



## **Real Aid in Action**

**Japan International Cooperation System**

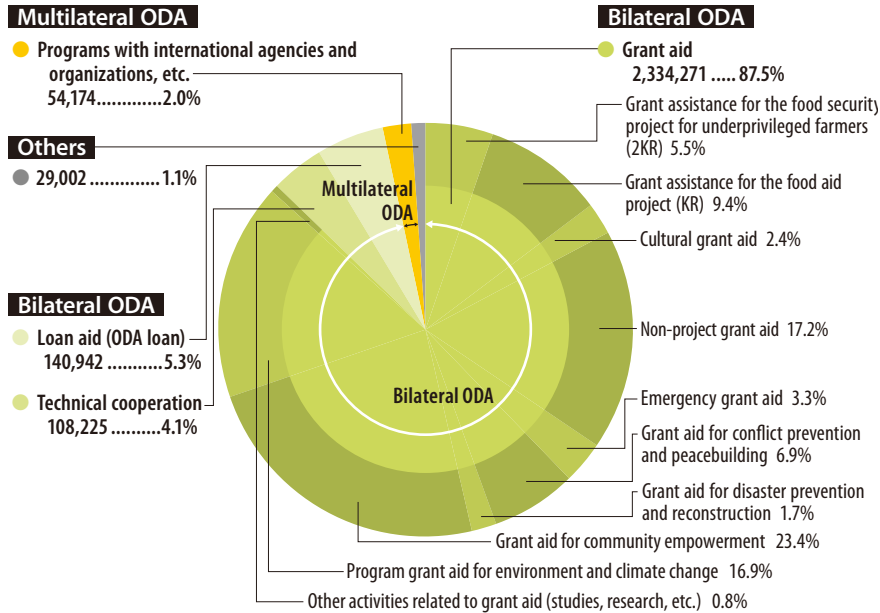
Japan International Cooperation System (JICS) was the first foundation in Japan to specialize in procurement operations within the field of international cooperation. JICS' activities primarily focus on aid project-related procurement and supervision operations within the Japanese government's Official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

"Procurement" refers to the acquisition of and payment for goods and services—such as transportation, design and construction—necessary to achieve a specific objective. Since

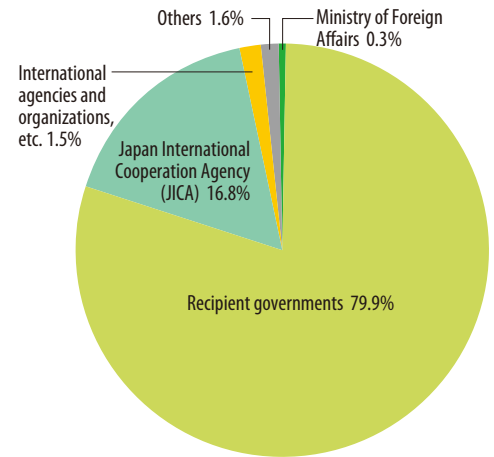
its establishment in 1989, JICS has appropriately and effectively carried out the selection and procurement of goods and services needed in local areas where cooperation projects are being implemented.

JICS aims to become "the world's best service provider in the international cooperation field" which is described in "Mission, Vision and Value" (MVV). In pursuit of this goal, JICS is building up its base of expertise and knowledge while focusing on the development of human resources.

● Revenue by Type of ODA (FY2012) (Unit: thousand yen)



● Revenue by Client (FY2012)



To coincide with its transition to the status of a general incorporated foundation, JICS conducted a bottom-up discussion process encompassing its entire organization to determine MVV, which forms the fundamental starting point for all its strategies. The thorough adoption of this MVV by all employees is a key priority for JICS.



**Definition of MISSION**

JICS' mission expresses the organization's social raison d'etre and its philosophy regarding its contribution to society. All JICS employees undertake their day-to-day duties with a sense of pride and responsibility for fulfilling JICS' mission.

**Definition of VISION**

JICS' vision articulates its medium-term goals for fulfilling its mission. Rather than being satisfied with its current status, through the achievement of its vision JICS strives to become an organization that is trusted not only in Japan but worldwide.

**Definition of VALUE**

It is important that each employee adheres to JICS' values as the organization strives to realize its vision. All employees act in accordance with JICS' four core values.



**A Message from the President**  
**Responding to changes in the external environment**  
**by developing new business and strengthening our organization** **02**



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**Transformation into**  
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## Responding to changes in the external environment by developing new business and strengthening our organization

In FY2012, ended March 31, 2013, we, Japan International Cooperation System (JICS) commenced its first year under the new status of a general incorporated foundation, and simultaneously launched its new Medium-term Operational Action Plan. For JICS, this watershed point in our history is akin to a re-founding of the organization, and we have worked to bolster both organizational management and execution of our operations.

With regard to organizational management, we are aiming to strengthen organizational management capabilities and build a high level of reform awareness among staff. We conducted an audit to examine the effectiveness of our organizational overhaul to enable swift responses to problems that have been identified. On the basis of this review, we made further adjustments to some parts of our organization in July 2013. As a result, we have transitioned from our previous structure comprising two



offices, five departments and 18 divisions, to a new structure comprising six offices, four departments and 16 divisions. Based on our current structure, we will particularly focus on further reinforcing our corporate planning and new business development capabilities.

Meanwhile, with regard to the execution of our operations, in addition to steadily carrying out our procurement agent services, which are ongoing as part of our traditional operations, we put even greater efforts than in the past into the development of new business. As well as reviewing many aspects of our internal organization, we worked to have more dialogue opportunities with external stakeholders, and these efforts are making gradual progress.

In recent years, the environment in which JICS operates has undergone significant changes. I believe that JICS too must take a proactive approach to adapting and changing itself. It is crucial for each individual working at JICS to think seriously about how we need to change in response to changes in our environment. My view is that not only

people and other living organisms must respond to changes in their environment—organizations too must either adapt or face severe consequences.

While maintaining an awareness of the challenging environment we face, in FY2013, ending March 31, 2014, we are pursuing the following core policies in our organizational management and execution of operations.

- Steady execution of JICS' traditional operations and efforts to win contracts for new operations
- Maintenance of JICS' business scale and strengthened measures to improve JICS financial base

Regarding these policies, particularly the development of new business and the strengthening of our organization, I wish to further elaborate.

Regarding our traditional operations, we are fundamentally focused on ensuring service quality, making proposals for improvement, maintaining competitiveness and receiving contracts on an ongoing basis. However, we should not simply rely on JICS' traditional operations, which are highly dependent on increases in Official Development Assistance (ODA)-related budgets. Such a course would likely make it difficult for JICS to reinforce its financial base.

For these reasons, we must change our mindset and examine our position from new perspectives. Stepping outside of JICS' original business domain, I believe that we need to study how to approach such new fields as Public-Private Partnerships (PPP) and loan aid program execution-related facilitation services. To enter new service fields, we recognize that there are many issues we must first overcome—such as implementing necessary initiatives, nurturing human resources and putting in place the required structures. However, if we do not rise to the challenge of developing new service fields with a strong sense of purpose and enthusiasm, I believe that JICS' future outlook will not become brighter. We will not simply focus on short-term problems, but rather work also to realize our goals from the point of view of the medium- to long-term development of the organization.

With regard to strengthening our organization, we are committed to providing high-quality services in a competitive environment while embarking on new business that is different to those we have been involved in to date. Through these efforts, we must maintain our capabilities as an organization to provide services of the world's highest standard, and strive to be an organization valued by society now and in the future. To realize these goals, it is necessary not only to cultivate the skills of individuals but also strengthen the entire organization to enable JICS to demonstrate its full capabilities.

As I have discussed, we are very conscious of our tasks ahead to develop new business and bolster our organization. Each individual JICS staff member will take up these challenges to make JICS even stronger than it is today. In these endeavors, we sincerely look forward to your continued support and encouragement.

**Toru Nakatani** President  
Japan International Cooperation System (JICS)