

Real Aid in Action



# Annual Report 2024

Japan International Cooperation System

Year ended March 31, 2024





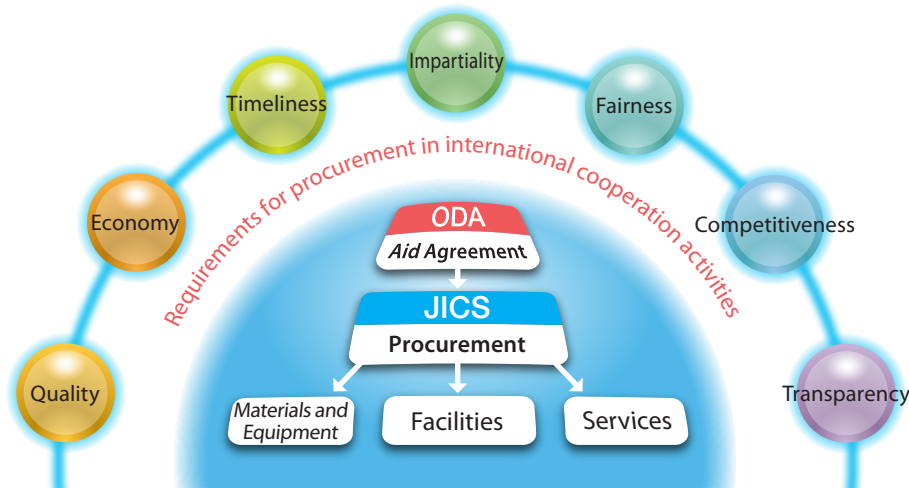
Profile of JICS

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.

<b>MVV</b>	
<b>MISSION</b>	
JICS will contribute to the peace and stability of the international community as a player in the international cooperation field.	
<b>VISION</b>	
JICS aims to be the world's best service provider in the international cooperation field.	
<b>VALUES</b>	
<b>Impartiality, Fairness and Transparency</b>	
JICS will maintain an impartial stance to ensure fairness and transparency.	
<b>Reliability</b>	
JICS will respect local input and build trust with its clients.	
<b>Maximizing the Impact of Aid</b>	
JICS will focus its efforts on maximizing the impact of aid.	
<b>Creation and Challenge</b>	
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

1989	Established as an incorporated foundation
▶	Technical Cooperation-related services
▶	Grant Aid-related consulting services
▶	Procurement agent services within Japan's grant aid programme
1989	Began compiling specifications on Technical Cooperation and studies of grant aid projects for the increase of food production
1990	Began conducting follow-up studies for grant aid projects
1993	Began procurement agent services for Non-Project Grant Aid
▶	Expansion of procurement consulting services and procurement agent services
1997	Began services for grant aid projects for child health
1998	Began consulting services for Grant Aid for Increase of Food Production and services for Emergency Grant Aid projects
From 1998	Assistance to Indonesia during the Asian currency crisis: Procurement of pharmaceuticals and medical equipment, and maritime transportation of government rice through Emergency Grant Aid
▶	Diversification of procurement agent services through reconstruction assistance
2002	Began services for grant aid for research assistance projects and consulting services for Grant Assistance for the Food Aid project
2003	Began services for Grant Aid for Conflict Prevention and Peace-building projects
From 2002	Road construction, etc., in Afghanistan through Emergency Grant Aid and Non-Project Grant Aid
From 2003	Collection of small arms in Cambodia through Grant Aid for Conflict Prevention and Peacebuilding
▶	Commencement of services related to ODA Loans and international organization
▶	Increase in project management of construction as part of procurement agent services
2004	Began services for primary checks of ODA Loans procurement-related documentation
2006	Began procurement agent services for projects related to international organizations, services for Grant Aid for Disaster Prevention and Reconstruction and Grant Aid for Community Empowerment
2009	Began services for Program Grant Aid for Environment and Climate Change
From 2004	Procurement of portable electrical transformers and water treatment equipment, etc., under Emergency Grant Aid as part of reconstruction assistance in Iraq
From 2005	Sea wall reconstruction, hospital construction, bridge construction, etc., under Non-Project Grant Aid as part of assistance in dealing with damage from the 2004 Indian Ocean earthquake and tsunami
From 2006	Assistance for measures by the ASEAN Secretariat and the World Organization for Animal Health to combat an avian influenza epidemic
2012	Transited to a not-for-profit, general incorporated foundation
▶	Strengthened competitiveness and implemented strategies to further develop existing business
▶	Developed new businesses targeting Public-Private Partnership (PPP) and the private sector
2013	Began participation in JICA's Support for Japanese Small- and Medium-Sized Enterprises (SMEs) Overseas Business Development
2015	Won a new contract for Grant Aid Project under Public-Private Partnership
2020	Won a new ODA Loan project consulting service contract
From 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
From 2022	Programme Grant Aid by Procurement Agent: The Programme for Emergency Recovery (Ukraine)



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)



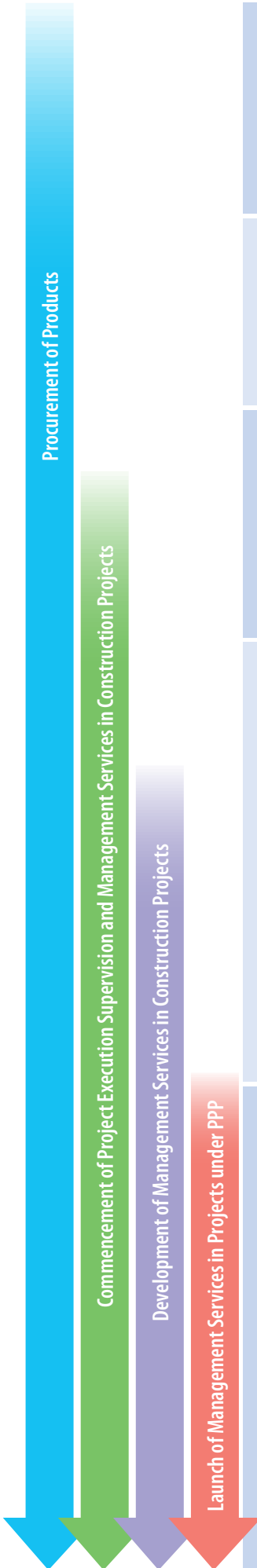
Costa Rica: Program Grant Aid for Environment and Climate Change



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



Mongolia: Grant Aid for the Economic and Social Development Programme







**Committed to peace, stability, and development in the international community, JICS will engage in international cooperation to contribute to the achievement of the United Nations (UN) Sustainable Development Goals (SDGs) and promote peacebuilding through a proposal-driven approach.**

### Contributing to the implementation of ODA projects and other activities through procurement work since its foundation

JICS celebrated its 35th anniversary in 2024. Throughout its history, as the challenges facing the international community continued to change, JICS has implemented the Government of Japan's Official Development Assistance (ODA) projects while responding to changing support needs by making use of its expertise in procurement. Reaching this milestone is also thanks to the support of the Ministry of Foreign Affairs of Japan, the Japan International Cooperation Agency (JICA), the governments of recipient countries, and everyone involved in international cooperation. I would once again like to express my deepest gratitude to all those who have supported us.

### Committed to supporting the peace, stability, and advancement of the international community

The Government of Japan continues to provide support for the recovery and reconstruction of Ukraine, as the problems in Ukraine ripple through to the entire international community. In this context, JICS is promoting the swift procurement of equipment and facilities required by the Government of Ukraine in the areas of grant aid for landmine and unexploded ordnance clearance, transport service, destruction waste management, public broadcasting, and public utilities of local governments. I feel that the Government of Japan's policy of supporting Ukraine through unified public and private initiatives is being achieved despite the challenging conditions in the country, as suppliers and manufacturers are cooperating to quickly deliver landmine detectors and removal equipment, railway rails, destruction waste management equipment, special vehicles, broadcasting equipment, generators, and heavy machinery.

JICS is involved in grant aid projects implemented under the policy of a Free and Open Indo-Pacific (FOIP), aimed at enhancing maritime security capabilities in the Asia-Pacific region, including the provision of facilities, equipment, patrol boats, and rescue crafts. Furthermore, JICS also continues to act as a procurement agent in ongoing food aid projects in Africa, from the perspective of human security.

Japan has traditionally nurtured friendly relations with the Latin American region, supported by the personal ties formed by Japanese immigrants and their descendants. The Government of

Japan stresses cooperation for addressing global challenges and supporting stable development in this region.

Through Grant Aid for the Economic and Social Development Programme, JICS is working on procuring equipment for disaster recovery and prevention, such as machinery for hurricane and flood recovery as well as equipment to combat seaweed that threatens the economy through its abnormal proliferation, impacting industries such as fishing and tourism. Governments in Latin America have high expectations for the superior technological capabilities of Japanese products. JICS also provides support for Japanese companies that are engaged in SDGs-related business and are expanding overseas in line with the Government of Japan's policy of promoting the establishment of an environment that will further strengthen economic relations with other countries, including those in Latin America.

### Aiming to implement proposal-driven international cooperation as an "integrator" of international cooperation

The June 2023 revision of the Development Cooperation Charter contains language expressing expectations for offer-based cooperation, which proposes cooperation menus that take advantage of Japan's strengths. In addition, the Government of Japan is emphasizing promotion of the UN Women, Peace, and Security (WPS) agenda and on raising awareness of companies' initiatives in the area of business and human rights.

As an organization that aims to be an international cooperation "integrator," JICS will carefully capture the needs of the Government of Japan and recipient-country governments. We will also work to formulate and implement proposal-driven projects that allow Japanese companies to demonstrate their strengths and contribute to achieving the SDGs.

All JICS staff will continue striving to achieve the maximum possible impact from aid, based on the wealth of procurement-related know-how that JICS has accumulated to date.

September 2024

TAKEUCHI Kazuki

President

Japan International Cooperation System (JICS)

## JICS' Initiatives to Contribute to the Realization of Peaceful, Secure, and Stable Societies

The Government of Japan has stated "Realization of peaceful, secure, and stable societies, and maintenance and strengthening of a free and open international order based on the rule of law" as a priority policy in the Development Cooperation Charter, which sets out the basic approach to international cooperation, including ODA projects. Three JICS staff members involved in the Government of Japan's aid projects for regions where social safety and humanity are threatened by international conflicts, natural disasters, crime, and the like exchanged opinions on JICS' activities as an international cooperation integrator.



Country Assistance Division 2,  
First Management Department

WATANABE Jinichi



Country Assistance Division 3,  
First Management Department

OCHIAI Naoko



Country Assistance Division 5,  
Second Management Department &  
Country Assistance Division 2,  
First Management Department

YOSHIOKA Sachiko

### Projects and JICS' initiatives to contribute to the realization of peaceful, secure, and stable societies

**Watanabe:** There are many countries in the world where people's lives and safety are threatened by landmines and unexploded ordnance. I am involved in projects such as grant aid for landmine and unexploded ordnance removal support in countries starting with Cambodia and extending to Laos, Colombia, and Ukraine. We procure Japanese-made landmine detectors and removal equipment and also provide training for local operators on how to use them. Our projects begin with surveying areas contaminated by landmines and unexploded ordnance in collaboration with local landmine removal organizations. We work to select the optimal equipment based on the results of surveys on the types of landmines and unexploded ordnance, the nature of the soil in which they are buried, vegetation, and so forth. The Cambodian Mine Action Centre (CMAC) is the organization that conducts



Landmine and unexploded ordnance clearance: Handover ceremony for landmine detection equipment and vehicles in Ukraine (2024)

landmine removal activities in Cambodia, and the collaboration between JICS and CMAC has helped to remove landmines and unexploded ordnance in Cambodia. In addition, this partnership has broadened into more international activities, including technical support for the Lao National Unexploded Ordnance Programme (UXO Lao), a specialist organization in Laos, a country that is struggling with unexploded ordnance contamination left from the Vietnam War.

**Ochiai:** JICS is also providing procurement agent services related to measures against landmines and unexploded ordnance in Ukraine, where the military invasion by Russia continues. JICS became involved in this project due to its track record in landmine and unexploded ordnance disposal in Cambodia and other countries that Mr. Watanabe is in charge of. In addition to the pressing landmine and unexploded ordnance countermeasures, JICS is carrying out procurement agent services for a total of nine sub-projects in the fields of

transport service, destruction waste management, public broadcasting, and public utilities of local governments related to JICA's Grant Aid to Ukraine the Programme for Emergency Recovery. I am directly in charge of a project related to destruction waste management. We are delivering destruction waste management equipment such as crushing and sieving machines as well as garbage trucks and heavy machinery to the Kyiv region and such cities as Dnipro and Kharkiv to quickly dispose of the rubble created by the Russian attacks and to start the path to recovery.

We procure items ranging from small items such as dust masks and helmets used in destruction waste management to super-large heavy machinery such as crushers. As one can imagine, moving these items according to plan in war-torn Ukraine is far from easy. Even if the goods make it across the national border, we frequently face conditions such as the worsening of the war situation suddenly making the feasibility of further transport



Destruction waste management: A crusher arrives in Kyiv region in Ukraine (2024)





Earthquake-simulation vehicle in Peru (2021)

from that point unclear. To ensure that the cargo is delivered without placing an excessive burden on the supplier, for Ukraine-related projects, various adjustments, including contract conditions, are required at each stage, reflecting the unique challenges of wartime aid activities.

**Yoshioka:** I am involved in the Economic and Social Development Programme, a grant aid project for Latin America, where the stability of people's lives is threatened by natural disasters such as earthquakes, tsunamis, hurricanes, volcanic eruptions, and droughts as well as by climate change and environmental changes.

We are procuring excavators, wheel loaders, dump trucks, water tankers, and so forth that are necessary for restoration work in Honduras, where roads, bridges, and other infrastructure were severely damaged by a hurricane. We are also working to procure drainage pumps necessary to secure a large amount of drainage capacity for Suriname, where heavy rain and flooding due to climate change have caused damage to crops and livestock.

In the Caribbean region, JICS is also involved in supporting environmental and climate change measures, which is an area of focus for the Government of Japan. To highlight a specific project, we are currently working to remove sargassum, a variety of seaweed that has been washing up in large quantities in recent years on the shores of Antigua and Barbuda, Grenada, and the Dominican Republic and is imparting a serious impact on the fishing and tourism industries.

At present, there is no single piece of equipment that is definitively effective in combating sargassum. As such, we procure a variety of equipment, including heavy



construction machinery, boats, and oil fences, according to the current situation in each country and the needs of the executing agencies. As we moved forward with the project, I became aware of the expectations for Japan's outstanding technology, and I would like to collaborate with Japanese manufacturers to contribute to the establishment of countermeasures against sargassum.

**Watanabe:** Similar to the Caribbean, JICS is working on a number of grant aid projects related to the seas in the Indo-Pacific region, such as Economic and Social Development Programmes under the Government of Japan's policy of a Free and Open Indo-Pacific.

We are supplying maritime security-related equipment including patrol boats and rescue crafts to Pacific Island nations, such as Samoa and Micronesia. For the Marshall Islands, which possess a vast exclusive economic zone, JICS is contributing to the enhancement of maritime security capabilities through the construction of a training and operation center of maritime security and safety and the procurement of training-related equipment (such as monitors and security cameras).

Also, in the Indian Ocean, we are procuring equipment to respond to oil spills (such as oil skimmers, oil fences, and oil boom vessels) for the Maldives, which is located at a strategic juncture on sea lanes and is the site of frequent oil spills. When procuring boats, JICS learns about the particularities of their procurement from local governments and specialist organizations. And while also obtaining the cooperation of shipbuilding consultants in charge of the technical aspects, JICS undertakes construction supervision work, coordinating the many parties involved in the processes from contract signing to design, manufacturing, delivery, and even extending to training on operation and maintenance.

### Viewing projects through the lens of the UN WPS agenda

**Watanabe:** Removing landmines and unexploded ordnance is a heavy load for women. Despite this, efforts are being made to promote the equal participation of



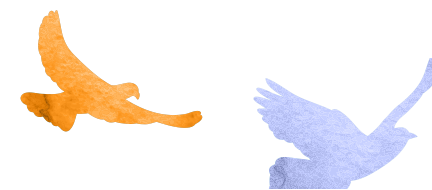
Patrol boat in Samoa (2024)

women as advocated by the WPS agenda, which highlights the disproportionate impact of violent conflict on women and girls and stresses the crucial role of women in preventing conflict and in peacebuilding efforts, and to strengthen the capabilities of women in humanitarian and reconstruction support, including in landmine and unexploded ordnance removal activities. These efforts include considering the reduction of workload in tasks such as shrub clearing and transporting heavy equipment. To cite one example, at UXO Lao in Laos, when constructing accommodation for unexploded ordnance removal workers, a dedicated dormitory for women was built, which includes rooms, toilets, and shower facilities specifically for women. Women currently account for roughly 25% of the 1,235 field staff at UXO Lao, and some have been promoted to instructor and management positions.

At CMAC, about 20% of the 1,845 staff are women, and this percentage has doubled in the last 10 years. Both countries have a policy of increasing the number of female staff from the perspective of promoting the WPS agenda.

**Ochiai:** In Ukraine, the country I am in charge of, many men have been mobilized into the military, making it difficult to find workers who can operate large heavy machinery. While operating large, specialized equipment may pose difficulties for women, there are cases where they are nominated as candidates for training, and we have high expectations for their active contribution. In addition, many women are active as contact points for end-users.

**Yoshioka:** Even in Latin America, I feel that many of the representatives I interact with at the executing agencies are women.



Amid busy schedules, there are women who are working enthusiastically, including those who are exploring ways to collaborate with other organizations so that they can make more effective use of the equipment that was procured. I am inspired by these women.

### JICS' strengths utilized in international cooperation

**Watanabe:** In my opinion, the presence of Japanese manufacturers who have continued to take on the challenge of improving their products is extremely important in procurement, and JICS' primary strength lies in the strong relationships it has established to facilitate information sharing with them. At JICS, we believe that by working closely with Japanese manufacturers and promoting the wider use of Japanese landmine detectors and removal equipment, which is superior in safety and functionality, through procurement agent services, we can contribute to the reconstruction of more regions.

In the specialized field of peacebuilding, I perceive JICS' strength as an integrator in its ability to coordinate stakeholders coming from different backgrounds yet sharing common goals, thereby creating even greater value. One activity that epitomizes this is our collaboration with CMAC. The cooperative relationship between JICS and CMAC has spanned some 25 years, during which both sides have accumulated and grown in their expertise in the removal of landmines and unexploded ordnance. Thanks to this, JICS and CMAC have been able to realize South-South cooperation, including technical cooperation with UXO Lao in Laos, Colombia, and Ukraine. In July 2024, KAMIKAWA Yoko, Minister for Foreign Affairs of Japan, visited CMAC, which is a testament to CMAC's presence in Japan's landmine removal support activities becoming firmly established. I believe that JICS will continue to play a role in connecting countries that hope for peace and recovery from war and conflict.

**Ochiai:** In 2023, JICS invited eight people from Ukraine, including landmine removal staff, to Cambodia to receive training in the practical



Landmine removal staff from Ukraine receiving training in the use of landmine detection equipment from CMAC and Japanese experts (2023)

use of landmine detection equipment from CMAC. I consider this initiative to be particularly meaningful, as JICS connected Ukraine and Cambodia as an integrator of international cooperation, by applying the know-how it has accumulated in collaboration with CMAC. Not limited to support for landmine and unexploded ordnance disposal, all projects related to Ukraine require procurement with a high degree of urgency during wartime. JICS had gained experience in procurement operations in conflict zones such as Afghanistan and Iraq prior to Ukraine. As an example of procurement with a high sense of urgency, JICS has also recently procured medical equipment to combat COVID-19. By combining the know-how we have cultivated through various projects in the past, we have been able to quickly move forward with multiple projects amid the challenging environment in Ukraine.

**Yoshioka:** In the projects I am in charge of, the expertise that JICS has cultivated as an international cooperation integrator is also being fully utilized. Procurement agent services involve selecting the equipment to be sourced in accordance with local conditions and requirements. Yet, it is difficult for me to carry out all the research and goods selection on my own since I am not an expert in machinery, electricity, or systems. Thankfully, JICS has a system in place that is backed by the Technical Support Division, which accumulates a wide range of equipment and manufacturer information, as well as past procurement results.

The Technical Support Division, which is responsible for technical tasks such as surveying equipment items and drawing up specifications, collaborates closely with various manufacturers, logistics companies, and other parties to propose equipment that is suited to local conditions. JICS is thus also equipped with the ability to integrate international cooperation from the technical side.

### Aspirations for further contributions to peace

**Ochiai:** I visited the city of Kyiv in 2015. When I see the current situation in Ukraine,



Arrival of generators for public utilities of local governments in Ukraine (2024)

I cannot help but feel how fragile and precious peace is. What the people of Ukraine want most is for the war to end as soon as possible and for peace to return. The equipment we procure may not directly lead to the end of the war in Ukraine, but I hope that it will be useful for the early recovery and reconstruction of the country, and I will continue to do my utmost.

**Yoshioka:** I hope that situations where the safety and stability of people's lives are being threatened by wars and natural disasters will improve as soon as possible. To contribute to this, I always keep in mind the importance of maintaining the core principles of procurement agent work. I want to ensure that we can accurately identify the necessary equipment and services and send them to local sites as quickly as possible. I am committed to thoroughly implementing this approach.

**Watanabe:** I think it is important for a region to be in a peaceful state to be able to carry out international cooperation such as landmine and unexploded ordnance removal with confidence. First and foremost, I hope that the conflicts in each region will end and that an environment will be created in which Japan's excellent equipment can be provided smoothly. I would also like to nurture and expand the achievements we have made so far. Landmine clearance organizations worldwide are facing problems not only with the equipment itself but also with a lack of funding for activities, including the cost of fuel to run the equipment. I strive to contribute to peacebuilding and the development of local communities by continuing to support various landmine clearance organizations.



Sargassum removal equipment in Grenada (2024)



Waterproof sheets in Barbados (2021)





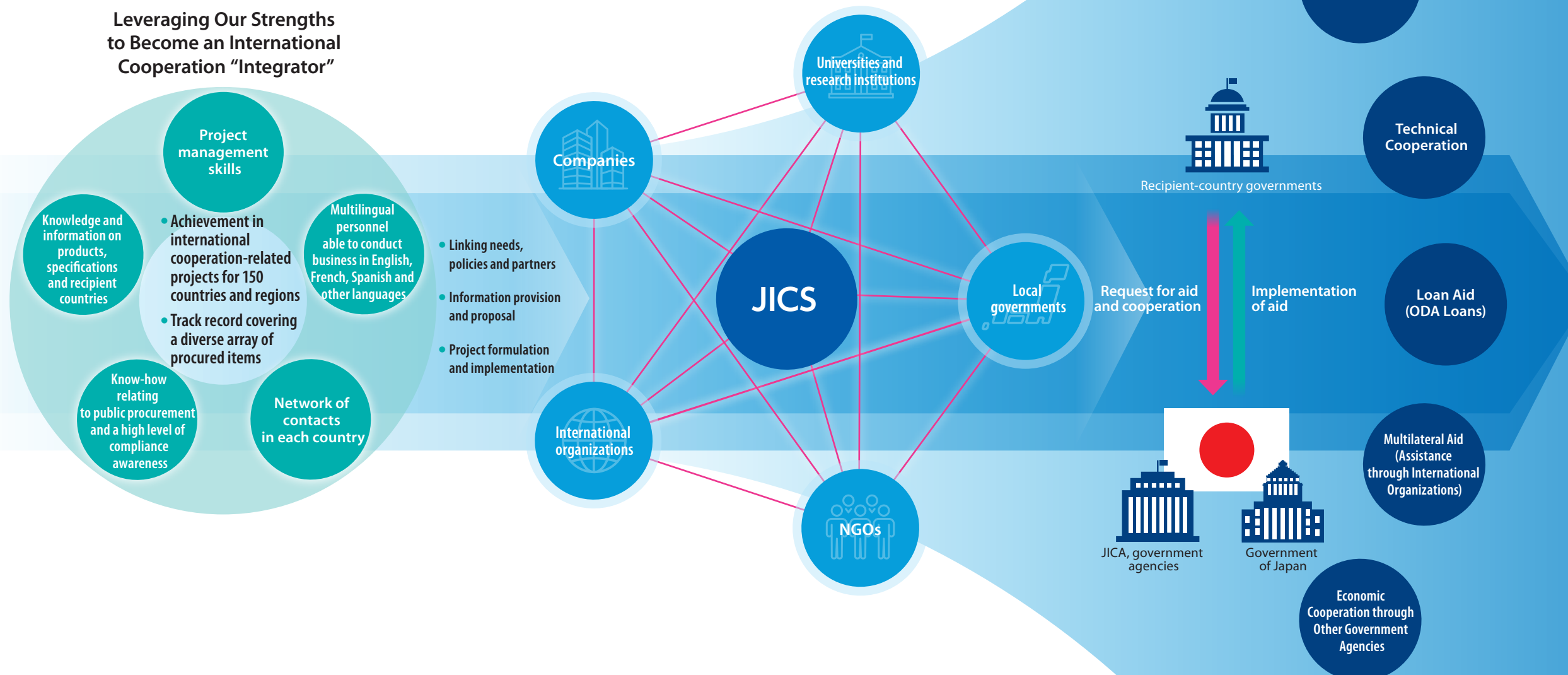
## Development Cooperation and the Role of JICS in ODA

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

### JICS Makes Aid and International Cooperation Projects 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”



#### Priority Issues of the Development Cooperation Charter

“Quality growth” in the new era and poverty eradication through such growth



CT scanner procured for hospital in Ecuador

Realization of peaceful, secure, and stable societies, and maintenance and strengthening of a free and open international order based on the rule of law



Shrub removal equipment procured for UXO Lao

Leading international efforts to address increasingly complex and serious global issues



Oil boom vessel procured for the Maldives

### 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.

#### Operations through JICS’ Procurement

##### Procurement Agent Services

Procurement of products

Procurement and management of construction

Grant Aid Projects under Public-Private Partnership (PPP)

Studies (Consulting)

Facilitation of Executing ODA Projects

Screening and Analysis

Overseas Business Development Support Activity for Japanese Enterprises




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	<p><b>Necessity of Procurement Agent</b></p> <p>To utilize funds—granted in accordance with Japan’s ODA rules—appropriately and expeditiously, a third-party organization that has a thorough knowledge of relevant rules carries out procurement procedures and manages the grant aid funds.</p> <p><b>Main Operations</b></p> <p>JICS determines tender conditions by confirming the specifications for materials, equipment and facilities; the quantity of items; and delivery and construction conditions with the executing agency of the recipient country.</p> <p>JICS selects and enters into contracts with suppliers and construction companies through the tender process and supervises the contract fulfillment status of the contractors while managing the project’s funds.</p>		
Procurement of Products	Main Procurement Details	Description of JICS’ Activities	
Procurement and Management of Construction	Main Procurement Details	Description of JICS’ Activities	
Grant Aid Projects under Public–Private Partnership	Main Procurement Details		

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

Studies (Consulting)	<ul style="list-style-type: none"><li>JICS conducts surveys and analysis to propose optimal conditions for a project, such as the appropriateness of the needs, technical specifications and estimation.</li><li>- Preliminary survey for Cultural Grant Assistance and Programme Grant Aid by Procurement Agent</li></ul>
Facilitation of Executing ODA Projects	<ul style="list-style-type: none"><li>In Grant Aid and Technical Cooperation, JICS supports project formulation and bidding, contracts and delivery.</li><li>- Cultural Grant Assistance</li><li>JICS supports JICA in the facilitation of procurement and disbursement procedures of ODA Loan projects</li><li>- Procurement Management Consulting Services related to agricultural machinery and equipment (Moldova)</li></ul>
Screening and Analysis	<ul style="list-style-type: none"><li>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.</li><li>- Primary check for procurement-related documents related to ODA Loans (JICS conducted such checks in 125 cases on documents submitted by Anglophone, Francophone and Hispanophone country governments in fiscal 2023.)</li><li>JICS conducted screening of application documentation for Grant Assistance for Japanese NGO Projects.</li></ul>
Overseas Business Development Support Activity for Japanese Enterprises	<ul style="list-style-type: none"><li>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.</li><li>“J-Partner” Overseas Business Development Support Activity, Feasibility and verification surveys by JICA (Paraguay, Guatemala, etc.)</li></ul>

\* 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 2023

JICS is promoting a variety of projects in different countries and regions, including support for countries facing serious economic crisis and food shortages, recovery and reconstruction in Ukraine, and international training in Japan.

Project Overview

Procurement of Equipment for Removing Sargassum (Seaweed)

The Government of Japan provided grant aid to procure equipment for removing seaweed from the country to protect Grenada’s main industries of fishing and tourism from the damage caused by sargassum.

- Counterpart of Agent Agreement: Ministry of Foreign Affairs of Grenada
- End-user: Grenada Solid Waste Management Authority
- Grant amount: ¥200 million
- Exchange of Notes (Bilateral Agreement): December 1, 2020



Country Assistance Division 5, Second Management Department  
KANO Yasuyo



Procured equipment and end-user  
(Courtesy of Grenada Solid Waste Management Authority)

Project Overview

Procurement of Cutting-Edge Road Maintenance and Repair Equipment

As effective maintenance and repair work is required to restore national roads that are deteriorating due to age and damage, the Government of Japan has decided to provide grant aid to the Government of Laos to introduce and promote the use of cutting-edge construction machinery.

- Counterpart of Agent Agreement: Ministry of Public Works and Transport, Lao People’s Democratic Republic
- End-user: National Road Route 8 Public Corporation
- Grant amount: ¥800 million
- Exchange of Notes (Bilateral Agreement): December 22, 2022



Country Assistance Division 2, First Management Department  
KAMIO Yuki



Road stabilizers being inspected prior to shipment



Training on the operation of motor graders  
Together with the end-user, the National Road Route 8 Public Corporation

(Courtesy: Marubeni Protechs Corporation and Komatsu Ltd.)

Grant Aid



Economic and Social Development Programme: Protecting Grenada’s Seas from the Damage Caused by Sargassum (Seaweed) and Contributing to the Development of the Fishing and Tourism Industries

Contributing to the reconstruction of a tourism nation in the post-COVID era

When sargassum proliferates excessively, it deprives the sea of oxygen, which interferes with the activities of marine life and can even cause their death. If sargassum is left to rot, it gives off a foul odor, which has had a major impact on Grenada’s main industries of fishing and tourism. Sargassum is still a factor preventing tourists from returning to Grenada, even now that the pandemic has abated. JICS listened carefully to the wishes of the executing agency and proceeded to procure the necessary equipment, including boats, trawl nets, and tools to remove large quantities of seaweed to protect Grenada’s beautiful waters.

Addressing issues specific to island nations and playing a part in revitalizing the economy

The Caribbean region where Grenada is located is far from Japan, and transport costs have always been high. Aggravating this, the price of equipment has exceeded initial estimates due to the impact of rising fuel costs and the increase in global demand for shipping. It was a challenging situation, but we made every effort to procure more equipment by trying various approaches. We received a note of appreciation from the end-user, along with a photo of the equipment being used to remove seaweed. JICS will continue to provide similar support, including to other island nations suffering similar damage.

Grant Aid



Economic and Social Development Programme: Strengthening the Logistics Infrastructure of the Landlocked Country of Laos

Prompt procurement of equipment required for national road repairs

In Laos, land routes are an important infrastructure that supports logistics. Yet the country’s national roads are seriously deteriorating and becoming damaged, and the overloaded vehicles that come from neighboring countries are accelerating this deterioration. Research shows that approximately 55% of the national roads in Laos have a lifespan of just three years or less. Meanwhile, the actual restoration work undertaken is limited, and road conditions are worsening year by year. To enable the urgent repair work to be carried out, a procurement contract was concluded with the supplier about four months after the Exchange of Notes (E/N) between the two national governments. The requested equipment was delivered quickly thanks to the cooperation of the supplier, manufacturers, and all other parties involved.

Selection of equipment that meets the needs of the Government of Laos and is environmentally friendly

Using a road stabilizer, which is some of the equipment procured, allows for carrying out the process of regenerating the roadbed while crushing and using the existing pavement at the same time. This leads to a reduction in construction time and costs as well as environmental conservation through a reduction in road waste. In compliance with the laws of Laos and prioritizing the effective use of the equipment by end-users on-site, we held multiple discussions to finalize the tender specifications, while also considering the introduction and promotion of construction machinery equipped with cutting-edge technology in the country. After all the equipment has been delivered, JICS will manage the support to ensure that it is used smoothly on-site.



## Project Overview

**Procurement of a New Tugboat to Improve Maritime Transport Capacity**

The procurement of a new tugboat to enhance maritime transport, which is the core infrastructure of the Kingdom of Tonga's economy and society, will maintain and expand the country's international trade and strengthen its connectivity with the rest of the Pacific region.

- ▶ Counterpart of Agent Agreement: Ministry of Public Enterprises of the Kingdom of Tonga
- ▶ End-user: Ports Authority Tonga
- ▶ Grant amount: ¥1,000 million
- ▶ Exchange of Notes (Bilateral Agreement): September 3, 2021



Country Assistance  
Division 1, First  
Management Department  
NIIMIYA Takako



Tugboat sailing (Courtesy: Odo Zosen Corporation)

## Grant Aid

8 DECENT WORK AND ECONOMIC GROWTH

**Economic and Social Development Programme: Support for Maritime Transport to Help Recovery from Undersea Volcanic Eruptions****The second Japanese-made tugboat, filled with Tongan dreams**

The Kingdom of Tonga comprises 172 islands of various sizes in the South Pacific, and the island of Tongatapu, where its capital Nuku'alofa is located, has a vast shallow water area. Tugboats are essential for towing, guiding, and assisting large vessels at the main trading port of Nuku'alofa. The new tugboat, named Fanga 'i Lifuka, has increased towing capacity over the existing tugboat, named Hifofua, which was built with the help of a grant from the Government of Japan in 1994, and was designed with the winch position and other details carefully considered to meet the Government of Tonga's wishes.

**Collaboration among stakeholders to bring out Tonga's latent potential**

Consultants, the supplier, the engine manufacturer, ship outfitting manufacturers, the shipyard, the inspection agency, the shipping company, and other related parties fulfilled their respective roles in the processes of bidding, contracting, keel laying, launching, sea trials, the acceptance test, sailing, training, and handover. JICS, acting as the pivotal hub for all involved, successfully advanced the procurement process with close cooperation from various stakeholders. As one of the largest Japanese-made tugboats, this vessel is expected to contribute to a significant breakthrough in Tongan maritime transport, which has been constrained by geographical conditions.

## Project Overview

**Support for Strengthening Maritime Security Capabilities**

To strengthen the maritime security capabilities of the Republic of the Marshall Islands, the Government of Japan provided grant aid in 2020 for the purpose of rebuilding the outdated 40-year-old Training and Operation Center of Maritime Security and Safety into a new building. In March 2024, it was decided to provide grant aid for the repair of the access road to the Center.

- ▶ 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 and Exchange of Notes (Bilateral Agreement):  
¥450 million on March 19, 2020  
¥200 million on March 21, 2024



Country Assistance  
Division 6, Second  
Management  
Department  
TAKAGI Toru  
First-Class Registered  
Architect



Country Assistance  
Division 1, First  
Management  
Department  
SOMEYA Chisato  
First-Class Civil Engineering Works  
Execution Managing Engineer

- Road on the right: Paving work is being prepared for the access road that connects the main road to the Center (FY2023 project)
- Medical ship in the foreground: Making rounds to provide healthcare services for residents of remote islands (FY2018 Economic and Social Development Programme)
- Marshall Islands Marine Resources Authority (blue building) on the left: Procurement procedures are being carried out for a transport ship for the Authority (FY2022 Economic and Social Development Programme)

## Grant Aid

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

**Project for Construction of the Training and Operation Center of Maritime Security and Safety and Improvement of the Access Road to the Center****JICS in charge of facility design as procurement agent**

The Republic of the Marshall Islands is strengthening its maritime security capabilities to ensure proper management of its maritime areas and to provide search and rescue services. JICS was involved from the basic design stages of the reconstruction into a new building for the Center, and the design was finalized with the unanimous agreement of all those involved. After the groundbreaking ceremony was held at the end of April 2023, JICS has been implementing project management with the aim of completing construction as soon as possible.

**For the social and economic development of the Marshall Islands**

The new Center building that is being constructed as part of this project is shown in the middle of the photo below. The Government of Japan is supporting multiple grant aid projects in the capital city of Majuro. JICS will carry out these procurement operations smoothly and contribute to the social and economic development of the country.



(Courtesy: Carthney Laukon, Jr.) (End-May 2024)

## Project Overview

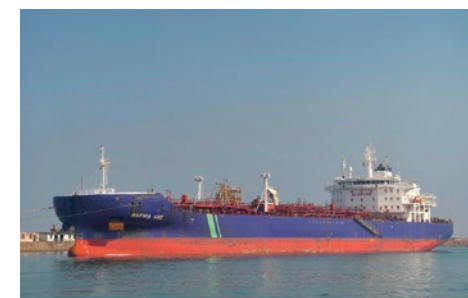
**Procurement of Diesel to Resolve the Fuel Shortage Faced by the Healthcare Field amid the Economic Crisis**

Since its economic crisis struck in April 2022, the Democratic Socialist Republic of Sri Lanka has been chronically short of essential goods such as fuel. In particular, in the healthcare field, there was not only a shortage of medical supplies but also power outages due to a lack of fuel, restrictions on the use of ambulances, and other factors that threatened to bring healthcare services to a standstill or collapse. To improve this situation, the Government of Japan decided to provide diesel to the country, and JICS was in charge of the procurement as the procurement agent.

- ▶ Project name: Economic and Social Development Programme for the Democratic Socialist Republic of Sri Lanka FY2022 (Petroleum Products)
- ▶ Counterpart of Agent Agreement: Ministry of Finance, Democratic Socialist Republic of Sri Lanka
- ▶ End-user: Ceylon Petroleum Corporation
- ▶ Grant amount: ¥5,000 million
- ▶ Exchange of Notes (Bilateral Agreement): February 22, 2023



Country Assistance  
Division 3, First  
Management Department  
NOMURA Tetsuya



Tanker carrying diesel (Courtesy: Embassy of Japan in Sri Lanka)



Handover ceremony (Courtesy: Embassy of Japan in Sri Lanka)



Procured medical beds



Women's support committee



A central market in Sri Lanka

## Grant Aid

3 GOOD HEALTH AND WELL-BEING

**Economic and Social Development Programme: Demonstrating JICS' Comprehensive Capabilities to Meet Sri Lanka's Diverse Needs —Achieving support during the economic crisis and support for reconstruction from the civil war—****Applying JICS' organizational experience to quickly achieve large-scale procurement**

Amid the unprecedented economic crisis in Sri Lanka, the reduction in the amount of fuel imported due to a shortage of foreign exchange reserves not only affected the daily lives of the Sri Lankan people but also had a serious impact on the medical front. It caused interruptions to healthcare services due to power outages, and restrictions on the use of generators, ambulances, and medical transport vehicles due to fuel shortages. JICS procured diesel to be distributed to public hospitals nationwide under the auspices of the Ministry of Health, in accordance with the Government of Japan's policy of providing rapid assistance from the perspectives of humanitarian and human security and safety. In addition to the need for a quick procurement, we also achieved a smooth delivery of the diesel, which was a large-scale procurement of an unprecedented amount totaling ¥5,000 million, by taking full advantage of the experience JICS has accumulated in fuel procurement and its network with the relevant parties in Sri Lanka.

**Aiming to provide a wide range of support, from supporting women in the northern provinces to promoting the fishing industry**

In Sri Lanka, there is a need for support not only in the wake of the economic crisis but also for the recovery from the civil war that ended in 2009. Particularly in the northern provinces, many female-led households, including widows and women who have lost their personal assets due to war, find themselves in precarious circumstances and unable to access proper medical care or achieve economic independence. To address such situations, JICS will be procuring maternal care equipment for hospitals and sewing machines for vocational training centers in the northern provinces.

Similarly, due to the civil war, there was also insufficient capital investment in key industries. Particularly in this region, where fishing is prevalent, JICS is undertaking initiatives to advance the fisheries industry and related sectors by procuring equipment for the cold chain of marine products, thereby contributing to returning stability to the local society.

To address such diverse needs, JICS will aim to achieve appropriate and prompt procurement of equipment based on the know-how that it has built up over the years.



Project Overview

Procurement of Fertilizer Indispensable to Farmers

Impacted by the COVID-19 pandemic and the situation in Ukraine, fertilizer prices have risen sharply around the world, and the shortage of fertilizer has become a serious issue in the Republic of Malawi. Against this backdrop, in March 2023 the Government of Japan decided to implement grant aid for the procurement of fertilizer for the country.

- ▶ Counterpart of Agent Agreement: Ministry of Finance and Economic Affairs, Republic of Malawi
- ▶ End-user: Smallholder Farmers Fertilizer Revolving Fund of Malawi (SFFRFM)
- ▶ Grant amount: ¥650 million
- ▶ Exchange of Notes (Bilateral Agreement): March 13, 2023



Country Assistance Division 6, Second Management Department  
KYO Yuka



A scene from the committee

Project Overview

Procurement of Rice to Improve Chronic Food Shortages

Compounding the Republic of Liberia's fragile agricultural productivity, the country faces chronic food shortages owing to global tightness in food supply and demand caused by climate change and other factors. In response, the Government of Japan is providing the Food Assistance Programme to support access to food in Liberia.

- ▶ Counterpart of Agent Agreement: Ministry of Foreign Affairs, Republic of Liberia
- ▶ Grant amount: ¥300 million
- ▶ Exchange of Notes (Bilateral Agreement): July 27, 2022
- ▶ Amount procured (Japanese rice): 3,294.0300 tons



Country Assistance Division 6, Second Management Department  
JO Michiko



Handover ceremony held in a hall of the Ministry of Foreign Affairs of Liberia

Grant Aid

Economic and Social Development Programme: Toward Resolving the Food Security Crisis in Malawi



Toward resolving the fertilizer shortage caused by the situation in Ukraine

Agriculture is the core industry in Malawi, accounting for approximately 28% of GDP, and nearly 80% of the country's populace is engaged in agriculture. Fertilizer prices around the world have risen sharply due to the impact of COVID-19 and the recent situation in Ukraine, making it challenging for farmers in Malawi to obtain the fertilizer that is essential for farming. The Government of Malawi requested grant aid from the Government of Japan, and it was decided to procure urea fertilizer to resolve the country's fertilizer shortage.

Prompt procurement based on agricultural needs

In this project, the delivery lead time needed to be shortened as much as possible, taking into account the needs of the local farming industry, such as the timing of the dry and rainy seasons and of maize seed planting and fertilization. JICS was able to achieve prompt delivery in December 2023, just three months after the procurement contract was signed by taking full advantage of its prior procurement experience and know-how, and working closely with Malawi's Ministry of Finance and Economic Affairs, Ministry of Agriculture, and SFFRFM\* as well as the supplier.

\* Smallholder Farmers Fertilizer Revolving Fund of Malawi (SFFRFM): A Government of Malawi-owned public corporation

Grant Aid

Food Assistance Programme for the Republic of Liberia FY2022: Measures for Food Security



Aiming to improve people's nutrition through the procurement of rice

Agricultural productivity in Liberia is low, and as such the country has depended on imports to meet its food requirements. Yet it has fallen into a more severe and chronic food shortage resulting from global tightness in food supply and demand owing to the invasion of Ukraine and climate change. Food shortages can lead to hunger and malnutrition, threatening the health of the population. In terms of the Food Assistance Programme, JICS aims to improve the nutrition of the people through the procurement of rice, which is a staple food of the Liberian people.

Appropriate and prompt procurement based on a relationship of mutual trust

JICS has a long track record in the Food Assistance Programme and has been involved in rice procurement as a partner of the Government of Liberia for over 10 years, thus building a strong relationship of trust. The rice procured is sold at a price that is easy for the local people to afford, and the proceeds from sale are accumulated as a counterpart fund and used for improving logistics infrastructure projects such as constructing food markets and for other projects under appropriate supervision. Japan's Grant Aid for the Food Assistance Programme is highly appreciated by the Government of Liberia because it also has this knock-on economic benefit.

Grant Aid

Programme Grant Aid by Procurement Agent: Reconstruction Assistance by Rapid Procurement for Ukraine under the Programme for Emergency Recovery (Phase 1, 2, and 3)



Promoting rapid procurement of reconstruction and recovery materials and equipment with the wish for peace and stability in Ukraine

The Russian military invasion of Ukraine that began in February 2022 continues unabated. The country's infrastructure has been severely damaged, leading to power outages and repeated civilian evacuations to shelters, making daily life an increasingly intense struggle for its citizens.

In September 2022, JICS was awarded the contract by the Japan International Cooperation Agency (JICA) for the Data Collection Survey for Assistance in Demining Sector to Ukraine's Crisis and completed the survey promptly. Subsequently, under JICA's grant aid programme, the Programme for Emergency Recovery (Phase 1, 2, and 3), JICS has signed agent agreements with the State Emergency Service of Ukraine; the State Agency for Restoration and Development of Infrastructure of Ukraine; and the Public Broadcasting Company of Ukraine

for a total of nine sub-projects addressing landmine and unexploded ordnance clearance, improvement of transport service, destruction waste management, public broadcasting, and public utilities of local governments. JICS is thus actively engaged in supporting Ukraine's reconstruction efforts.

To provide this large-scale support for Ukraine, about 20 JICS staff members, including local coordinators, collaborated to ensure rapid procurement, and within four months of the procurement agent contract, bulldozers for destruction waste management were delivered to the Kyiv region in August 2023. JICS continues to contribute to Ukraine's rapid recovery through procurement agent services such as procurement procedures and financial and delivery management.

Project Overview

Support to Contribute to Rapid Recovery and Reconstruction

The Government of Japan has decided to provide grant aid to the Government of Ukraine, which is under military invasion by Russia, with the aim of providing assistance in the fields of landmine and unexploded ordnance clearance, the electricity and energy field, transport service, and other areas (water supply and sewage, education, healthcare, etc.).

FY	Project Name	Grant Amount (Million yen)	Exchange of Notes	Date of Grant*
2022	The Programme for Emergency Recovery	22,440	2023.3.2	2023.3.9
2022	The Programme for Emergency Recovery (Phase 2)	53,072	2023.3.29	2023.4.14
2023	The Programme for Emergency Recovery (Phase 3)	15,800	2024.2.19	2024.2.19

\* Grant Agreement between JICA and the Government of Ukraine for the implementation of the programme. Each phase of the Programme for Emergency Recovery consists of sub-projects handled by multiple procurement agents.

Sub-Projects JICS Is Engaged In

1	Landmine and unexploded ordnance clearance (Phase 1 and 2)	JICS is procuring landmine detectors and removal equipment, vehicles, and so forth. In addition to delivering 50 landmine detectors, 40 vehicles, one trailer truck, and two sets of landmine removal equipment, we also provided training in Japan on how to operate the landmine removal equipment. From July 2024, additional landmine removal equipment, trailer trucks, and so forth will be delivered.
2	Transport service (Phase 1, 2, and 3)	JICS is procuring railway rails, temporary bridges for emergencies, road repair equipment, heavy machinery, mobile power supply vehicles, and so forth. Six mobile power supply vehicles were delivered to the Ukrainian Sea Ports Authority. Approximately 190 km of railway rails weighing 25,000 tons have been delivered to the State-owned Ukrainian Railways.
3	Destruction waste management (Phase 1 and 2)	JICS has delivered equipment for destruction waste management, such as primary crushers, secondary crushers, and sieving machines as well as garbage trucks, heavy machinery, and dump trucks, to the Kyiv region and to the cities of Dnipro, Kharkiv, Mykolaiv, and Kherson.
4	Public broadcasting (Phase 2)	JICS is working to procure equipment related to reporting, filming, editing, system maintenance, IT infrastructure maintenance, and so forth, as support for enhancing the emergency broadcasting system and improving regional television stations affiliated with the Public Broadcasting Company of Ukraine.
5	Public utilities of local governments (Phase 2)	A total of 220 generators were procured to support Dnipro, a city that frequently suffers from power outages. In addition, JICS has procured pumps, boilers, and pipes to support winterization for Kharkiv as well as heavy machinery and vehicles to support infrastructure development in Dnipro, Kharkiv, Mykolaiv, and Kherson.



Landmine and unexploded ordnance clearance: Handover ceremony for station wagons, pickup trucks, and landmine detectors



Transport service: Backhoe loader arrives in Kherson



Destruction waste management: Training on sieving machines in Dnipro



Public utilities of local governments: Generator arrives in Dnipro



## Project Overview

## Technical Support Division in Charge of Finalizing Equipment Specifications

With changes in the international situation, it is now essential for ODA projects to procure advanced medical equipment, specialized vehicles, and security enhancement materials in a timely manner. The Technical Support Division conducts various surveys and prepares specifications to respond smoothly and quickly to requests from recipient countries while also providing technical and specialized recommendations and proposals. Furthermore, JICS works to share and elevate information, knowledge, and experience by accumulating databases and providing internal and external training in a wide range of fields for its staff.



Technical Support Division, Second Management Department  
NAGASAWA Naoki



Test riding a high-speed boat and experiencing the speed

## Project Overview

## Making Effective Use of the Scheme Built with 2KR

In the Republic of Moldova, where approximately 80% of the country's land is covered in fertile black soil, JICS contributes to agricultural development by procuring modern agricultural machinery and equipment for small- and medium-sized agricultural enterprises, thereby improving agricultural productivity. In these endeavors, we utilize a lease sales framework called a hire purchase contract (HPC).

- ▶ Project name: Modernization of Agricultural Machinery and Equipment
- ▶ Consultant contract concluded with: Agency for Development and Modernization of Agriculture (ADMA)
- ▶ Loan amount: ¥2,059 million
- ▶ Loan agreement date: June 30, 2020



Human Resources Division, General Affairs Department  
TANABE Osamu



Handover ceremony for Japanese-made tractors



Procured Japanese-made tractors

## Technical Assistance for Compiling Specification Documentation



## Utilizing Our Accumulated Technology to Provide Faster, Higher Quality Services

## Increasing procurement of ships: Implementation of in-house training to improve responsiveness

Recently, there has been an increase in requests for ships in relation to the various ODA projects handled by JICS as well as a rise in the number of different types of ships requested. In response, we are conducting training with the aim of enabling all staff to procure vessels smoothly and quickly. Such training not only covers the basics of maritime vessels but also involves observation of actual ships, with cooperation from local government entities such as the Kumamoto Prefectural Fisheries Research Center. It aims to share practical knowledge on the unique aspects of ship procurement and lessons learned from past projects.

## Utilizing our technical capabilities to realize international cooperation projects

The Technical Support Division is also responsible for using technical assets such as data and know-how to improve the productivity of JICS as a whole and strengthen its ability to make proposals. The division has built a technical specification database that accumulates and centrally manages a vast amount of information (manufacturer, specifications, price, etc.) on the equipment we have procured so far, enabling us to quickly access the information we are looking for and obtain accurate information. By making use of this database throughout the organization, we will be able to provide high-quality services that are unique to JICS more quickly and efficiently.

## ODA Loans



## Continuously Supporting the Modernization of Agriculture in Moldova —From Grant Assistance for Underprivileged Farmers (2KR) to ODA Loans—

## Starting with 2KR, 25 years of support for the modernization of agricultural machinery

In 2000, Moldova began receiving assistance under Grant Aid for Increase of Food Production\* (2KR), through which agricultural machinery such as tractors and combine harvesters were procured. The Government of Moldova has also established a revolving framework in which it sells procured equipment to small- and medium-sized agricultural enterprises under HPCs that transfer ownership after payment is completed, and then recovers the funds by selling new agricultural machinery procured with the sales funds. This has created one of the world's most successful examples of the use of 2KR counterpart funds. This system was continued in the Economic and Social Development Programme, which was succeeded by ODA Loans, and has continued to advance over the past 25 years.

## Inheriting the know-how and human relationships developed through the 2KR program

To improve HPC leasing and sales, JICS has proposed the establishment of a customer database that enables credit management and the revision of contracts, while also contributing to the capacity building of executing agencies. When I travel to Moldova on business, I am often asked, "Is that person who was in charge of 2KR doing well?" The human relationships and procurement know-how we have built up over the years through 2KR have led to the smooth implementation of tender support and procurement management services for this project.

\* Grant Aid for Increase of Food Production (2KR / renamed to Grant Assistance for Underprivileged Farmers in 2005)

## Project Overview

## Supporting the Overseas Expansion of Japanese Companies

JICS supports the overseas expansion of Japanese companies that have products and services that can resolve the problems faced by developing countries. We provide carefully tailored support, utilizing local personnel to implement approaches aimed at the dissemination and validation of products and services through coordination and collaboration with the recipient-country government as well as to achieve BtoB relationships.



Business Development Division, Third Management Department  
OSHIMA Masahiro



Business Development Division, Third Management Department  
YAO Tomoki



A certification test in a Bolivian school

## Project Overview

## Operation of Training Programs for Customs Officials from Eight ASEAN Member States

As part of its support for ASEAN countries' efforts toward integrating and establishing an ASEAN community, the ASEAN Secretariat conducted a training project in Japan in November 2023, focused on talent development for 19 customs officials from eight ASEAN countries.

- ▶ Project implementers: ASEAN Secretariat / Indonesian Customs / Japanese Ministry of Finance Customs
- ▶ Participants: 8 ASEAN countries (Indonesia, Cambodia, Laos, Philippines, Thailand, Viet Nam, Malaysia, Brunei)
- ▶ Project implementation period: November 13–17, 2023 (5 days)



First Project Management Division, Third Management Department  
OTOMO Yohei



First Project Management Division, Third Management Department  
AKIYAMA Shogo

\* Halal: Food and other items that are permitted according to Islamic teachings. For example, pork and alcoholic beverages are not permitted.

## SDGs Business



## Support for Japanese Companies Expanding Overseas: Utilizing the Trust of the Recipient-Country Government and Local Initiative

## Supporting the improvement of academic ability in developing countries through the diffusion of Test of Fundamental Academic Skills

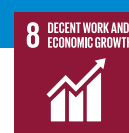
JICS provided support for the online dissemination of the Test of Fundamental Academic Skills run by Japanese education-related companies through governments and school associations in countries such as Bangladesh, Bolivia, Nepal, and Saint Vincent and the Grenadines. In Bolivia, a large-scale certification test for junior high school students across the country was conducted with the cooperation of an educational testing organization. We will continue to support the development of fundamental academic skills tests developed by Japanese companies so that they can contribute to improving the academic skills of children in developing countries.

## Linking Japanese companies with the recipient-country governments to create win-win scenarios

The cooperation of the recipient-country government was essential to this business in Bolivia. Therefore, JICS set up a forum for the exchange of opinions between the recipient-country government and Japanese companies involved in education. Thanks to the candid exchange of opinions, the issues in Bolivia were identified, and the business expanded.

In developing countries where it is difficult for Japanese companies to enter on their own, JICS works with local staff to quickly coordinate with both the public and private sectors, and supports the overseas expansion of Japanese companies that can resolve the issues of recipient-country governments.

## Multilateral Aid-Related Operations



## Japan–ASEAN Integration Fund (JAIF): Toward the Improvement of Customs Functions in ASEAN Countries

## Achieving smooth international training based on experience working on international cooperation projects

JICS has accumulated experience in managing training programmes in collaboration with domestic and overseas counterparts in the course of its work on international cooperation projects. In implementing this training on behalf of the ASEAN Secretariat, JICS utilized its experience to date and, in the preliminary preparation stage, proceeded with the acceptance preparations through web conferences with multiple counterparts. These included Indonesian Customs, which acted as the coordinator for the customs of the participating countries, and Japan Customs, which was the host organization, thus providing support services to realize a smooth international training programme.

## Providing management services that consider the needs of overseas participants

In addition to providing overseas participants with travel information to Japan, JICS also issued invitation letters for the issuance of Japanese visas for each participant, arranged halal\* meals, and secured communication and contact methods with participants using an app, etc., so they could concentrate on their training. The overseas participants expressed their gratitude for the organization and running of the international training programme.

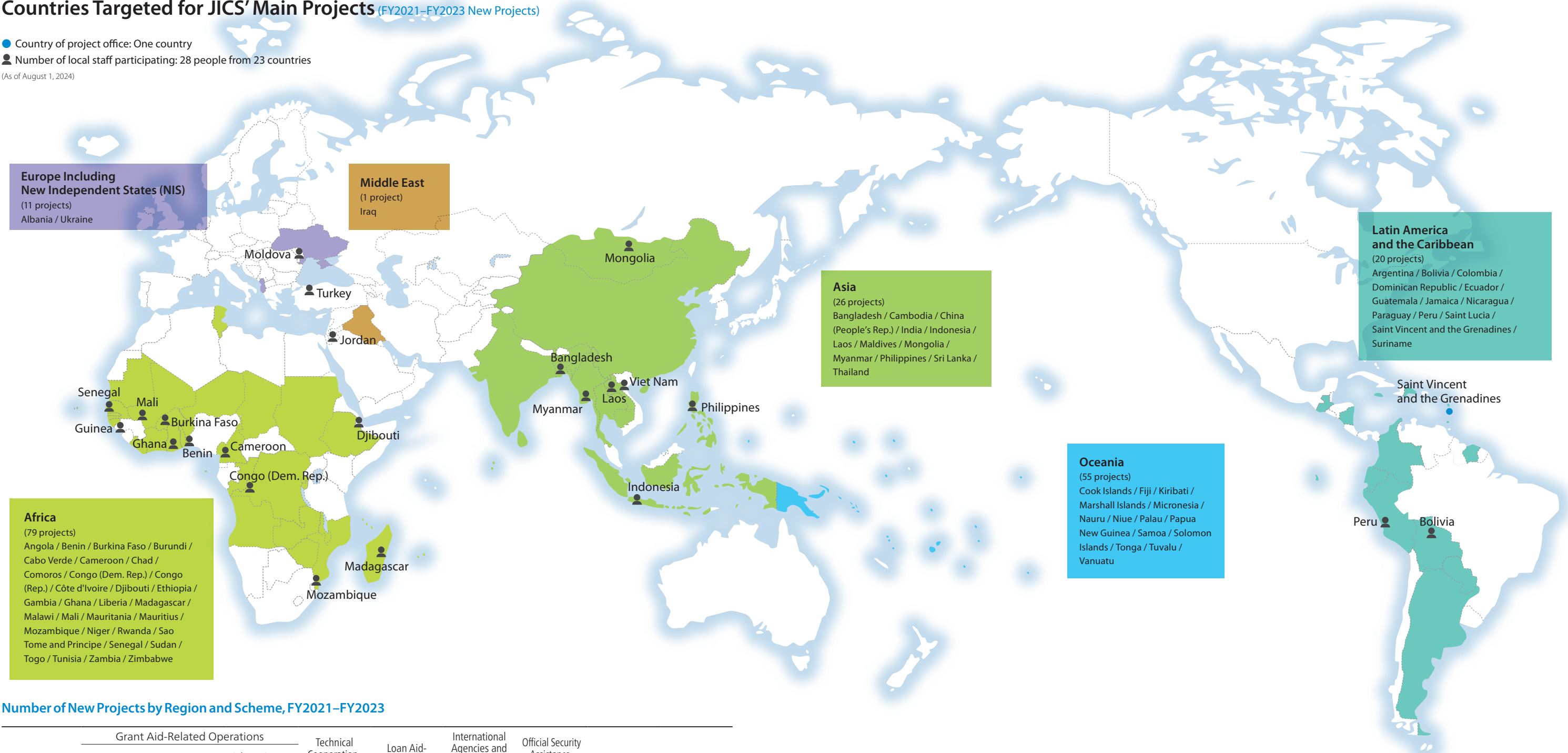


A training session attended by customs officials from ASEAN countries



Countries Targeted for JICS’ Main Projects (FY2021–FY2023 New Projects)

● Country of project office: One country  
👤 Number of local staff participating: 28 people from 23 countries  
(As of August 1, 2024)



Number of New Projects by Region and Scheme, FY2021–FY2023

	Grant Aid-Related Operations			Technical Cooperation-Related Operations	Loan Aid-Related Operations	International Agencies and Organizations-Related Operations	Official Security Assistance-Related Operations	Others	Total
	Products Procurement* <sup>1</sup>	Facility Construction* <sup>2</sup>	Others: Screening and Studies, etc.* <sup>3</sup>						
Asia	15	1	3	1	1	2	2	1	26
Africa	70	2	6	0	0	0	0	1	79
Oceania	50	3	1	0	0	0	1	0	55
Middle East	0	0	1	0	0	0	0	0	1
Latin America and the Caribbean	15	0	1	0	0	0	0	4	20
Europe / NIS	8	0	2	1	0	0	0	0	11
Two or more countries across regions	0	0	7	1	3	3	0	5	19
Total	158	6	21	3	4	5	3	11	211



Aluminum can compactor procured for Micronesia



AED and other medical equipment procured for Saint Vincent and the Grenadines, and hospital staff



Japanese rice bound for Togo being loaded onto a ship at the Port of Tokyo

\*1 Schemes mainly involving products procurement (by procurement agent): Grant Aid for the Procurement of Products and Services by procurement agent (Japan's Grant Aid for the Economic and Social Development Programme, etc.), Food Assistance Programme (KR), Emergency Grant Aid, Programme Grant Aid by Procurement Agent  
\*2 Schemes mainly involving facility construction (by procurement agent): Grant Aid for the Procurement of Products and Services by procurement agent (Japan's 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.



JICS’ Initiatives in Environmental, Social, and Governance (ESG) 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 2023

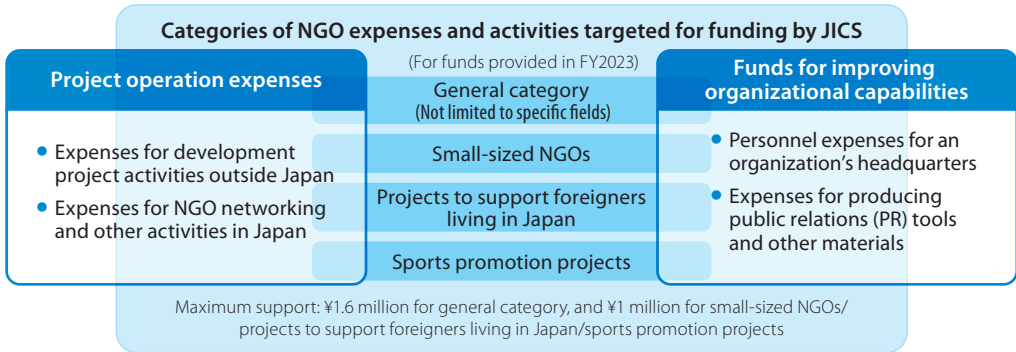
JICS provides funding to assist small- and medium-sized Japanese NGOs and NPOs (hereafter, collectively referred to as “NGOs”) that assist developing countries. JICS considers it one of its ESG initiatives to support community organizations and NGOs that are working to help achieve the SDGs. Its aim 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 ¥240 million in assistance (to a total of 259 organizations) between fiscal 1999 and fiscal 2023.

In fiscal 2023, the Selection Committee chose to support eight organizations out of the 22 that applied. JICS holds a meeting for NGOs to report on their activities and share ideas with outside experts after completion of this support project. In fiscal 2023, we held a hybrid online and face-to-face meeting.

▼ Framework for JICS’ NGO Support Program

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



Organizations Receiving Support in Fiscal 2023 (Please note there were no applications for projects to support foreigners living in Japan or for sports promotion projects.)

No.	NGO	Country of Activity	Name of Project Implemented	Type of Support	Grant Amount (Yen)
1	NPO DAREDEMO HERO	Philippines	A project to develop future leaders from among the underprivileged	Project operation expenses	1,599,000
2	NPO Alazi Dream Project	Sierra Leone	Sex education program for junior high and high school students	Project operation expenses	1,598,660
3	NPO Colorbath	Nepal	Community economic empowerment project through strengthening coffee growers' associations in mountainous Nepal	Project operation expenses	1,600,000
4	NPO Unified Action for Promoting Animal Conservation in Asia and Africa (UAPACAA) Partners	Democratic Republic of the Congo	Contributing to the conservation of forest biodiversity and the protection of bonobos by revitalizing beekeeping in the Mbali region of the Democratic Republic of the Congo	Project operation expenses	1,600,000
5	NPO Kansai NGO Council	Japan	Network project for expanding cooperation between civil societies in Japan and abroad	Project operation expenses	1,314,594
6	NPO ASHA	Nepal	Establishing a technical support system to help resolve medical issues in remote areas of Nepal through technology	Funds for improving organizational capabilities	1,586,920
7	NPO Salt Payatas Foundation Inc.	Philippines	Support for education on economic literacy and sexuality for young persons in underprivileged communities in the Philippines	Project operation expenses for small-sized NGOs	956,148
8	NPO Mint Society for Iranians with Physical Handicaps	Iran	Peer support training for people with disabilities in Karaj City, Iran	Project operation expenses for small-sized NGOs	1,000,000
Total					11,255,322
Meeting for reporting on activities and sharing ideas			Members of 9 organizations receiving support in FY2021 participated		

Activities by Organizations Receiving Support in Fiscal 2022



Skit presentation to learn about reasonable accommodation (Iran)  
NPO Mint Society for Iranians with Physical Handicaps



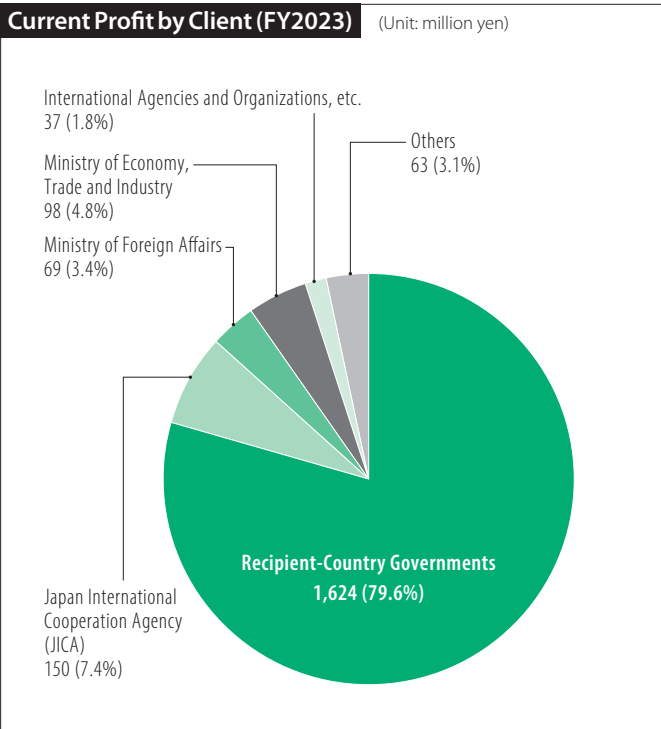
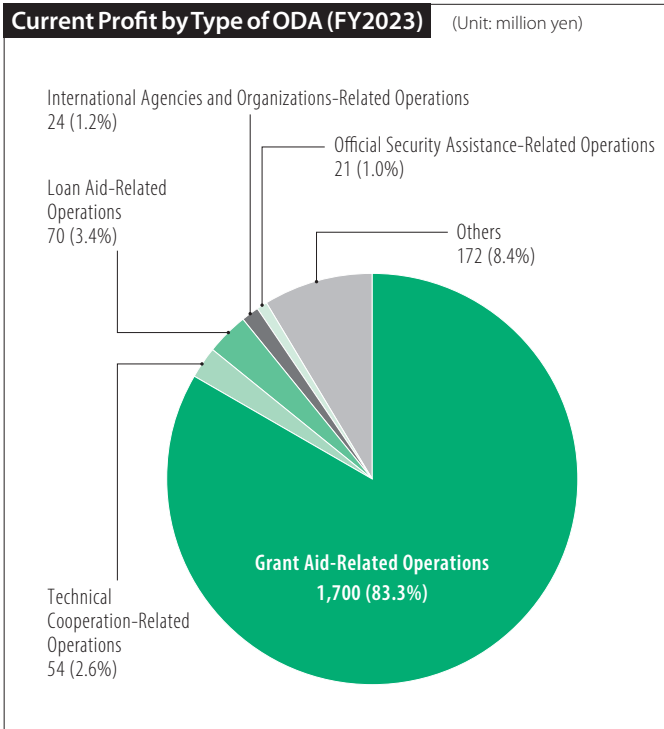
Staff meeting to prepare for crowdfunding  
NPO Piece of Syria



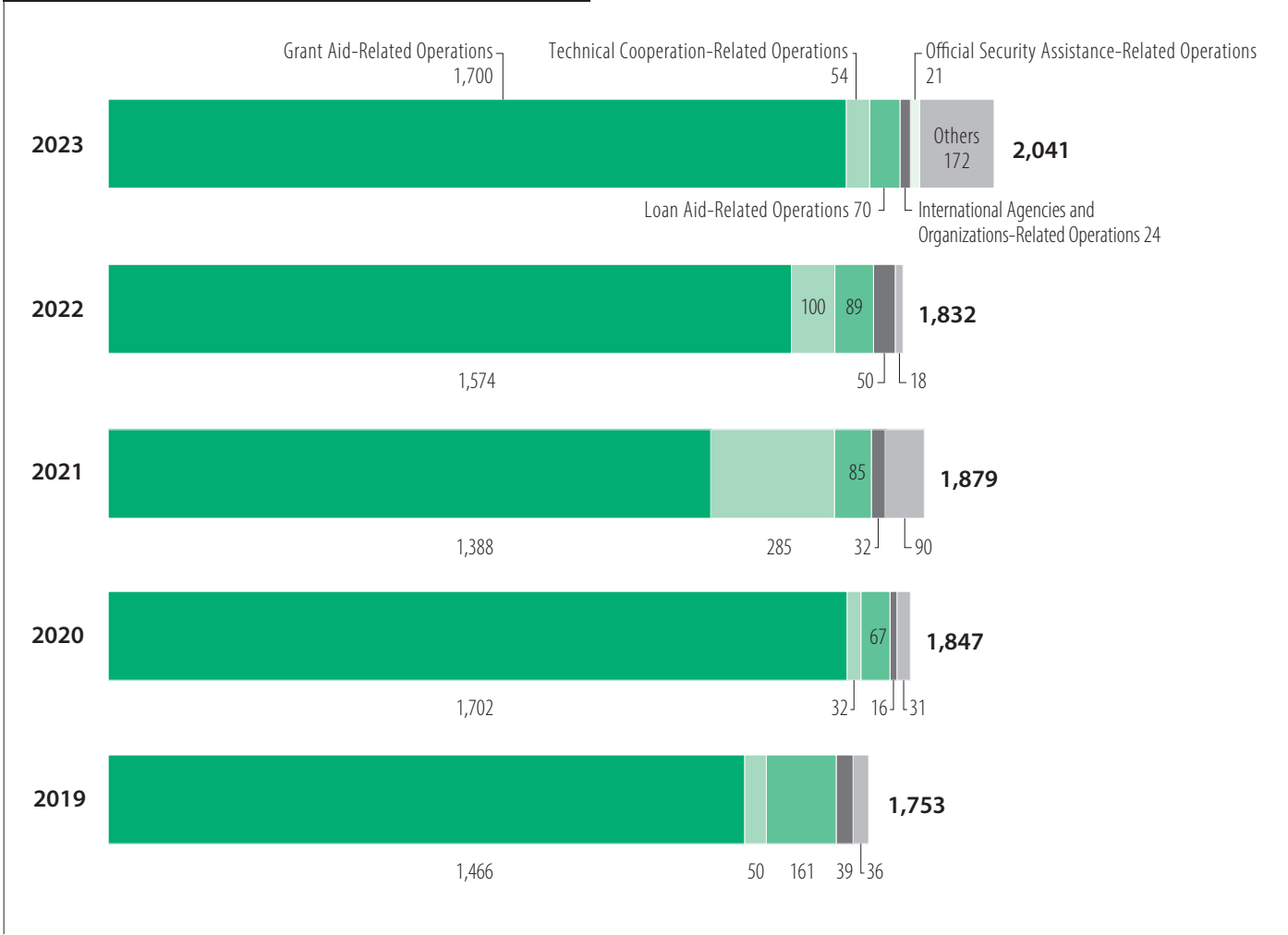
Children in Korogocho taking their primary school graduation exam (Kenya)  
NPO Little Bees International

Current Profit by Type of ODA and Client (FY2023)

The charts below indicate JICS’ current profit by type of ODA and by client as presented on page 26 in the Fiscal 2023 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.



Change in Current Profit by Type of ODA (FY2019–FY2023) (Unit: million yen) Note: Totals may not agree since figures are rounded to the nearest million yen.





Project Results by Country (FY2021–FY2023 New Projects)

Country	Grant Aid-Related Operations			Technical Cooperation-Related Operations	Loan Aid-Related Operations	International Agencies and Organizations-Related Operations	Official Security Assistance-Related Operations	Others	Total
	Products Procurement* <sup>1</sup>	Facility Construction* <sup>2</sup>	Others: Screening and Studies, etc.* <sup>3</sup>						
Asia									
Bangladesh			1				1		2
Cambodia	4		2						6
China (People's Rep.)								1	1
India					1				1
Indonesia						1			1
Laos	3								3
Maldives	1			1					2
Mongolia	2								2
Myanmar						1			1
Philippines	1	1					1		3
Sri Lanka	3								3
Thailand	1								1
Total Asia (no. of cases)	15	1	3	1	1	2	2	1	26
Africa									
Angola	1								1
Benin	1								1
Burkina Faso	2	1							3
Burundi	4								4
Cabo Verde	3								3
Cameroon	2								2
Chad	1								1
Comoros	2								2
Congo (Dem. Rep.)	4	1							5
Congo (Rep.)	2								2
Cote d'Ivoire	3								3
Djibouti	1								1
Ethiopia	4								4
Gambia	3								3
Ghana	1								1
Liberia	3								3
Madagascar	5		2						7
Malawi	1								1
Mali	2								2
Mauritania	4								4
Mauritius	1								1
Mozambique	1								1
Niger	4								4
Rwanda	1								1
Sao Tome and Principe	3								3
Senegal	4							1	5
Sudan	1								1
Togo	5								5
Tunisia			1						1
Zambia			3						3
Zimbabwe	1								1
Total Africa (no. of cases)	70	2	6	0	0	0	0	1	79
Oceania									
Cook Islands	2								2
Fiji	4						1		5
Kiribati	4								4
Marshall Islands	6	1							7
Micronesia	4	1							5
Nauru	2								2
Niue	1								1
Palau	4	1							5
Papua New Guinea	5		1						6
Samoa	4								4

Country	Grant Aid-Related Operations			Technical Cooperation-Related Operations	Loan Aid-Related Operations	International Agencies and Organizations-Related Operations	Official Security Assistance-Related Operations	Others	Total
	Products Procurement* <sup>1</sup>	Facility Construction* <sup>2</sup>	Others: Screening and Studies, etc.* <sup>3</sup>						
Solomon Islands	5								5
Tonga	6								6
Tuvalu	1								1
Vanuatu	2								2
Total Oceania (no. of cases)	50	3	1	0	0	0	1	0	55
Middle East									
Iraq			1						1
Total Middle East (no. of cases)	0	0	1	0	0	0	0	0	1
Latin America and the Caribbean									
Argentina	1								1
Bolivia	1								1
Colombia	2							1	3
Dominican Republic	1								1
Ecuador	1							1	2
Guatemala	1							1	2
Jamaica	1								1
Nicaragua	3								3
Paraguay								1	1
Peru			1						1
Saint Lucia	1								1
Saint Vincent and the Grenadines	2								2
Suriname	1								1
Total Latin America and the Caribbean (no. of cases)	15	0	1	0	0	0	0	4	20
Europe / NIS									
Albania			2						2
Ukraine	8			1					9
Total Europe / NIS (no. of cases)	8	0	2	1	0	0	0	0	11
Two or more countries across regions									
Several countries			7	1	3	3		5	19
Total two or more countries across regions (no. of cases)	0	0	7	1	3	3	0	5	19
Total	158	6	21	3	4	5	3	11	211

\*1 Schemes mainly involving products procurement (by procurement agent): Grant Aid for the Procurement of Products and Services by procurement agent (Japan's Grant Aid for the Economic and Social Development Programme, etc.), Food Assistance Programme (KR), Emergency Grant Aid, Programme Grant Aid by Procurement Agent

\*2 Schemes mainly involving facility construction (by procurement agent): Grant Aid for the Procurement of Products and Services by procurement agent (Japan's 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 2023

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	Angola	Japan's Grant Aid for the Economic and Social Development Programme	Demining equipment	350	2023.3.1
	Benin	Same as above	Equipment for public security	400	2023.10.24
	Bolivia	Same as above	Medical equipment	300	2023.6.29
	Cambodia	The Project for the Construction of Hydrographic Survey Vessel for Preparing Electronic Navigational Chart	Hydrographic survey vessel	1,000	2023.12.18
	Cambodia	The Project for the Development of Digital Management System of Water Supply Facilities in the Metropolitan Area	Digital management system of water supply facilities	1,000	2023.12.18
	Cambodia	The Project for the Development of National Data Center towards Promoting E-Government	Equipment related to the construction of National Data Center	2,300	2023.12.8
	Cambodia	Japan's Grant Aid for the Economic and Social Development Programme	Cybersecurity system	1,150	2022.11.12
	Colombia	Same as above	Biometric identification system	500	2023.7.26
	Comoros	Same as above	Waste management equipment	300	2023.2.23
	Congo (Dem. Rep.)	National Remote Sensing Center Upgrade Project	Construction of remote sensing center	900	2023.4.27
	Congo (Rep.)	Japan's Grant Aid for the Economic and Social Development Programme	Equipment for road maintenance	180	2022.11.17
	Cook Islands	Same as above	Used cargo passenger vessel	520	2023.9.30
	Cote d'Ivoire	Same as above	Agricultural and civil engineering equipment	600	2023.4.6
	Cote d'Ivoire	Same as above	Fertilizer	550	2023.4.6
	Dominican Republic	Same as above	Tractor, beach cleaner and dump truck	200	2023.12.14
	Ecuador	Same as above	Patrol boat	500	2023.11.14
	Ethiopia	Same as above	Fertilizer	650	2023.3.10
	Fiji	Same as above	Oil spill clean-up equipment	100	2023.10.6
	Fiji	Same as above	Medical container	150	2023.8.21
	Jamaica	Same as above	Patrol cars, ambulances	400	2023.6.30
	Kiribati	Same as above	Medical equipment	150	2023.10.10
	Kiribati	Same as above	Submarine cable	2,400	2023.6.5
	Laos	The Project for the Regional Development through Acceleration of the Clearance of Unexploded Ordnance in the Southern Provinces	Advanced Land Imaging System (ALIS)	800	2023.4.27
	Madagascar	Japan's Grant Aid for the Economic and Social Development Programme	Agricultural equipment	1,000	2023.3.16
	Malawi	Same as above	Fertilizer	650	2023.3.13
	Marshall Islands	Project for the Improvement of Access Roads to the Training and Operation Center of Maritime Security and Safety	Road pavement	200	2024.3.21
	Mauritania	Japan's Grant Aid for the Economic and Social Development Programme	Tractor, excavator and dump truck	600	2023.3.14
	Mauritius	Same as above	Medical and welfare equipment	550	2022.9.29
	Micronesia	Same as above	Maritime security equipment	400	2022.6.3
	Micronesia	Same as above	Fuel oil	300	2022.6.3
	Micronesia	Same as above	Fuel oil	300	2021.9.17
	Micronesia	Same as above	Healthcare and medical equipment	400	2021.9.17
	Mozambique	Same as above	Equipment for communication system, navigation system etc.,	3,000	2023.4.6
	Nauru	Same as above	Submarine cable	1,500	2023.6.2
	Niger	Same as above	Agricultural and civil engineering equipment	600	2023.4.12
	Niger	Same as above	Fertilizer	550	2023.4.12
	Palau	Same as above	Equipment for airport	562	2023.6.2
	Papua New Guinea	Same as above	Healthcare and medical equipment	250	2023.4.20
	Saint Vincent and the Grenadines	Same as above	Fishery-related equipment	300	2023.4.3
	Samoa	Same as above	Equipment for food processing	100	2023.8.31
	Solomon Islands	Same as above	Landing craft for UXO operation	120	2023.5.17
	Sri Lanka	Same as above	Fishery-related equipment	200	2023.11.22
	Togo	Same as above	Fertilizer	550	2023.4.25
	Zimbabwe	Same as above	Fertilizer	650	2023.3.10

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	Burkina Faso	Japan's Grant Aid for the Food Assistance Programme	Rice	500	2023.10.19
	Burundi	Same as above	Rice	350	2023.8.11
	Cabo Verde	Same as above	Wheat flour	150	2023.9.7
	Congo (Dem. Rep.)	Same as above	Rice	450	2023.8.16
	Gambia	Same as above	Rice	250	2023.10.19

Item (Description)	Country	Project	Procurement Items/Project Outline	Amount of E/N (Million yen)	Date of E/N
	Liberia	Same as above	Rice	300	2023.10.24
	Madagascar	Same as above	Rice	300	2023.8.11
	Mauritania	Same as above	Rice	550	2023.9.14
	Sao Tome and Principe	Same as above	Rice	250	2024.2.26
	Senegal	Same as above	Rice	250	2023.8.4
	Togo	Same as above	Rice	250	2023.9.25

Cultural Grant Assistance				
Item (Description)	Country	Project	Amount of E/N (Million yen)	Date of E/N
Procurement management agent services	Papua New Guinea	The Project for the Improvement of Digitization Equipment of the Papua New Guinea National Museum and Art Gallery	72.6	2023.4.20
Study	Several countries	Preliminary Survey for Cultural Grant in FY2023	—	—
Procurement management agent services	Zambia	The Project for the Improvement of Equipment for Research, Conservation, Exhibition and Education at the Livingstone Museum	89.3	2023.4.25

Programme Grant Aid (by procurement agent)		
Item (Description)	Country	Project
Procurement agent services	Philippines	The Programme for the Urgent Improvement of Socioeconomic Infrastructures in Bangsamoro Region
	Ukraine	The Programme for Emergency Recovery: Sub-project for Improvement of Equipment for Humanitarian Mine Action
	Ukraine	The Programme for Emergency Recovery: Sub-project for Urgent Improvement of Transport Service
	Ukraine	The Programme for Emergency Recovery: Sub-project for Urgent Improvement of Destruction Waste Management
	Ukraine	The Programme for Emergency Recovery (Phase2): Sub-project for Improvement of Equipment for Humanitarian Mine Action
	Ukraine	The Programme for Emergency Recovery (Phase2): Sub-project for Urgent Improvement of Transport Service
	Ukraine	The Programme for Emergency Recovery (Phase2): Sub-project for Urgent Improvement of Destruction Waste Management
	Ukraine	The Programme for Emergency Recovery (Phase2): Sub-project for Public Broadcasting Sector Urgent Support
	Ukraine	The Programme for Emergency Recovery (Phase2): Sub-project for Urgent Improvement of Public Utilities of Local Governments

Other Studies and Screening for Grant Aid		
Item (Description)	Country	Project
Screening	Several countries	Screening of Applications for Grant Assistance for Japanese NGO Projects and NGO Project Subsidies in FY2023
Procurement management agent services	Zambia	The Project for the Development of Rice Seeds Production Field and Training Facilities

Technical Cooperation

Item (Description)	Country	Project
Procurement management agent services	Maldives	Project Management (Procurement Support) for Implementation of Coastal Conservation/Protection Measures against Disasters in Green Climate Fund (GCF) Project in the Republic of Maldives

Japanese ODA Loans

Item (Description)	Country	Project
Check of procurement-related documents	Several countries	Primary Check of Procurement-related Documents under Japanese ODA Loans in FY2023–FY2025

Multilateral Aid-Related Operations

Item (Description)	Country	Project	Contracting Party
Study	Several countries	Japan Fund for the Joint Crediting Mechanism (JFJCM)-Procurement Specialist	Asian Development Bank (ADB)

Official Security Assistance-Related Operations

Item (Description)	Country	Project	Procurement Items	Amount of E/N (Million yen)	Date of E/N
Procurement agent services	Bangladesh	Japan's Official Security Assistance	Patrol boats	575	2023.11.15
	Fiji	Japan's Official Security Assistance	Patrol boats	400	2023.12.18
	Philippines	Japan's Official Security Assistance	Coastal radar systems	600	2023.11.3

Other Activities

Item (Description)	Country	Project	Contracting Party
Procurement services	Colombia	Delivery and set up of laboratory equipment for analysis of neutralization antibody titre	National Center for Global Health and Medicine
Study	Guatemala	SDGs Business Model Formulation Survey with the Private Sector for Coffee Leaf Rust Controlling with Weather Forecast in Guatemala	Japan International Cooperation Agency (JICA)
Screening	Several countries	Support for new businesses such as DX in emerging countries	Ministry of Economy, Trade and Industry



Fiscal 2023 Business Report

Grant Aid-Related Operations

Item	Description	Actual Figures in FY2022	Actual Figures in FY2023
		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.)	—	38	44
(2) Procurement agent services for Food Assistance Programme	—	12	11
(3) Procurement agent services for Emergency Grant Aid	—	—	—
(4) Procurement agent services for Grant Aid Projects under Public–Private Partnership	—	—	—
(5) Procurement management agent services for Cultural Grant Assistance	—	2	2
(6) Procurement management agent services for General Grant Aid	—	2	1
(7) Procurement agent services for Programme Grant Aid	—	3	9
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 Cultural Grant Assistance	3	1
(2) Feasibility studies/Planning for improvement of equipment	Feasibility studies, etc.	0	—
(3) Screening	Grant Assistance for Japanese NGO Projects	1	1

Technical Cooperation-Related Operations

Procurement management agent services for Technical Cooperation/Studies, etc.	Drawing up of specifications, support for procurement for equipment, studies, promotion of contract, supervision of construction	2	1
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Loan Aid-Related Operations

Procurement management agent services for ODA Loans/ Study for ODA Loans, etc.	Check and audit of procurement-related documents, study and support on implementation of loan projects	1	1
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Multilateral Aid-Related Operations

Procurement management agent 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.	4	1
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Official Security Assistance-Related Operations

Procurement agent services for Official Security Assistance (OSA)	Study, procurement agent services	—	3
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Other Activities

(1) Procurement support and survey for grant aid projects implemented by various ministries, projects under public–private partnership and private-sector projects	Procurement of products, study, etc.	1	2
(2) Project formulation survey on SME support	Feasibility surveys and verification surveys with the private sector for disseminating Japanese technology for Japan International Cooperation Agency (JICA)	1	1
(3) Dispatch of experts/company support staff	—	—	—

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	8 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 2023 Balance Sheet

(As of March 31, 2024)

(Unit: yen)

Item	FY2023 (As of March31, 2024)	FY2022 (As of March31, 2023)	Variance
I Assets			
1. Current assets			
Cash and deposits	206,154,703	448,835,455	(242,680,752)
Accrued revenues	600,891,750	696,424,578	(95,532,828)
Prepaid expenses	22,363,951	23,226,620	(862,669)
Advances paid	358,752,735	10,918,442	347,834,293
Suspense payments	1,855,695	2,454,650	(598,955)
Total current assets	1,190,018,834	1,181,859,745	8,159,089
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	14,250,100	11,625,100	2,625,000
Reserve for preparation of office relocation	147,000,000	120,000,000	27,000,000
Total specific assets	171,250,100	141,625,100	29,625,000
(3) Other fixed assets			
Equipment attached to building	38,034,611	44,574,045	(6,539,434)
Appliances and fixtures	57,659,551	5,720,325	51,939,226
Software	90,814,789	65,664,629	25,150,160
Software in progress	24,243,800	3,900,000	20,343,800
Deposit and security moneys	56,285,972	59,233,200	(2,947,228)
Long-term prepaid expenses	9,789,564	3,523,204	6,266,360
Prepaid pension expenses	18,671,256	48,676,774	(30,005,518)
Investment securities	42,245	61,428	(19,183)
Deferred tax assets	40,778,260	48,045,818	(7,267,558)
Total other fixed assets	336,320,048	279,399,423	56,920,625
Total fixed assets	894,570,148	808,024,523	86,545,625
Total assets 1)	2,084,588,982	1,989,884,268	94,704,714
II Liabilities			
1. Current liabilities			
Accrued payments	151,698,733	128,321,771	23,376,962
Allowance for bonus	103,017,893	127,003,071	(23,985,178)
Suspense receipt	9,466,383	—	9,466,383
Deposits received	12,441,570	7,849,602	4,591,968
Advances received	24,405,000	3,653,800	20,751,200
Income tax payable	45,779,900	48,920,500	(3,140,600)
Total current liabilities	346,809,479	315,748,744	31,060,735
2. Fixed liabilities			
Provision for retirement benefits	14,075,000	8,575,000	5,500,000
Reserve for executive officers’ retirement benefits	14,250,100	11,625,100	2,625,000
Total fixed liabilities	28,325,100	20,200,100	8,125,000
Total liabilities 2)	375,134,579	335,948,844	39,185,735
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]	[157,000,000]	[130,000,000]	[27,000,000]
Total net assets 1) - 2)	1,709,454,403	1,653,935,424	55,518,979
Total liabilities and net assets	2,084,588,982	1,989,884,268	94,704,714



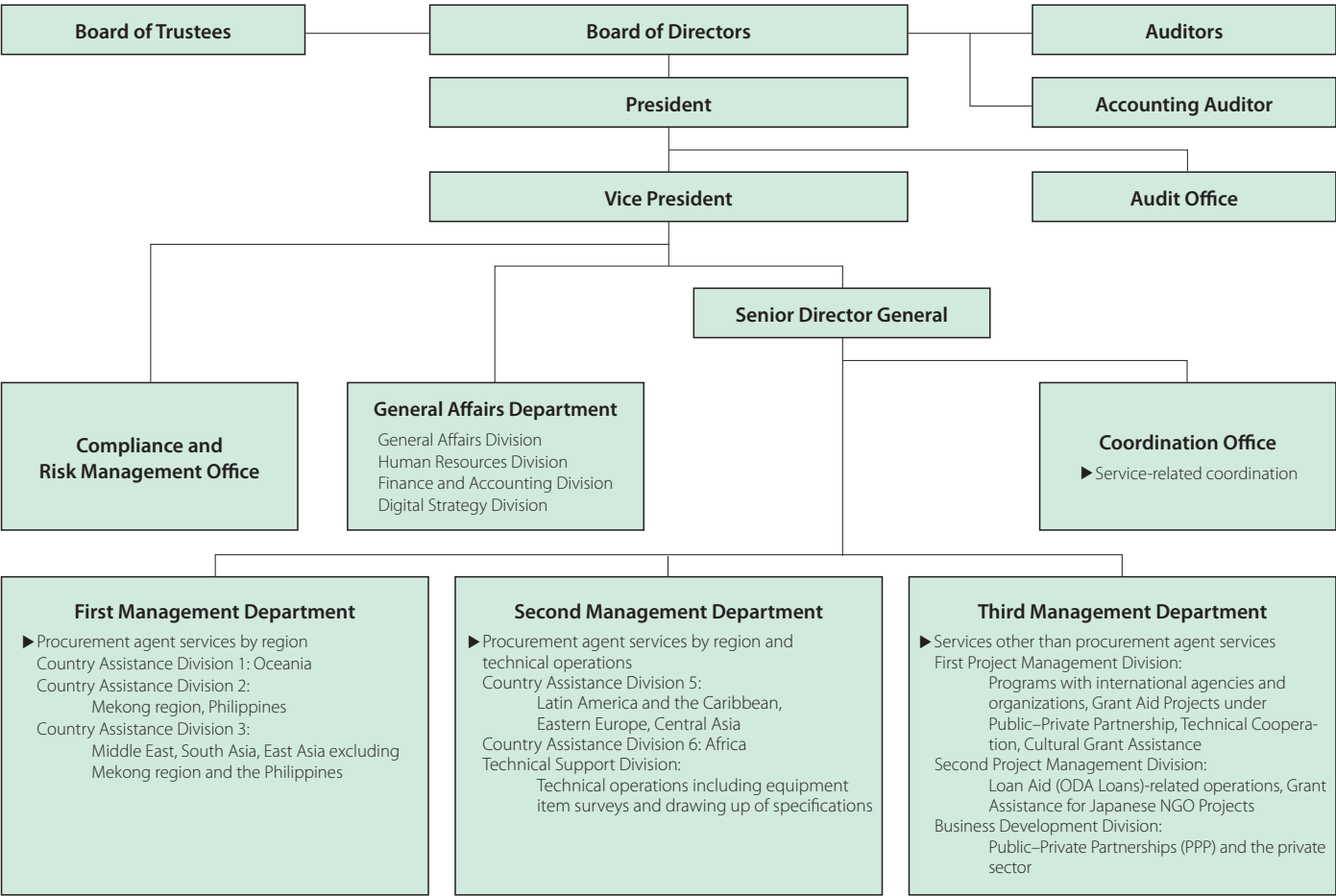
Fiscal 2023 Statement of Net Equity Increase (Decrease)

(From April 1, 2023 to March 31, 2024)

Item	(Unit: yen)		
	FY2023 (April 1, 2023–March 31, 2024)	FY2022 (April 1, 2022–March 31, 2023)	Variance
I General Net Assets Increase or Decrease			
1. Current increase or decrease			
(1) Current profits			
1) Profit from the management of the endowment	982,486	980,569	1,917
Interest received from the endowment	982,486	980,569	1,917
2) Profit from business activities	2,041,226,027	1,832,047,975	209,178,052
Profit from grant aid programs	1,700,252,132	1,574,267,369	125,984,763
Profit from technical cooperation programs	53,861,718	100,379,809	(46,518,091)
Profit from loan programs	70,195,460	89,465,884	(19,270,424)
Profit from programs with international agencies and organizations, etc.	24,006,074	49,999,483	(25,993,409)
Profit from Official Security Assistance programs	20,877,500	0	20,877,500
Profit from other commissioned projects	172,033,143	17,935,430	154,097,713
3) Miscellaneous profits	627,633	1,903,214	(1,275,581)
Miscellaneous profits	627,272	1,900,741	(1,273,469)
Miscellaneous profits (Interest income)	361	2,473	(2,112)
Total current profits (A)	2,042,836,146	1,834,931,758	207,904,388
(2) Current expenses			
1) Operating expenses	1,631,703,924	1,451,340,711	180,363,213
2) Administrative expenses	302,412,675	292,799,355	9,613,320
Total current expenses (B)	1,934,116,599	1,744,140,066	189,976,533
Current increase or decrease for the year (C) = (A) - (B)	108,719,547	90,791,692	17,927,855
2. Nonrecurring increase or decrease			
(1) Nonrecurring profits			
1) Dividends (gain) for the prior period for Djibouti geothermal project	0	2,044,810	(2,044,810)
Total nonrecurring profits	0	2,044,810	(2,044,810)
(2) Nonrecurring expenses			
1) Loss on sale and retirement of non-current assets	0	1	(1)
2) Dividends (loss) for the prior period for Djibouti geothermal project	0	13,455,606	(13,455,606)
3) Depreciation of security deposit	0	13,753,731	(13,753,731)
Total nonrecurring expenses	0	27,209,338	(27,209,338)
Nonrecurring increase or decrease for the year (D)	0	(25,164,528)	25,164,528
General net assets increase or decrease for the year before income taxes (E) = (C) + (D)	108,719,547	65,627,164	43,092,383
Income taxes—current (F)	45,933,010	49,073,670	(3,140,660)
Income taxes—deferred (G)	7,267,558	(4,202,719)	11,470,277
Income taxes for prior period—deferred (H)	0	(43,843,099)	43,843,099
General net assets increase or decrease for the year (I) = (E) - (F) - (G) - (H)	55,518,979	64,599,312	(9,080,333)
General net assets at beginning of year (J)	1,281,935,424	1,217,336,112	64,599,312
General net assets at end of year (K) = (I) + (J)	1,337,454,403	1,281,935,424	55,518,979
II Designated Net Assets Increase or Decrease			
1) Amount of transfer to general net assets			
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)	1,709,454,403	1,653,935,424	55,518,979

Organization Chart and Board of Directors/Board of Trustees

▼ Organization Chart (As of August 1, 2024)



▼ Board of Directors/Board of Trustees

Board of Directors and Accounting Auditor (As of August 1, 2024)

President	TAKEUCHI Kazuki	Japan International Cooperation System
Vice President	HIGUCHI Seiichi	Japan International Cooperation System
Executive Director	KASHIHARA Kyoko	Career Consultant Board Member of the Japanese Association of International Women's Rights
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, 2024)

Chairman	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	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	WATANABE Michio	Senior Executive Director, International Development Center of Japan Inc. Representative Director, International Development Center of Japan

In fiscal 2023, the Board of Directors met four times and the Board of Trustees met twice.

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.

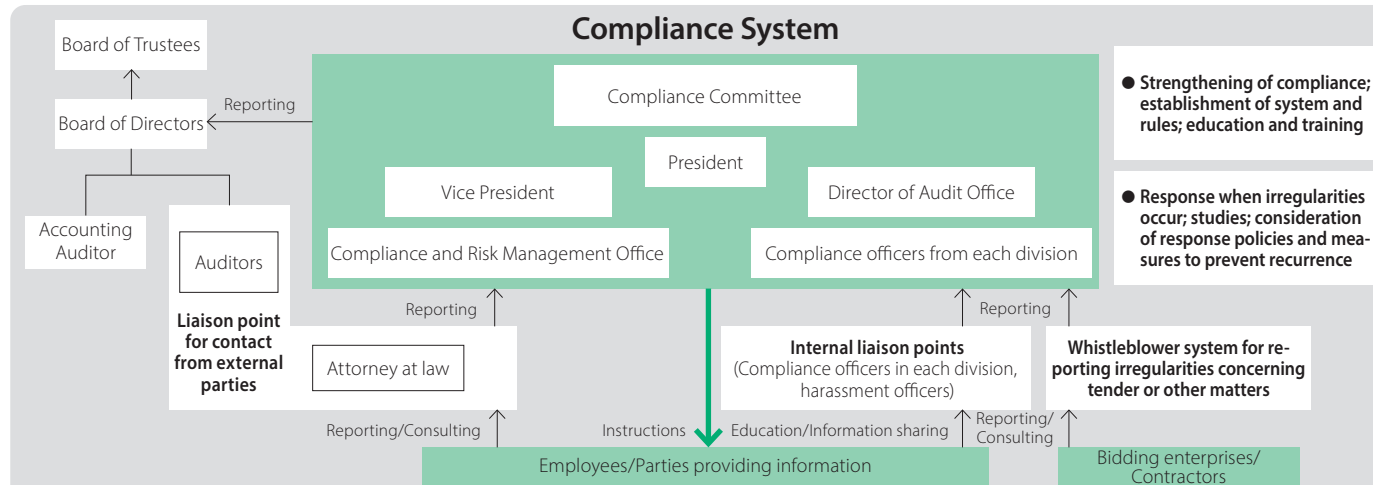
(6) Whistleblower system for reporting irregularities concerning tender or other matters

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](mailto:jics@jics.or.jp)  
[https://www.jics.or.jp/jics\\_html-e/](https://www.jics.or.jp/jics_html-e/)
- President  
TAKEUCHI Kazuki
- Date of Establishment  
April 12, 1989
- Endowment  
¥387 million
- Number of Employees  
134 (as of August 1, 2024)
- 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: 1,  
Professional Engineers (Environmental Assessment): 1  
(as of August 1, 2024)



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