Latin America and the Caribbean (no. of cases)	28	0	0	1	0	0	0	2	31
Europe / NIS									
Albania				2					2
Moldova						1			1
Ukraine					1				1
Total Europe / NIS (no. of cases)	0	0	0	2	1	1	0	0	4
Two or more countries across regions									
Several countries				8	1	4	3	5	21
Total two or more countries across regions (no. of cases)	0	0	0	8	1	4	3	5	21
Total	185	4	0	19	2	6	6	10	232

*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.

List of New Projects in Fiscal 2022

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 services	Burkina Faso	Japan's Grant Aid for the Project for Construction of Health and Social Promotion Centers	Construction of health and social promotion centers	1,006	2022.12.28
	Burundi	Japan's Grant Aid for the Economic and Social Development Programme	Medical equipment	300	2022.11.11
	Burundi	Same as above	Fuel oil	400	2022.3.24
	Cameroon	Same as above	Forest monitoring equipment	250	2022.4.11
	Cameroon	Same as above	Fishery equipment and machinery	100	2021.3.19
	Congo (Dem. Rep.)	Same as above	Equipment for climate change countermeasures	600	2022.11.4
	Cote d'Ivoire	Same as above	Fertilizer and agricultural equipment	500	2022.9.6
	Djibouti	Same as above	Equipment for disaster recovery activities	300	2022.10.19
	Ethiopia	Same as above	Mobile clinics	500	2022.9.28
	Kiribati	Same as above	Fisheries research vessel	650	2022.5.24
	Laos	Same as above	Road maintenance equipment	800	2022.12.22
	Laos	Same as above	Vehicle and equipment for radio communication, etc.	500	2022.11.28
	Madagascar	Same as above	Well drilling equipment	700	2022.6.15
	Maldives	Same as above	Waste management equipment	700	2022.12.19
	Marshall Islands	Same as above	Transport vessel	300	2023.1.10
	Micronesia	Japan's Grant Aid for the Project for Enhancing the Capacities of Fisheries and Maritime Institute	Construction of classrooms and dormitory and related equipment	400	2021.4.8
	Mongolia	Japan's Grant Aid for the Project for the Improvement of Power Supply	Battery energy storage system	2,000	2022.11.29
	Nicaragua	Japan's Grant Aid for the Economic and Social Development Programme	Medical equipment	500	2023.1.25
	Palau	Same as above	X-ray inspection systems and devices	200	2022.12.21
	Palau	Same as above	Equipment for livestock production facility	100	2022.10.25
	Papua New Guinea	Same as above	Pre-fabricated steel bridges	400	2022.12.20
	Papua New Guinea	Same as above	Maintenance equipment for road and airport	300	2022.2.25
	Papua New Guinea	Same as above	Equipment for hydroelectric power plant	510	2022.2.25
	Rwanda	Same as above	Equipment for public security	550	2022.8.22
	Samoa	Same as above	Maritime security equipment	150	2022.7.11
	Solomon Islands	Same as above	Portable sawmill	200	2023.3.6
	Solomon Islands	Same as above	Medical equipment	200	2023.3.2
	Solomon Islands	Same as above	Medical containers and peripheral equipment	200	2022.8.7
	Sri Lanka	Same as above	Diesel	5,000	2023.2.22
	Sri Lanka	Same as above	Medical equipment	500	2022.8.18
	Suriname	Same as above	Equipment for disaster prevention and disaster risk reduction	400	2022.10.20
	Tonga	Same as above	Anti-illicit drug equipment	423	2022.9.27
Tonga	Same as above	Waste management equipment	500	2022.8.12	
Tonga	Same as above	Equipment for water infrastructure development	150	2022.8.12	
Tonga	Same as above	Fisheries equipment	150	2022.5.27	
Vanuatu	Same as above	Healthcare and medical equipment	200	2023.3.9	
Vanuatu	Same as above	Equipment for port safety management	196	2023.1.13	

Food Assistance Programme (KR)					
Item (Description)	Country	Project	Procurement Items/Project Outline	Amount of E/N (Million yen)	Date of E/N
Procurement agent services	Burundi	Japan's Grant Aid for the Food Assistance Programme	Rice	300	2022.8.17
	Cabo Verde	Same as above	Rice, Flour	200	2022.7.1
	Congo (Dem. Rep.)	Same as above	Rice	500	2022.11.4
	Ethiopia	Same as above	Rice	450	2022.7.12
	Gambia	Same as above	Rice	250	2022.7.7
	Liberia	Same as above	Rice	300	2022.7.27

Item (Description)	Country	Project	Procurement Items/Project Outline	Amount of E/N (Million yen)	Date of E/N
	Mali	Same as above	Rice	300	2022.11.10
	Mauritania	Same as above	Rice	500	2022.7.14
	Niger	Same as above	Rice	400	2022.9.8
	Sao Tome and Principe	Same as above	Rice	200	2022.8.2
	Senegal	Same as above	Rice	250	2022.6.16
	Togo	Same as above	Rice	350	2022.8.11

Cultural Grant Assistance

Item (Description)	Country	Project	Amount of E/N (Million yen)	Date of E/N
Procurement management agent services	Albania	The Project for Improving Equipment for Conservation, Restoration and Exhibition Environment at the National Historical Museum of Albania	145.3	2022.6.7
Study	Iraq	Preliminary Survey for Cultural Grant in FY2020 (Iraq)	—	—
Procurement management agent services	Madagascar	The Project for Improvement of Equipment for Program Production and TV Program of the Malagasy Television	163.7	2019.3.27
Study	Several countries	Preliminary Survey for Cultural Grant in FY2022	—	—
Study	Several countries	Preparation of Pamphlet for Grant Assistance for Cultural Grassroots Projects	—	—

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 services	Philippines	The Programme for COVID-19 Crisis Response Emergency Support	Cold chain equipment	687	2021.7.6
Procurement agent services	Senegal	The Programme for COVID-19 Crisis Response Emergency Support	Cold chain equipment	514	2021.6.21
Procurement agent services	Thailand	The Programme for COVID-19 Crisis Response Emergency Support	Cold chain equipment	500	2022.5.2

Other Studies and Screening for Grant Aid

Item (Description)	Country	Project
Procurement management agent services	Bangladesh	Project for the Improvement of Governance and Management Research and Training Facilities*
Procurement management agent services	Cambodia	The Project for the Construction of Training Complex and Outreach Facility of Cambodian Mine Action Centre
Screening	Several countries	Screening of Applications for Grant Assistance for Japanese NGO Projects and NGO Project Subsidies in FY2022

* Cooperation with consultants

Technical Cooperation

Item (Description)	Country	Project
Study	Ukraine	Information collection and verification survey for supporting Mine/UXO action in Ukraine

Japanese ODA Loans

Item (Description)	Country	Project
Facilitation of executing ODA Loan projects	India	Japanese ODA Loan Projects Formulation and Implementation in India

Multilateral Aid-Related Operations

Item (Description)	Country	Project	Contracting Party
Procurement agent services	Myanmar	Support towards ASEAN's Effort on COVID-19 Response to Myanmar through the Provision of Medical Supplies and Equipment (Phase 1)	AHA Center
Training	Several countries	Specialised Training Course on Human Resource Development (HRD) for ASEAN Customs	Indonesia Customs
Study	Several countries	Japan Fund for the Joint Crediting Mechanism (JFJCM)-Procurement Specialist	Asian Development Bank (ADB)

Other Activities

Country	Project	Contracting Party
Senegal	SDGs Business Model Formulation Survey with the Private Sector for Introduction of High Performance Road Repair Materials for Efficient Maintenance of Roads and Bridges in Senegal*	Japan International Cooperation Agency (JICA)

* Cooperation with consultants

Fiscal 2022 Business Report

Grant Aid-Related Operations

Item	Description	Actual Figures in FY2021	Actual Figures in FY2022
		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.)	—	36	38
(2) Procurement agent services for food assistance programme	—	15	12
(3) Procurement agent services for emergency grant aid	—	—	—
(4) Procurement agent services for Grant Aid Projects under Public-Private Partnership	—	—	—
(5) Expediting implementation for cultural grant assistance	—	1	2
(6) Expediting implementation for general grant aid	—	—	2
(7) Procurement agent services for programme grant aid	—	2	3

2. Studies and Screening on International Cooperation Operations

(1) Study for cultural grant assistance	Formulation study for Grant Assistance for Cultural Grassroots Projects/request form analysis, preliminary study for Grant Assistance for Cultural Grassroots Projects	2	3
(2) Feasibility studies/Planning for improvement of equipment	Feasibility studies, etc.	3	0
(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	2
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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	2	1
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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.	2	4
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Other Activities

(1) Project subsidy by government agencies, public-private partnership, procurement support and survey for private sector	Procurement of products, study, etc.	5	1
(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	1
(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	9 NGOs	9 NGOs
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Education and Support Promoting International Cooperation

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

Fiscal 2022 Balance Sheet

(As of March 31, 2023)

(Unit: yen)

Item	FY2022 (As of March 31, 2023)	FY2021 (As of March 31, 2022)	Variance
I Assets			
1. Current assets			
Cash and deposits	448,835,455	381,113,039	67,722,416
Accrued revenues	696,424,578	694,783,058	1,641,520
Prepaid expenses	23,226,620	10,145,896	13,080,724
Advances paid	10,918,442	55,000	10,863,442
Suspense payments	2,454,650	1,136,389	1,318,261
Total current assets	1,181,859,745	1,087,233,382	94,626,363
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	11,625,100	9,000,100	2,625,000
Reserve for preparation of office relocation	120,000,000	80,000,000	40,000,000
Total specific assets	141,625,100	99,000,100	42,625,000
(3) Other fixed assets			
Equipment attached to building	44,574,045	51,113,479	(6,539,434)
Appliances and fixtures	5,720,325	14,356,648	(8,636,323)
Software	65,664,629	52,233,114	13,431,515
Software in progress	3,900,000	0	3,900,000
Deposit and security moneys	59,233,200	70,338,000	(11,104,800)
Long-term prepaid expenses	3,523,204	5,372,333	(1,849,129)
Prepaid pension expenses	48,676,774	63,415,280	(14,738,506)
Investment securities	61,428	80,559	(19,131)
Deferred tax assets	48,045,818	0	48,045,818
Total other fixed assets	279,399,423	256,909,413	22,490,010
Total fixed assets	808,024,523	742,909,513	65,115,010
Total assets 1)	1,989,884,268	1,830,142,895	159,741,373
II Liabilities			
1. Current liabilities			
Accrued payments	128,321,771	63,856,906	64,464,865
Allowance for bonus	127,003,071	124,544,271	2,458,800
Deposits received	7,849,602	6,276,706	1,572,896
Advances received	3,653,800	5,573,600	(1,919,800)
Income tax payable	48,920,500	24,380,200	24,540,300
Total current liabilities	315,748,744	224,631,683	91,117,061
2. Fixed liabilities			
Provision for retirement benefits	8,575,000	7,175,000	1,400,000
Reserve for executive officers' retirement benefits	11,625,100	9,000,100	2,625,000
Total fixed liabilities	20,200,100	16,175,100	4,025,000
Total liabilities 2)	335,948,844	240,806,783	95,142,061
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]	[130,000,000]	[90,000,000]	[40,000,000]
Total net assets 1) - 2)	1,653,935,424	1,589,336,112	64,599,312
Total liabilities and net assets	1,989,884,268	1,830,142,895	159,741,373

Fiscal 2022 Statement of Net Equity Increase (Decrease)

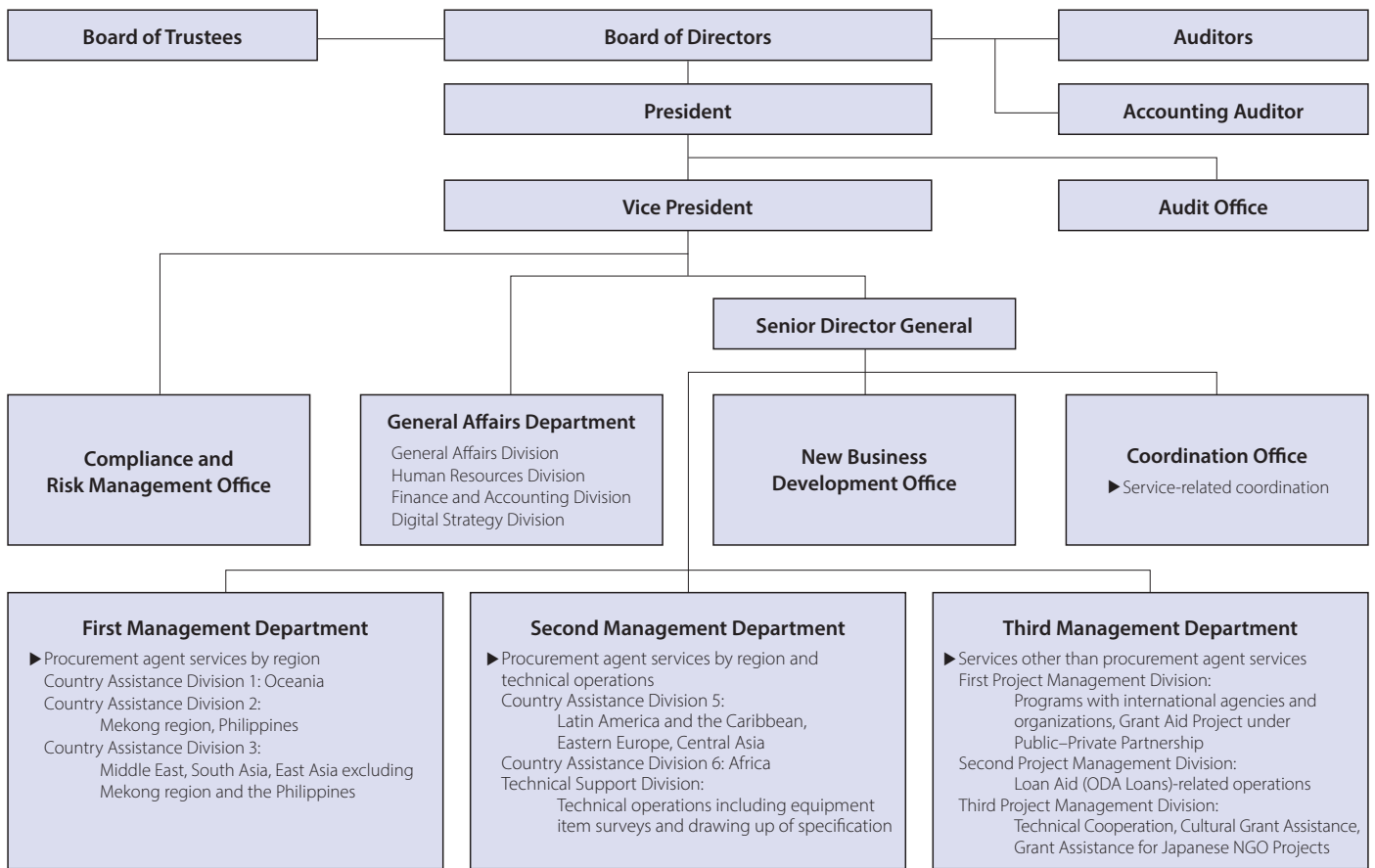
(From April 1, 2022 to March 31, 2023)

(Unit: yen)

Item	FY2022 (April 1, 2022–March 31, 2023)	FY2021 (April 1, 2021–March 31, 2022)	Variance
I General Net Assets Increase or Decrease			
1. Current increase or decrease			
(1) Current profits			
1) Profit from the management of the endowment	980,569	925,844	54,725
Interest received from the endowment	980,569	925,844	54,725
2) Profit from business activities	1,832,047,975	1,878,645,446	(46,597,471)
Profit from grant aid programs	1,574,267,369	1,387,608,926	186,658,443
Profit from technical cooperation programs	100,379,809	284,572,377	(184,192,568)
Profit from loan programs	89,465,884	84,714,000	4,751,884
Profit from programs with international agencies and organizations, etc.	49,999,483	32,024,534	17,974,949
Profit from other commissioned projects	17,935,430	89,725,609	(71,790,179)
3) Miscellaneous profits	1,903,214	1,942,442	(39,228)
Miscellaneous profits	1,900,741	1,940,569	(39,828)
Miscellaneous profits (Interest income)	2,473	1,873	600
Total current profits (A)	1,834,931,758	1,881,513,732	(46,581,974)
(2) Current expenses			
1) Operating expenses	1,451,340,711	1,493,894,131	(42,553,420)
2) Administrative expenses	292,799,355	293,310,093	(510,738)
Total current expenses (B)	1,744,140,066	1,787,204,224	(43,064,158)
Current increase or decrease for the year (C) = (A) - (B)	90,791,692	94,309,508	(3,517,816)
2. Nonrecurring increase or decrease			
(1) Nonrecurring increase			
1) Dividends (gain) for the prior period for Djibouti geothermal project	2,044,810	0	2,044,810
Total nonrecurring increase	2,044,810	0	2,044,810
(2) Nonrecurring expenses			
1) Loss on sale and retirement of non-current assets	1	10,718,159	(10,718,158)
2) Dividends (loss) for the prior period for Djibouti geothermal project	13,455,606	0	13,455,606
3) Depreciation of security deposit	13,753,731	0	13,753,731
Total nonrecurring expenses	27,209,338	10,718,159	16,491,179
Nonrecurring increase or decrease for the year (D)	(25,164,528)	(10,718,159)	(14,446,369)
General net assets increase or decrease for the year before income taxes (E) = (C) + (D)	65,627,164	83,591,349	(17,964,185)
Income taxes—current (F)	49,073,670	24,533,020	24,540,650
Income taxes—deferred (G)	(4,202,719)	0	(4,202,719)
Income taxes for prior period—deferred (H)	(43,843,099)	0	(43,843,099)
General net assets increase or decrease for the year (I) = (E) - (F) - (G) - (H)	64,599,312	59,058,329	5,540,983
General net assets at beginning of year (J)	1,217,336,112	1,158,277,783	59,058,329
General net assets at end of year (K) = (I) + (J)	1,281,935,424	1,217,336,112	64,599,312
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 (L)	372,000,000	372,000,000	0
III Net Assets at End of Year (K) + (L)	1,653,935,424	1,589,336,112	64,599,312

Organization Chart and Board of Directors/Board of Trustees

▼ Organization Chart (As of August 1, 2023)



▼ Board of Directors/Board of Trustees

Board of Directors and Accounting Auditor (As of August 1, 2023)

President	TAKEUCHI Kazuki	Japan International Cooperation System
Vice President	HIGUCHI Seiichi	Japan International Cooperation System
Executive Director	KAWAMATA Kazuko	Professor, Faculty of Law, Risho 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, 2023)

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, Board Member of WaterAid Japan, Board Member of Save the Children Japan
Member	SUGO Yusuke	Managing Director, Head of 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	YANAGISAWA Kae	Former Vice President of Japan International Cooperation Agency (JICA), Former Ambassador of Japan to Malawi, Board Member of the Africa Society of Japan
Member	WATANABE Michio	Senior Executive Director, International Development Center of Japan Inc. Representative Director, International Development Center of Japan

In fiscal 2022, 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, 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 Director of Audit Office. 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.

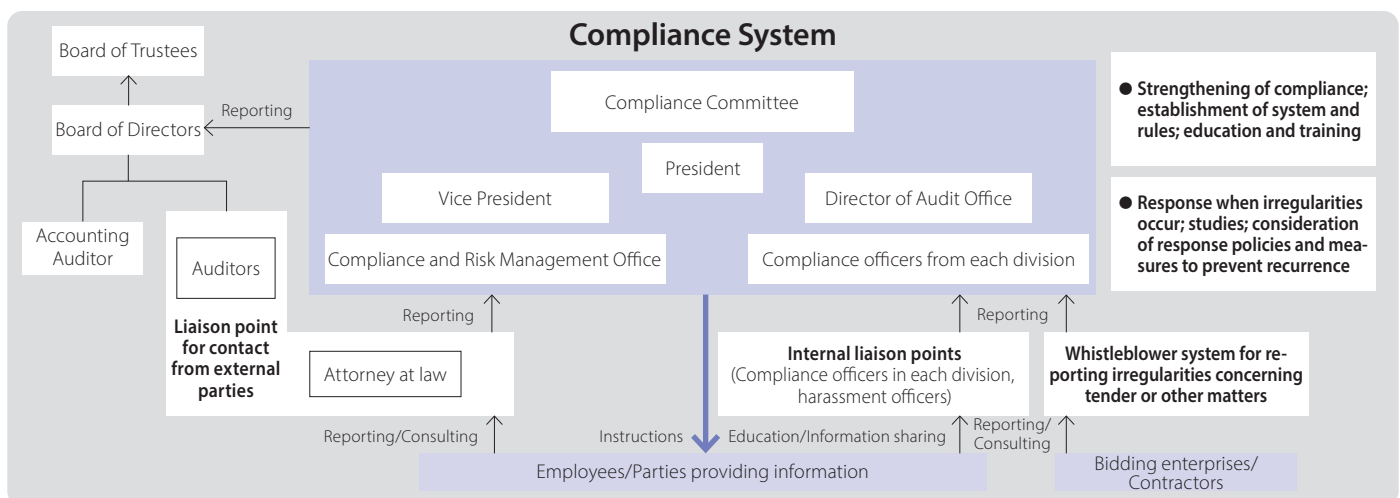
(6) Whistleblower system for reporting irregularities concerning tender or other matters

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 seventh time on June 17, 2023.)



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
128 (as of August 1, 2023)
- 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
- Technicians
Number of First Class Registered Architects: 2, Professional Engineer (Environmental Assessment): 1 (as of August 1, 2023)



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