

# Annual Report 2025

Japan International Cooperation System  
Year ended March 31, 2025



# Profile of JICS

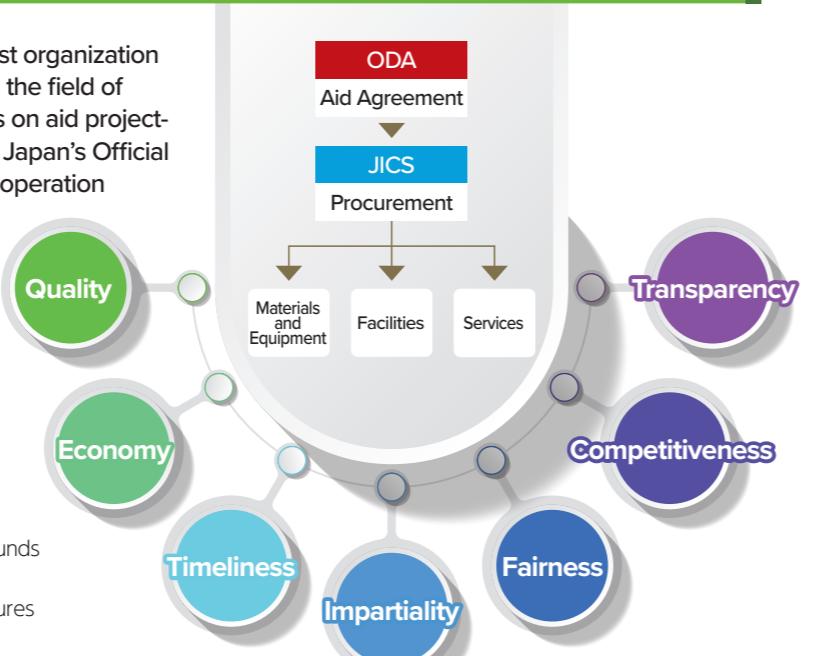
Japan International Cooperation System (JICS) is the first organization in Japan to specialize in procurement operations within the field of international cooperation. JICS' activities primarily focus on aid project-related procurement and supervision operations within Japan's Official Development Assistance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

## The Role of the Procurement Agent

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

To meet these requirements, JICS carries out these procedures as the procurement agent of the recipient-country government.

A procurement agent possesses expert knowledge and experience relating to public procurement, materials and equipment, and other relevant aspects.



## JICS' Mission, Vision and Values (MVV)

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

### MVV

#### MISSION

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

#### VISION

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

#### VALUE

##### Impartiality, Fairness and Transparency

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

##### Reliability

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

##### Maximizing the Impact of Aid

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

##### Creation and Challenge

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

## 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		
1997	▶ Expansion of procurement consulting services and procurement agent services		
1998	Began services for grant aid projects for child health 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 Grand Aid		
2002	▶ Diversification of procurement agent services through reconstruction assistance		
2003	Began services for grant aid for research assistance projects and consulting services for Grant Assistance for the Food Aid project Began services for Grant Aid for Conflict Prevention and Peacebuilding projects From 2002 Road construction, etc., in Afghanistan through Emergency Grant Aid and Non-Project Grant Aid From 2003 Collection of small arms in Cambodia through Grant Aid for Conflict Prevention and Peacebuilding		
2004	▶ Commencement of services related to ODA Loans and international organization		
2006	▶ Increase in project management of construction as part of procurement agent services		
2009	Began services for primary checks of ODA Loans procurement related documentation 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 Began services for Program Grant Aid for Environment and Climate Change		
2012	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		
2013	Transited to a not-for-profit, general incorporated foundation		
2015	▶ Strengthened competitiveness and implemented strategies to further develop existing business ▶ Developed new businesses targeting Public-Private Partnership (PPP) and the private sector		
2020	Began participation in JICA's Support for Japanese Small and Medium-sized Enterprises (SMEs) Overseas Business Development Won a new contract for Grant Aid Project under Public-Private Partnership Won a new ODA Loan project consulting service contract		
2023	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 2022 Programme Grant Aid by Procurement Agent: The Programme for Emergency Recovery (Ukraine)		
Won a new contract for Official Security Assistance (OSA) Programme			



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



Ukraine: The Programme for Emergency Recovery

## A Message from the President

**Committed to the aims of peace, stability, and prosperity in the international community, JICS is devoted to fully engaging in international cooperation projects prioritized by the Government of Japan.**



### Contributing through procurement to the assistance needs of a turbulent international community

Cooperation among nations is paramount in addressing the many global issues faced by the international community. Even as we press forward toward the shared goal of achieving the SDGs, conflicts continue to erupt that threaten the international order. At the same time, we are reminded daily of the importance of the Government of Japan's international cooperation projects, particularly in terms of contributing to global peace and stability. To realize these projects, JICS has made it an organizational principle to respond with agility and precision by leveraging our procurement expertise.

### Committed to a wide range of support, from long-standing issues to new global challenges

In Africa, JICS, as a procurement agent, is engaged in project management, such as procuring food assistance for countries that need to strengthen their food security and constructing healthcare and treatment facilities. We promote procurement through our networks with these countries, making use of digital tools as appropriate given the conditions and circumstances in each country.

In the Asia-Pacific region, JICS procures a vast array of items that help boost maritime security capacity, environmental conservation, and action on climate change. We are also involved in projects that support digitalization, a key foundation for future prosperity. For example, a project to lay submarine cables to enhance telecommunications infrastructure was carried out jointly by six nations (both recipient nations and other donor nations). This was the first JICS initiative that promoted procurement in cooperation with multiple stakeholders.

For Ukraine, where the situation is a major concern for countries worldwide, we are cooperating on the procurement of equipment and materials needed to support Ukraine's recovery and reconstruction while coordinating with suppliers



and manufacturers to deal with issues of transportation and handover.

I would like to express my deepest gratitude for the support of the Ministry of Foreign Affairs of Japan, the Japan International Cooperation Agency (JICA), the governments of recipient countries, and related companies involved in international cooperation, for enabling us to press forward with our work despite the international situation's impact on our operations.

#### Aiming for optimal project implementation by deepening cooperative relationships with multiple actors involved with international cooperation projects

JICS continues to make efforts to expand the scope of our operations. Examples include undertaking the international transportation of emergency vaccines to Africa and engaging in procurement and other services for the Official Security Assistance (OSA), which was established by the Government of Japan in 2023.

It is a source of pride for us, as a procurement agent, to play a part in the Government of Japan's efforts to support peace, stability, and prosperity in the international community, and to make that support tangible. We, at JICS, aim to be an integrator in international collaboration, building on our wealth of expertise in project management and international procurement. As such an integrator, all JICS employees strive to ascertain and connect the respective needs of the Government of Japan, the governments of recipient countries, related organizations, and related companies in order to maximize the impact of Japan's international cooperation projects.

September 2025  
**TAKEUCHI Kazuki**  
 President  
 Japan International Cooperation System (JICS)



## Playing a Part in Japan's Development Assistance through the Tokyo International Conference on African Development (TICAD)

Africa, blessed with abundant natural resources and a population of some 1.4 billion people, is a continent poised for dynamic growth. At the same time, it faces numerous challenges including poverty, conflicts, terrorism, and inadequate infrastructure. The Government of Japan, since 1993, has provided ongoing support to African nations through TICAD, held in collaboration with the United Nations and other organizations. Centered on ownership and partnership, this support has been provided while recalibrating cooperative relationships to address the challenges of the times, such as peace and stability, human security, and the Sustainable Development Goals. JICS plays a role in these efforts as an integrator in the field of international cooperation. In this roundtable discussion, three professionals involved in African development assistance projects exchanged opinions about JICS activities in this area.

### Participants



**MURAYAMA Hiroki**  
 Director,  
 Country Assistance  
 Division 1  
 First Management  
 Department



**JO Michiko**  
 Deputy Director,  
 Country Assistance  
 Division 6  
 Second Management  
 Department



**YOSHIMIZU Mana**  
 Country Assistance  
 Division 6  
 Second Management  
 Department

#### Delivering equipment and materials quickly and reliably to where they are needed to sustain people's lives and safety

**Jo:** JICS has been involved in food assistance for 20 years. We procure food assistance for recipient countries, primarily in Africa, in collaboration with the Ministry of Foreign Affairs and the Ministry of Agriculture, Forestry and Fisheries. We work to ensure projects run smoothly by coordinating with recipient country governments, the Ministry of Foreign Affairs, embassies, and other stakeholders. More specifically, this work includes selecting suppliers to transport food assistance to the recipient countries and managing land and sea transport.

One project I was involved in was the fiscal 2023 Food Assistance Programme for Burkina Faso. This country receives frequent and

substantial food assistance, and its citizens prize Japanese rice in particular for being delicious. For this reason, both the Burkina Faso government and people eagerly anticipate Japan's food assistance. Unfortunately, because the country is landlocked, the food assistance must be transported by sea to neighboring countries for unloading and then moved by rail or truck to the final destination. The biggest concern with this Programme was the potential for disruptions during transit due to deteriorating security conditions. To address this, we maintained close communications with the government and suppliers and established a rapid response system in the event of any issues with transportation. As a result of this transportation management, the project was executed successfully.

When visiting recipient countries, it truly brings me joy to see Japanese



Delivering flour as part of food assistance to Cabo Verde



Observing the loading of landmine removal equipment in Senegal



Mpox vaccine handover ceremony in the Democratic Republic of the Congo

landmines in the target areas. This redoubled my awareness of just how important a responsibility we at JICS bear. At the same time, I feel what we are doing is very worthwhile, not just in procuring equipment and materials, but also in knowing that the procured landmine removal equipment will actually be put to use and help improve people's lives.

**Jo:** In the same fiscal year, we took on a new project that went beyond our regular procurement agent services. For a Ministry of Health, Labour and Welfare project to provide vaccines and syringes to the Democratic Republic of the Congo, where an mpox outbreak is spreading, JICS took on the role of supplier delivering the supplies to local destinations. This meant we were attempting operations quite different from our normal procurement agent operations. The project faced some initial difficulties, particularly in the international transport of the vaccines, which required both speed and rigorous temperature controls. However, we were able to deliver the vaccines and syringes to their destinations by leveraging our extensive knowledge of the area gained through years of experience and our broad domestic and international network, and with the cooperation of various stakeholders, including the Ministry of Health, Labour and Welfare, the Government of the Democratic Republic of the Congo, and the Embassy of Japan. We received messages of gratitude for the Government of Japan's assistance from the Congolese people.

#### Contributing to livelihoods, healthcare, and education through facility construction initiatives

**Murayama:** In addition to procuring equipment and materials, JICS engages in facility construction projects that contribute to daily life



Construction of elementary and middle schools in Senegal

and education in African countries. One project I was in charge of called for the construction of 51 elementary schools (249 classrooms and toilets) in the Republic of Benin, which took about four years starting in fiscal 2007. Previous facility construction projects funded by Japan's grant aid involved Japanese construction consultants and contractors traveling to the sites to build the facilities. However, the Government of Japan ran Grant aid for community empowerment from 2006 to 2014, aiming to construct more schools with the same aid budget. The scheme emphasized incorporating local specifications and designs and the proactive hiring of local businesses and usage of local materials. JICS was involved in 39 projects under this scheme in Africa, with a total aid budget of approximately 42 billion yen. I was stationed in Benin as an Assistant Project Manager, conducting negotiations with the Ministry of Maternal and Primary Education of Benin, overseeing the bidding processes for selecting local construction consultants and contractors, and managing the project's progress. Hiring local construction consultants and contractors allowed for flexible responses tailored to local circumstances on one hand, but on the other, it was a challenging project requiring careful consideration for schedule management and quality assurance. Nevertheless, we successfully built 51 schools across four departments in three and a half years. Even now, whenever I'm in the country, I visit these schools. Seeing the teachers and children still using them with care, years later, always warms my heart.

**Yoshimizu:** In the area of facility construction, I am currently involved in a Project for Construction of the Health



Construction of elementary schools in Benin

and Social Promotion centers (CSPS) in 10 health administrative districts in Burkina Faso. The project includes drilling wells and installing incinerators and solar-panel systems to ensure the CSPS will be used sustainably over time. JICS architects and experienced facility construction program supervisors conduct on-site surveys, coordinate with the Ministry of Health of Burkina Faso on construction requirements and other matters, and select local consultants and construction contractors. At JICS headquarters in Japan, I handle contract execution procedures and payment processing for the consultants and contractors. We communicate closely with staff in Burkina Faso using all available methods — email, online meeting tools, and phone calls — to ensure no misunderstandings arise when having them make inquiries, confirmations, or requests to consultants or contractors on our behalf.

Although I have not yet visited Burkina Faso, the monthly reports from the consultants give me an understanding of how the facility and well construction is progressing. This makes me feel involved in a major project and provides a sense of accomplishment.

#### A JICS strength is our ability to adapt flexibly and broaden our operations to meet the needs of the times

**Jo:** The strength of JICS lies in how our vast experience and knowledge accumulated over time are shared among everyone and applied to new projects. When facing difficult decisions, consulting senior colleagues within the organization yields plenty of advice based on their wealth of experience. And with thorough records kept in databases and other



Patrol-boat handover ceremony in Comoros

systems, we can make the maximum utility of JICS' stockpile of experience and knowledge when tackling new projects. Another JICS strength is our broad network domestically and abroad, including relations with the governments of recipient countries. This extensive international network is utilized to advance projects steadily with all parties working in collaboration.

**Yoshimizu:** When I joined JICS in 2023, I lacked sufficient knowledge not only about the procurement agent framework but also about equipment and materials in general. However, with guidance from senior colleagues within my own division and other divisions like the Technical Support Division, I was able to carry out procurement operations step by step — handling items like landmine removal equipment, medical devices, and fertilizers. I had a real sense that projects move forward through mutual support across JICS, transcending divisional boundaries.

**Murayama:** JICS today is involved in a wide range of projects. In the beginning however, we started with procuring raw materials like oil and iron. From there, we began to handle the procurement of equipment such as landmine removal equipment and medical devices. Now, we even manage facility construction projects such as schools and CSPS. JICS has broadened the scope of our operations to meet the needs of the times and requests from the Government of Japan. I believe this capacity to adapt flexibly is JICS' greatest strength. This adaptation is possible by leveraging the extensive experience and expertise JICS has built up over the years.

Regarding development assistance in Africa, projects in Francophone regions are managed by personnel proficient in French. This enables direct, smooth communications and strong



ties with recipient country governments, implementing agencies, and local staff members — another big strength of JICS.

#### Identifying needs, connecting stakeholders, and translating aid into tangible outcomes

**Yoshimizu:** Our next goal is to enhance both the quantity and quality of communications with local staff members and other people on the ground. The COVID-19 pandemic pushed digital communication tools into the mainstream, enabling us to hold meetings with local staff members even in countries where entry is difficult due to deteriorating circumstances. Certainly, visiting sites and speaking in person remain important. But we believe it's equally crucial to choose the most suitable means for each occasion — be it phone, email, or online meeting tools — and maintain frequent, close communications.

**Jo:** It's a tremendous honor to be entrusted with a new project based on the belief that "JICS can get it done". I think this belief stems from successive generations of predecessors who carried out projects with diligence and dedication and then turned over their knowledge to the next generation. This is why I want to follow in their footsteps, committing myself to each project and ensuring their progress step by step, so that the people after me can make

use of the experience and knowledge I gain. I intend to continue to work while adapting as required to the needs of the times and striving to grow without being content with the status quo.

**Murayama:** Moving forward, we will focus on our primary operations as a procurement agent. For example, during the COVID-19 pandemic, we procured medical equipment and supplies for over 50 countries and, more recently, we have been engaged in procuring equipment and materials for Ukraine's recovery and reconstruction. In this way, we have quickly adapted our procurement agent services to meet the needs of the times. On the other hand, we intend to further broaden the scope of our operations. This includes supporting the international transport of vaccines and assisting the entry into new markets by private companies possessing outstanding technologies, products, and expertise that contribute to the SDGs. And as an integrator in the international cooperation field, we aim to contribute to the peace and stability of the international community by identifying and connecting the needs of various stakeholders, including the Government of Japan and recipient country governments, and then translating aid and international cooperation projects into tangible outcomes.



A local Cameroonian coordinator gives a speech as the JICS representative at a handover ceremony



Ambulance training in Burundi  
(Photo courtesy of Toyota Tsusho Corporation)



Coordination meeting in Mauritius

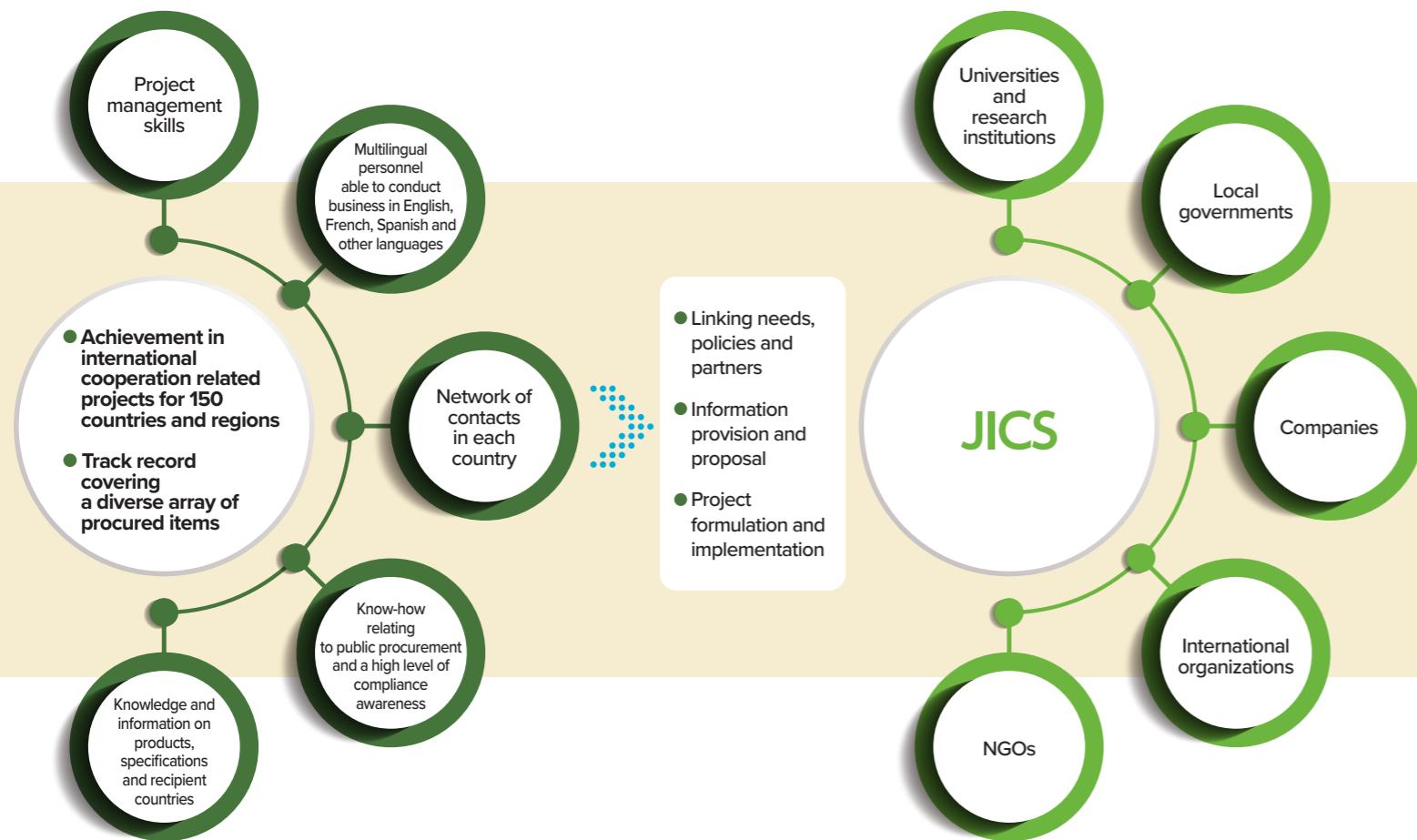
## Development Cooperation and the Role of JICS in ODA

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”



#### ■ Targeting Approaches That Best Suit the Needs of the Front Lines through Close Cooperation between Various Actors

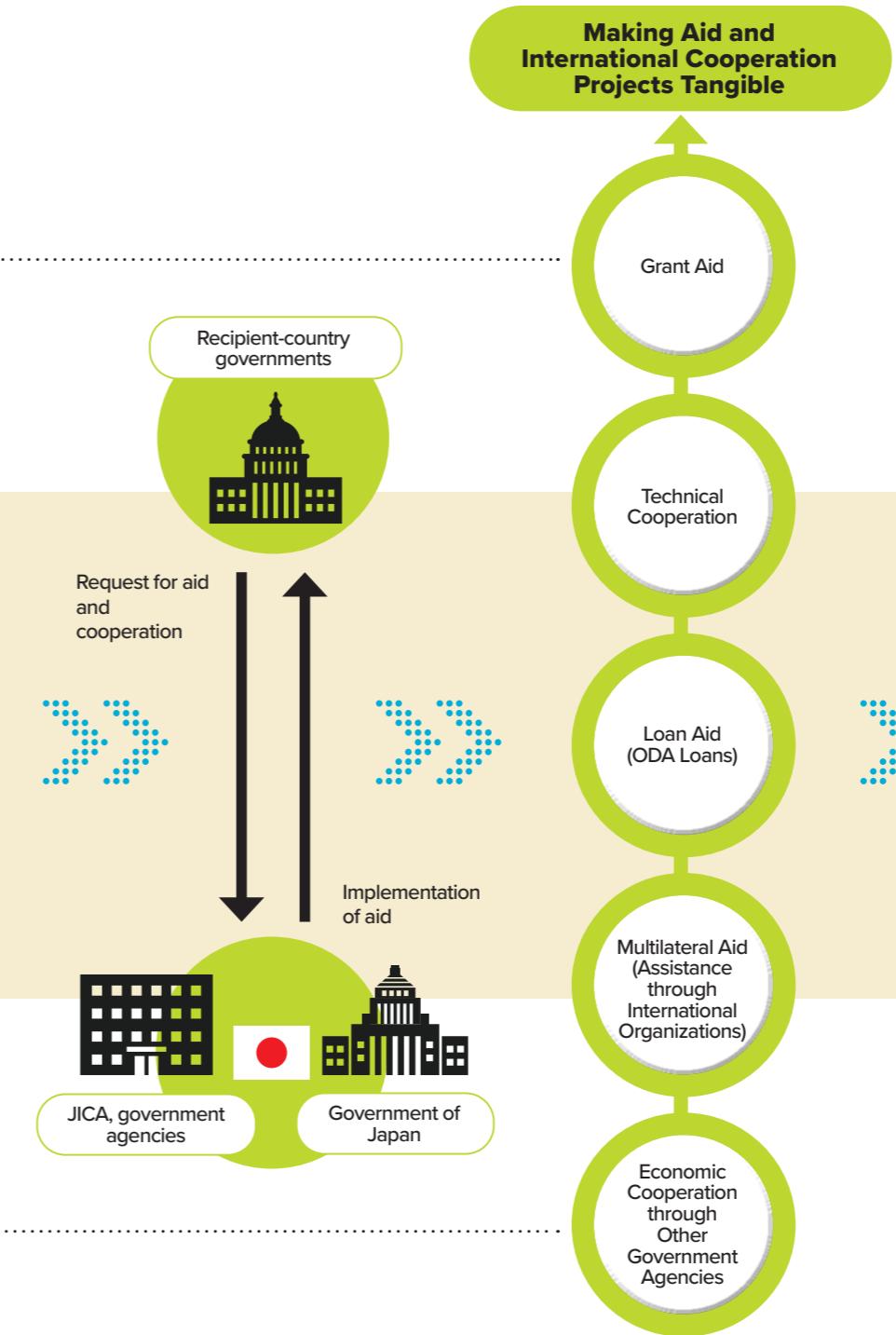
Within ODA-related projects and other international cooperation we must of course better understand the needs of recipient countries, but it is also important to work together to maximize the efficacy of projects in order to contribute to the resolution of issues facing the governments of recipient countries 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

### Priority Issues of the Development Cooperation Charter

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



CT scanner procured for a hospital in Bolivia

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



Patrol boat procured for Viet Nam

Leading international efforts to address increasingly complex and serious global issues



Oil boom vessel procured for the Maldives

## Development Cooperation and the Role of JICS in ODA

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

\* 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.

#### Operations Implemented in Grant Aid, Multilateral Aid-Related Projects

##### Procurement Agent Services

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

- Necessity of ..... To utilize funds—granted in accordance with Japan's ODA rules—appropriately and expeditiously, a third-party organization that has a thorough knowledge of relevant rules carries out procurement procedures and manages the grant aid funds.
- Main Operations ..... JICS determines tender conditions by confirming the specifications for materials, equipment and facilities; the quantity of items; and delivery and construction conditions with the executing agency of the recipient country. JICS selects and enters into contracts with suppliers and construction companies through the tender process and supervises the contract fulfillment status of the contractors while managing the project's funds.

##### Procurement of Products

JICS determines the equipment specifications and delivery conditions based on data related to the materials and equipment, and information regarding the customs clearance procedures as well as the systems to receive and store imported goods in the recipient country. To ensure that equipment is delivered in accordance with the contract, JICS carries out checks before shipping and in the recipient country.

##### Description of JICS' Activities

JICS managed entire projects as a procurement agent and procurement management services under Grant Aid for Conflict Prevention and Peacebuilding, which was implemented from fiscal 2005 to fiscal 2015. Our services included procurement of materials, equipment, and services as well as management of activities, for projects such as reintegration of former soldiers into society, small arms collection, ethnic reconciliation and demining and the like.

##### Procurement and Management of Construction

Based on the needs of the recipient country, JICS together with a construction consultant determines the facilities specifications and the construction conditions for the project.

During the construction period, JICS carries out project management.

##### Grant Aid Projects under Public-Private Partnership

Management of projects supporting businesses such as the construction, operation and maintenance of facilities implemented by Japanese enterprises with expertise and urban infrastructure development cooperation leveraging Japan's technologies and experience.

##### Description of JICS' Activities

JICS acted as procurement agent and conducted project management for the construction of elementary, junior high and teacher training schools under Grant Aid for Community Empowerment from fiscal 2006 to fiscal 2015.

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

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

##### Studies (Consulting)

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

##### Facilitation of Executing ODA Projects

- ▶ In Grant Aid and Technical Cooperation, JICS supports project formulation and bidding, contracts and delivery.  
/ Cultural Grant Assistance
- ▶ JICS supports JICA in the facilitation of procurement and disbursement procedures of ODA Loan projects  
/ Promotion of formation and execution of ODA loan projects for India and Bhutan in the South Asia region

##### Screening and Analysis

- ▶ In terms of ODA Loans, JICS performs the primary check whether procurement-related documents prepared by the borrowing country comply with JICA guidelines, and conducts ex-post procurement audits and ex-post project assessment.  
/ Primary check for procurement-related documents related to ODA Loans.
- ▶ JICS conducted screening of application documentation for Grant Assistance for Japanese NGO Projects.

##### Overseas Business Development Support Activity for Japanese Enterprises

- ▶ Utilizing grants from JICA, the Japan External Trade Organization (JETRO) and the Ministry of Economy, Trade and Industry, JICS supports start-up companies and SMEs with outstanding technologies, products and know-how that can contribute to taking up new challenges in developing countries. JICS provides support for planning surveys and feasibility studies, negotiating with related parties and the formulation of business plans.
- ▶ "J-Partner" overseas business development support activities and feasibility surveys by JICA (Peru)

## SUSTAINABLE DEVELOPMENT GOALS

## JICS' Major Activities in Fiscal 2024



### A Contributing Partner Protecting the Maldives' Azure Seas and Its National Interest

Grant Aid for the Economic and Social Development Programme

#### Procuring equipment that delivers long-term benefits to maximize the project's impact

Comprising some 1,200 atolls of varying sizes, the Maldives is a world-renowned resort nation synonymous with beautiful seas. As such, marine pollution, including dumping at sea, is a significant concern for the country. Since the Maldives relies on tourism and fisheries for the majority of its national income, combating marine pollution is directly linked to its national interests. For this project, JICS thoroughly investigated the conditions at the intended delivery sites while accounting for how equipment would be used in each region. Together with the recipient country's government, JICS reviewed the specifications for equipment designed for long-term use and then procured garbage collection trucks, wheel loaders, and other equipment.



Procured garbage collection trucks

#### Appropriate procurement of equipment boosts the reputation of aid from Japan

The Government of Japan's aid to the Maldives is prioritized on the environment, climate change action, and disaster mitigation. JICS currently engages in the procurement of equipment for the Maldives across many fields, including disaster preparedness and patrol boats for customs monitoring. Having collaborated with numerous Maldivian government agencies on past projects, JICS is widely recognized by Maldivian officials and we sense the elevated expectations placed on us as an aid organization. We carry out appropriate procurements and will increase the number of aid projects rated highly by the Maldives.



Procured wheel loader

#### Project Overview

#### Procurement of Waste Processing Equipment for Remote Islands to Prevent Marine Pollution



Country Assistance Division 3, First Management Department MIYATA Naotsugu

Some remote Maldivian islands lack adequate waste processing systems. The Government of Japan provides aid to establish adequate processing environments by procuring waste processing equipment primarily for remote islands. JICS handles the practical implementation of the project.

Counterpart of Agent Agreement: Ministry of Finance and Planning, Republic of Maldives  
End-user: Ministry of Tourism and Environment, Republic of Maldives  
Grant Amount: ¥700 million Exchange of Notes (Bilateral Agreement): December 19, 2022



### Preventing the Spread of COVID-19 in Cambodia

Grant Aid for the Economic and Social Development Programme

#### Aiming to bolster Cambodia's public health and medical systems

Cambodia's internal medical systems are extremely fragile. Should COVID-19 infections spread within the country, there is a risk that infections will rapidly spread throughout the entire Mekong region. Immediately after the Government of Japan decided to provide grant aid for the procurement of public health and medical equipment for Cambodia, JICS promptly made the procurements and delivered the first shipment in August 2020, just two months after the decision.



Procured ambulances

#### Procured a long list of equipment to improve access to emergency medical care

Due to the pandemic, it was not initially possible to travel from Japan to Cambodia. Consequently, we made full use of local staff members and online meetings to work closely with the Ministry of Health of Cambodia. As a result, we successfully delivered more than 20 types of emergency medical care equipment by the end of 2022. After the equipment were delivered to the Ministry of Health warehouse in Phnom Penh, the Ministry distributed them to hospitals in the capital and provincial hubs in coordination with provincial health departments. The equipment continue to be used effectively, even now after the pandemic has subsided.



Procured electric ICU beds

#### Project Overview

#### Rapid Procurement of Public Health and Medical Equipment and Supplies

Country Assistance Division 2, First Management Department WATANABE Jinichi

The Government of Japan approved the provision of grant aid to the Royal Government of Cambodia in June 2020 to help prevent the spread of COVID-19 infections in the country.

Counterpart of Agent Agreement: Ministry of Health, Kingdom of Cambodia  
End-user: Ministry of Health, Kingdom of Cambodia  
Grant Amount: ¥2 billion Exchange of Notes (Bilateral Agreement): June 5, 2020



## Contributing to the Development of Sustainable Forestry in the Solomon Islands

### Aiming for the sustainable use of forest resources and improvements in the lives of forestry workers

Forestry is a major industry in the Solomon Islands, as nearly 80 percent of its land is forested. However, the majority of these are privately owned forests and many places lack sawmill equipment, meaning forestry workers are forced to rely on the export of low-value raw timber. The portable sawmills procured under this project are intended to further the sustainable use of forest resources and improve forestry workers' livelihoods, while helping to minimize impacts on the natural environment.

### Rapid procurement based on stakeholders' needs

Making use of JICS's procurement expertise, we made extensive confirmation in advance of delivery site availability and transportation methods. We quickly coordinated with all stakeholders to ensure equipment matching the recipients' needs was delivered at the desired time. The 67 portable sawmills handed over were smoothly distributed to local communities, where they are expected to generate added value through timber processing and other activities.

#### Project Overview Procurement of Portable Sawmills that Aid Industrial Development



Country Assistance Division 1, First Management Department SHINKE Mutsumi

The portable sawmills procured in this project will play a role in expanding the outcomes of efforts to support sustainable forest resource management in the Solomon Islands, under the JICA's technical cooperation project on Capacity Development for Sustainable Forest Resource Management.

Counterpart of Agent Agreement: Ministry of Foreign Affairs and External Trade, Solomon Islands

End-user: Ministry of Forestry and Research, Solomon Islands

Grant Amount: ¥200 million Exchange of Notes (Bilateral Agreement): March 6, 2023



## Aid for Sustainable Fishing in Tonga: Recovery and Development from an Undersea Volcanic Eruption

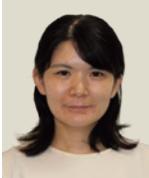
### Aiming to restore and revive Tonga's important fisheries industry

Fishing is a vital industry for the Kingdom of Tonga, but a 2022 eruption caused volcanic ash and a tsunami that damaged fishing grounds and fishing boats, leading to reduced catches. There were also concerns that volcanic ash contamination would affect water quality. Following a request from the Government of Tonga for fisheries-related equipment such as boats, water quality meters, and microscopes, the Government of Japan decided to provide grant aid to the country. JICS quickly began procedures to ensure prompt procurement of the requested equipment.

### Support the progress towards sustainable fisheries and aquaculture

Among the procured equipment, optical microscopes were procured for the Ministry of Fisheries of Tonga to use for research activities at its Aquaculture Research Center. The microscopes are used in research to count the number of larval cells (survival concentration) of farmed oysters, giant clams, and sea cucumbers as well as to estimate growth rates. The use of the microscopes is expected to spearhead development of sustainable aquaculture.

#### Project Overview Equipment Procurement with a Long-Term Restoration Perspective



Country Assistance Division 4, First Management Department SODA Akane

This was one of three Economic and Social Development Programmes aimed at assisting Tonga with recovery and restoration from tsunami damage caused by the Hunga Tonga–Hunga Ha'apai eruption on January 15, 2022. Fisheries-related equipment was procured for the long-term restoration of the country's fisheries industry, which suffered tsunami damage.

Counterpart of Agent Agreement: Ministry of Fisheries, Kingdom of Tonga

End-user: Ministry of Fisheries, Kingdom of Tonga

Grant Amount: ¥150 million Exchange of Notes (Bilateral Agreement): May 27, 2022

#### Grant Aid for the Economic and Social Development Programme



Handover ceremony for the portable sawmills



Community forestry workers use a portable sawmill  
(Photo courtesy of JICA Advisor for sustainable forest resource management)

#### Grant Aid for the Economic and Social Development Programme



A microscope training session  
(Photo courtesy of Tec International Inc.)



## Supporting Laying Submarine Cables to Kiribati and Nauru under the East Micronesia Submarine Cable Project

### Supporting the laying of submarine cables to the Kiribati and Nauru landing stations

The East Micronesia Submarine Cable Project, funded jointly by Japan, Australia, and the United States with a total budget of approximately 95 million U.S. dollars, consists of laying submarine cables, constructing Cable Landing Stations, and providing technical cooperation. JICS's role is to procure components for the submarine cable laying contract in collaboration with Australia and Australian-employed consultants. Using a submarine cable lay ship, Japanese-produced cable (approximately the thickness of a garden hose) and optical signal amplifiers (repeaters) will be laid along about 2,250 kilometers of seabed from Tarawa in the Republic of Kiribati to the Republic of Nauru and on to Pohnpei in the Federated States of Micronesia. The submarine cables will connect to Cable Landing Stations in four locations. The new cables will connect to the Micronesia landing point of the existing HANTRU-1 submarine cables linking Pohnpei and Guam, providing the beneficiary countries with a solid digital gateway to the world.

### A collaboration between six countries: Japan, Australia, the United States, Kiribati, Nauru, and Micronesia

For this collaborative project involving six countries, procurement management is conducted within the framework of grant aid for the economic and social development programmes between Japan and the beneficiary countries (Kiribati and Nauru). Consequently, JICS must propose and implement optimal solutions for each relevant agency while coordinating on details with stakeholders at different stages of the overall schedule. JICS continues to manage smooth and orderly procurements to ensure the digital connectivity environment for the region is realized on schedule, with completion planned for December 2025.

#### Project Overview A Japan-Australia-US Collaborative Project Connecting Four Islands in Three Island Nations



Country Assistance Division 1, First Management Department ISHIKAWA Yosuke

The project's objectives are to enhance the telecommunications infrastructure of the Federated States of Micronesia, the Republic of Kiribati, and the Republic of Nauru and to promote new economic growth. The project involves Japan, Australia, and the United States jointly funding the laying of submarine communication cables. The submarine cables will provide faster, higher-quality, more reliable, and more secure communications for more than 100,000 people in the three countries, who are currently served by satellite internet connections that are dependent on the weather.

Project Title: Fiscal 2023 Economic and Social Development Programme for the Republic of Nauru (Submarine cables)

Counterpart of Agent Agreement: Department of Information, Communication & Technology, Republic of Nauru

End-user: Cenpac Corporation (NFC Division)

Grant Amount (Exchange of Notes (Bilateral Agreement)): ¥1.5 billion (June 2, 2023), ¥61 million (July 5, 2024)

Project Title: Fiscal 2023 Economic and Social Development Programme for the Republic of Kiribati (Submarine cables)

Counterpart of Agent Agreement: Ministry of Information, Communications and Transport, Republic of Kiribati

End-user: Bwebweriki Net Limited (BNL), Kiribati's state-owned telecommunications company

Grant Amount (Exchange of Notes (Bilateral Agreement)): ¥2.4 billion (June 5, 2023), ¥124 million (June 7, 2024)

#### Grant Aid for the Economic and Social Development Programme



Optical submarine repeaters stored aboard a cable laying vessel



A submarine cable lay vessel



A cable storage drum on a cable lay vessel



A Cable Landing Station in Tarawa, Kiribati



Cable Landing Station



Map of the East Micronesia Submarine Cable System



## Enhancing Jamaica's Public Safety Capacity

Grant Aid for the Economic and Social Development Programme

### Conducting the project appropriately with due consideration to the recipient country's laws and regulations

Violent crimes occur frequently in Jamaica. Although the country has public safety measures in place, involving both the police and the military, curbing crime remains elusive. The Government of Jamaica requested grant aid from the Government of Japan to procure such items as police vehicles that the country is short of. JICS quickly procured vehicles matching Jamaica's laws and requests, making use of our experience in procuring police vehicles for a range of countries.

### Aiming to improve public safety conditions through the procurement of equipment and materials

With significant support from the Embassy of Japan and cooperation from suppliers, patrol vehicles were successfully delivered to Jamaica. Deputy Prime Minister and Minister of National Security Horace Chan, at the handover ceremony, stated that the vehicles will play an important role in police operations and contribute to establishing an appropriate framework for Jamaica's public safety measures. To further contribute to the safety of Jamaican society, JICS continues to expedite the procurement of ambulances.

#### Project Overview Procurement of Police Vehicles (Patrol Vehicles and Ambulances)



Country Assistance Division 5, Second Management Department HISASUE Keisuke

Jamaica suffers from frequent homicides and shootings, making public safety improvement an urgent priority. To enhance law enforcement response capabilities, grant aid to the Government of Jamaica was approved in June 2023, initiating the procurement of police vehicles.

Counterpart of Agent Agreement: Ministry of Finance and the Public Service, Jamaica  
End-user: Jamaica Constabulary Force (JCF)

Grant Amount: ¥400 million

Exchange of Notes (Bilateral Agreement): June 30, 2023



Procured patrol vehicles

3

GOOD HEALTH  
AND WELL-BEING

## Equipment Procurements Tailored to End-user Requirements in Mongolia

Technical Assistance with Compiling Specification Documentation

### Procurement that accounts for the natural and social environments of the recipient country

I was in charge of preparing equipment specification documentation for the project of the "Last One Mile Support" for vaccine transportation in Mongolia. The equipment requested for procurement included vaccine refrigerated transport vehicles and sequencers as well as portable freezers for vaccinating nomadic populations and spirometers. JICS is handling the procurement of a wide range of equipment while accounting for the natural and social environments of the recipient country.

### Ensuring the quality of procured equipment

Ensuring the quality of procured medical equipment is especially important given their impact on patient lives and the quality of treatments. The level of support provided by candidate manufacturers after equipment deliveries is also a major factor influencing the selection of equipment. To guarantee that appropriate equipment of appropriate quality reaches the delivery locations, we apply standards and requirements that procured equipment must meet, including the medical equipment registration system within the recipient country as well as certification systems in Japan, Europe, and the U.S., or those of international organizations.

#### Project Overview "Last One Mile Support" for Vaccine Transportation to Contain COVID-19 Infections



Technical Support Division, Second Management Department NAGAOKA Haruna

The Government of Japan provided emergency support to deliver safe vaccines to vaccination sites, with JICS undertaking projects in four countries including Mongolia. The Technical Support Division prepared equipment specification documentation based on a database of equipment for infectious disease responses, while confirming details with recipient countries, to enable rapid procurements.

Project Title: Programme for COVID-19 Crisis Response Emergency Support

Counterpart of Agent Agreement: Ministry of Finance, Mongolia

End-user: Ministry of Health, Mongolia Grant Amount: ¥883 million

Exchange of Notes (Bilateral Agreement): July 8, 2021 Date of Grant: July 19, 2021



Performing a lung function test with a spirometer

\*spirometers (lung function testers): The coal heaters used during the coldest periods of winters cause significant air pollution, which has led to more people developing lung issues.



## Helping Procure Equipment for the Recovery and Reconstruction of Nicaragua's Public Infrastructure

Grant Aid for the Economic and Social Development Programme

### Recovery and restoration from hurricane damage and enhancement of disaster preparedness capacity

Two hurricanes that made landfall in November 2020 caused extensive damage in Nicaragua, including flooding due to river breaches and destruction of roadways. To restore damaged road networks and enhance its disaster preparedness capacity, the Government of Nicaragua requested grant aid from the Government of Japan.

### Expectations for roadway reconstruction using Japanese equipment

JICS's procurement procedures faced significant challenges, in part due to soaring global equipment and transportation costs. Thanks to the cooperation of suppliers and Japanese equipment manufacturers, we were able to meet nearly all the Government of Nicaragua's requests regarding equipment specifications and required quantities. The training sessions on equipment operations attracted many participants eager to help restore the disaster-affected areas and enhance the country's disaster preparedness systems.

#### Project Overview Procurement of Equipment to Restore Nicaragua's Road Networks



Country Assistance Division 5, Second Management Department MOTEGI Kenji

Nicaragua was hit by two successive hurricanes in November 2020, affecting some three million people, or about 45 percent of the population. The project provides equipment (excavating equipment, road paving equipment, and related equipment) to the Government of Nicaragua to aid in restoring roads damaged by the hurricanes.

Counterpart of Agent Agreement: Ministry of Transport and Infrastructure (MTI), Republic of Nicaragua

End-user: Ministry of Transport and Infrastructure (MTI), Republic of Nicaragua

Grant Amount: ¥300 million

Exchange of Notes (Bilateral Agreement): July 15, 2021



1. Excavator



2. Asphalt Finisher



3. Hand Guide Roller

(Photos 1 and 3 courtesy of FutureBud International Co., Ltd., and Photo 2 courtesy of Marubeni Protechs Corporation)



## Reconstruction Assistance through Rapid Procurement for Ukraine under the Programme for Emergency Recovery (Phase 1, 2, and 3)

Programme Grant Aid



Transportation services:  
Railway rails



Local government and  
public utility facilities:  
A procured fire truck

#### Project Overview Support Contributing 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 supporting the country's recovery and reconstruction.

Fiscal Year	Project Name	Grant Amount (million yen)	Exchange of Notes	Date of Grant*
2022	Programme for Emergency Recovery	22,440	March 2, 2023	March 9, 2023
2022	Programme for Emergency Recovery (Phase 2)	53,072	March 29, 2023	April 14, 2023
2023	Programme for Emergency Recovery (Phase 3)	15,800	February 19, 2024	February 19, 2024

\*Grant agreement between JICA and the recipient country for the implementation of the programme. Each phase of the Programme for Emergency Recovery consists of plural sub-projects handled by multiple procurement agents.



## Pushing to Further Improve JICS Service Levels Both Domestically and Globally

### Striving to enhance staff capacities through broad training

The Coordination Office held 18 training sessions in fiscal 2024, with the participation of over 550 employees in total. Topics covered a wide range, including aid-related agreements, contracts, technical specifications, and English usage. Post-training surveys are conducted after each session as a means to further enhance training. JICS works to improve staff capacities and share knowledge in order to ensure the delivery of consistently high-quality services.

### Efforts to align operations with local staff members

JICS shares basic rules on the execution of operations with local staff members working worldwide to ensure they perform administrative tasks in step with headquarters. As part of this effort, in fiscal 2024, we confirmed the Code of Conduct, reached a shared understanding of compliance, and worked to bolster risk management with all 25 staff members in 22 countries. JICS will continue to strive to provide appropriate operations and services in concert with local staff members in each country.

#### Project Overview

### Coordination Office is Responsible for Managing and Improving Service Quality



Coordination Office MAKI Hotaka

The Coordination Office's role in supporting JICS procurement operations includes handling matters across operational boundaries, establishing foundations for operations, and improving quality management. The office's responsibilities span many areas, such as developing standard templates for operational documents, coordinating deliberations on operational matters, conducting training, and processing travel expense reimbursements.



Scene from training on aid-related agreements



Confirming the Code of Conduct with a local staff member



## International Transport and Related Management Operations Delivering Mpox Vaccines to the Democratic Republic of the Congo

### Tackling a challenging project by using our past vaccine procurement experience

This was an extremely difficult project to safely deliver mpox vaccines, which require strict temperature controls, to the Democratic Republic of the Congo, where an mpox outbreak was growing more severe. JICS engaged in extensive discussions with various stakeholders to determine the best transport method. With flight availability fluctuating and deadlines looming, everyone involved worked as a team to ensure the deliveries were successful.

### Helping save lives during public health crises

One global problem is that many countries, including the Democratic Republic of the Congo, still suffer from severe sanitation issues. To address this pressing issue that threatens lives, JICS has collaborated with numerous stakeholders from multiple organizations both within and outside Japan to build up robust cooperative frameworks. These frameworks have enabled the prompt and safe delivery of technologically advanced vaccines produced in Japan. In response, local communities have expressed their gratitude to the Government of Japan for the vaccines.

#### Project Overview

### Protecting the Health and Lives of People During a Public Health Emergency



Country Assistance Division 6, Second Management Department Mpox Vaccine Team

Responding to a request from the Democratic Republic of the Congo, where an mpox outbreak was worsening with a significant number of mpox cases involving children, the Government of Japan supplied Japanese-made vaccines suitable for children and specialized injection needles.

Contracting party: Ministry of Health, Labour and Welfare  
Exchange of Notes (Bilateral Agreement): September 18, 2024



Mpox vaccines during packaging



## Leading Procurement in the Security Sector

### Official Security Assistance (OSA)



A Rigid-hulled inflatable boat procured for an OSA project

### Using our ODA procurement experience to help fast and reliable implementation of OSA operations

Over our 36 years since our establishment, JICS has been involved in over 1,500 ODA procurement projects in more than 155 countries. In recent years, we have accumulated extensive experience, particularly in maritime security safeguarding Japan's sea lanes and in countermeasures against piracy and terrorism. We will make use of this track record to quickly and reliably advance operations to assist the stabilization of security environments for Japan and like-minded nations in the new field of OSA.

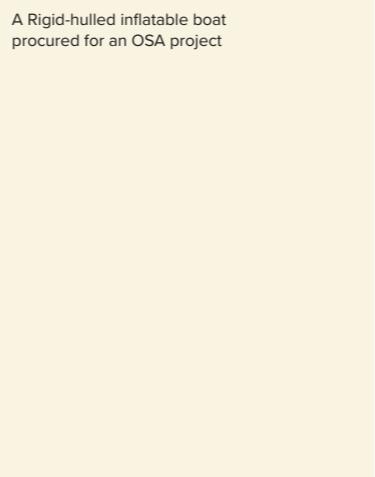
### Strict information controls and establishment of a new division

OSA provides support to militaries and other entities in various countries, which frequently involves accessing information related to the partner nation's security. Therefore, JICS requires every staff member involved to approach their duties with a high level of compliance awareness. Furthermore, on June 1, 2025, we established the new Security Support Division dedicated to overseeing OSA projects. Building on our stockpile of procurement expertise, we will lead procurement in the security sector while maintaining a high level of compliance awareness.

#### Project Overview

### Providing Support to Create Better Security Environments

Official Security Assistance (OSA) is a new grant aid programme established in fiscal 2023. Its purpose is to respond to the security needs of like-minded countries and create a desirable security environment for Japan. The Government of Japan has decided to provide OSA support to eight countries at present, and we are pushing forward with procurement, particularly equipment for surveillance and monitoring.



## Coastal Conservation and Protection Measures in the Maldives

\*Green Climate Fund (GCF): A fund established under the United Nations Framework Convention on Climate Change (COP) to support developing countries in reducing greenhouse gas emissions (mitigation) and addressing the impacts of climate change (adaptation). It is the world's largest fund dedicated specifically to climate change measures.

### Supporting procurement procedures as a member of the executing entity's PMU

JICA has dispatched a procurement support advisor, an individual engaged in the project, to the Government of the Maldives, and our procurement specialist supports the implementation of procurements as an international consultant to the Project Management Unit (PMU) established within the executing entity. As the project is implemented by means of collaboration among numerous stakeholders, coordinated communications among the relevant parties and the execution of proper procurement procedures, without redoing or duplicating work, are essential for smooth progress of the project.

### Harmonization of JICA ODA Loan regulations with Maldivian Government regulations

In general, the yen-loan regulations on procurements apply to the project. Where these conflict with Maldivian government's procurement regulations, the differences must be analyzed and adjustments made, taking into account contract management considerations. Experience in yen-loan procurement-related operations and in procurement agent services — where we manage contracts as an agent for the recipient government or other party — is instrumental in developing practical compromises that take into account both the procurement and contract execution phases.

#### Project Overview

### Procurement Support for a Project Involving Coastal Conservation and Protection Measures



First Project Management Division, Third Management Department OGAGUCHI Kazunori

We are providing procurement support for consultants (detailed designs, construction supervision, coastal maintenance management, etc.) and contractors related to the coastal conservation and protection measures within the Project for Building Safer Climate-Resilient Islands in the Maldives, which is being implemented using funds from JICA, the GCF, and the Government of the Maldives.

Services Title: Project Supervision Services (Procurement Support) for Coastal Conservation and Protection Measures under the Maldives' GCF Funded Project

Contracting Party: Japan International Cooperation Agency (JICA)

End-user: Ministry of Tourism and Environment, Republic of Maldives



State of erosion at a planned shoreline reclamation site on Fonadhoo Island, Laamu Atoll



Presentation at the National Tender Board, Ministry of Finance and Planning

## Countries Targeted for JICS' Main Projects (FY2022–FY2024 New Projects)

Local Staff Locations: 23 Countries  
(As of August 1, 2025)

### Europe Including New Independent States (NIS) (11 projects)

Albania / Ukraine

### Middle East (1 project)

Iraq

Turkey

Jordan

### Mongolia

Bangladesh

Myanmar

Laos

Viet Nam

Philippines

Indonesia

Kiribati

Mexico

Saint Vincent and the Grenadines

Peru

Bolivia

Cook Islands

Fiji

Marshall Islands

Micronesia

Nauru

Niue

Palau

Papua New Guinea

Samoa

Solomon Islands

Tonga

Tuvalu

Vanuatu

Antigua and Barbuda

Bolivia

Colombia

Cuba

Dominican Republic

Ecuador

Guatemala

Jamaica

Nicaragua

Paraguay

Peru

Saint Vincent and the Grenadines

Suriname

Africa (71 projects)

### Africa (71 projects)

Angola / Benin / Burkina Faso / Burundi / Cameroon /  
Cape Verde / Comoros / Congo (Dem. Rep.) /  
Congo (Rep.) / Cote d'Ivoire / Djibouti / Ethiopia /  
Gambia / Liberia / Madagascar / Malawi / Mali /  
Mauritania / Mauritius / Mozambique / Niger / Rwanda /  
Sao Tome and Principe / Senegal / Sierra Leone / Togo /  
Zambia / Zimbabwe

### Number of New Projects by Region and Scheme, FY2022–FY2024

	Grant Aid-Related Operations									Total
	Products Procurement <sup>*1</sup>	Facility Construction <sup>*2</sup>	Others: Screening and Studies, etc. <sup>*3</sup>	Technical Cooperation-Related Operations	Loan Aid-Related Operations	International Agencies and Organizations-Related Operations	Official Security Assistance-Related Operations	Others		
Asia	30	1	5	1	1	1	4	1	44	
Africa	63	2	4	0	0	0	0	2	71	
Oceania	47	2	1	0	0	0	1	0	51	
Middle East	0	0	1	0	0	0	0	0	1	
Latin America and the Caribbean	14	0	1	0	0	0	0	2	17	
Europe / NIS	9	0	1	1	0	0	0	0	11	
Two or more countries across regions	0	0	11	0	2	5	0	7	25	
Total	163	5	24	2	3	6	5	12	220	

\*4



Ukraine — Training on assembling emergency bridges during the Transport Services Phase 2 sub-project



Bolivia — Ultrasonic diagnostic equipment



Indonesia — Training on bridge inspection vehicles

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

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

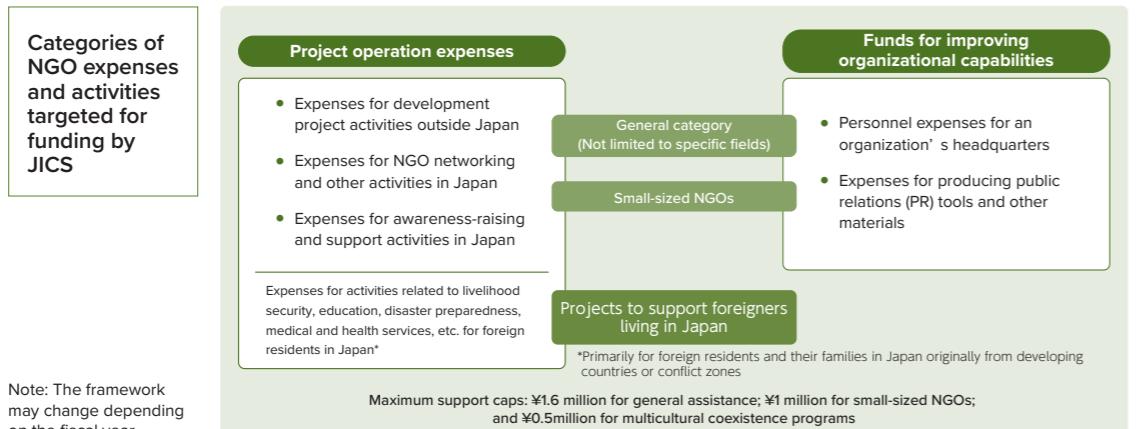
—Using JICS' NGO Support Program to Contribute to the Expansion of International Cooperation Activities by Private Organizations—

### ■ Summary of NGO Support Program and Selection of Organizations to Support in Fiscal 2024

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 support to between 7 and 10 organizations per year following the framework shown in the figure below. JICS has provided a total of ¥250 million in assistance (to 267 organizations) between fiscal 1999 and fiscal 2024.

In fiscal 2024, the Selection Committee chose to support eight organizations out of the 20 that applied. JICS holds a meeting for NGOs to report on their activities and share ideas with outside experts after completion of their support project. In fiscal 2024, we held a hybrid online and face to face meeting.



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

### ■ Organizations Receiving Support in Fiscal 2024

No.	NGO	Country of Activity	Name of Project Implemented	Type of Support	Grant Amount (Yen)
1	NPO Piece of Syria	Japan	Construction of a peace promotion and awareness program for co-creation in multiple sectors using digital tools	Project operation expenses	1,600,000
2	NPO Aozora	Cambodia / Laos	Medical education support project to ensure safe and secure child deliveries in Cambodia and Laos	Project operation expenses	1,600,000
3	GIA Japan Association of Wheelchair and Seating	Thailand / Laos	Provision of equipment and practical posture maintenance workshops in Thailand and Laos	Project operation expenses	1,600,000
4	NPO Higan — Eradicate Gastric Cancer	Laos	Training gastroenterologists and promoting screening systems to eradicate gastric cancer in Laos	Project operation expenses	1,294,608
5	NPO Little Bees International	Kenya	Support project for children's education and health in the Korogoch slum through partnership building (third year)	Project operation expenses	1,600,000
6	NPO Go Share	Philippines	Activities to support improved nutrition for malnourished children in the Philippines' poorest remote island slums	Project operation expenses	1,477,000
7	NPO Confront World	Uganda	Construction of household toilets, water storage tanks, and soap production in Uganda	Project operation expenses for small-sized NGOs	1,000,000
8	Hoi Nam Du	Viet Nam	Project to restore mangrove forests and provide environmental education in Vietnam	Project operation expenses for small-sized NGOs	1,000,000
				Total	11,171,608
Meeting for reporting on activities and sharing ideas		Members of nine organizations that received support in fiscal 2022 participated			

### ■ Activities by Organizations That Received Support in Fiscal 2023



Revitalizing the bee-keeping industry to help protect bonobos  
NPO UAPACAA Partners



Training aimed at developing future leaders from among the underprivileged  
NPO Daredemo Hero

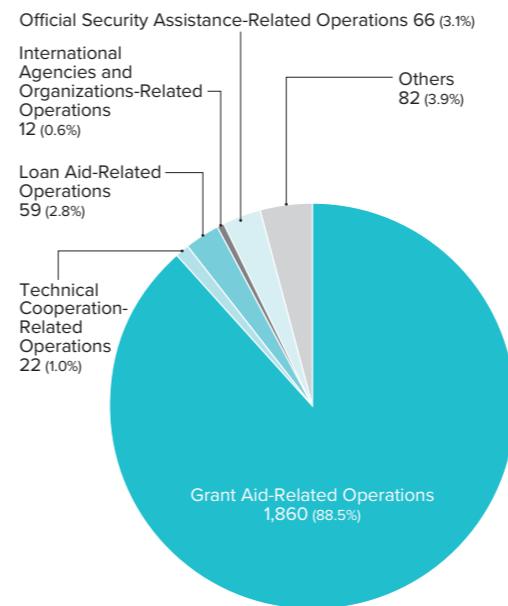


Event to expand cooperation between civil societies  
[Theme: Multicultural coexistence]  
NPO Kansai NGO Council

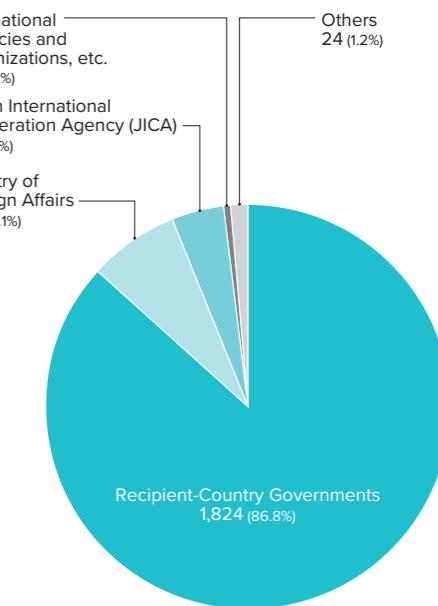
### ■ Current Profit by Type of ODA and Client (FY2024)

The charts below indicate JICS' current profit by type of ODA and by client as presented on page 26 in the Fiscal 2024 Statement of Net Equity Increase (Decrease). These figures specifically refer to the following line item: I General Net Assets Increase or Decrease: 1 Current increase or decrease: (1) Current profits: 2 Profit from business activities.

Current Profit by Type of ODA (FY2024) (Unit: million yen)

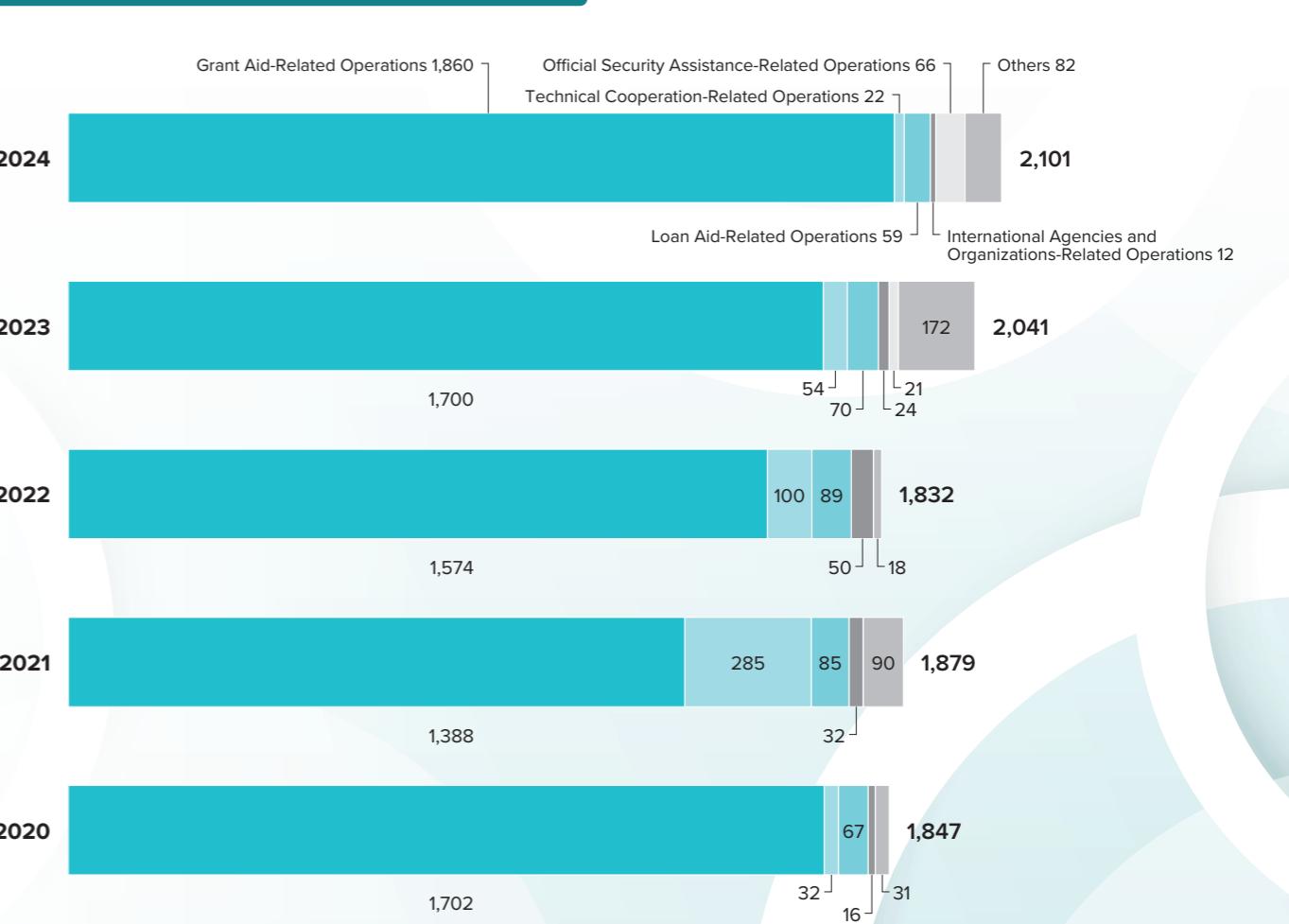


Current Profit by Client (FY2024) (Unit: million yen)



Note: Percentages may not add up to exactly 100 percent in some cases due to rounding to one decimal place.

Change in Current Profit by Type of ODA (FY2020–FY2024) (Unit: million yen)



## Project Results by Country (FY2022–FY2024 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>						
<b>Asia</b>									
Bangladesh			1				1		2
Cambodia	6		1						7
India				1					1
Indonesia				1				1	2
Laos	6								6
Malaysia							1		1
Maldives	5		1						6
Mongolia	2		1				1		4
Myanmar					1				1
Philippines	2	1					1		4
Sri Lanka	7								7
Thailand	1								1
Viet Nam	1		1						2
Total Asia (no. of cases)	30	1	5	1	1	1	4	1	44
<b>Africa</b>									
Angola	2								2
Benin	1								1
Burkina Faso	2	1							3
Burundi	4								4
Cabo Verde	3								3
Cameroon	1								1
Comoros	1								1
Congo (Dem. Rep.)	4	1					1		6
Congo (Rep.)	1								1
Côte d'Ivoire	3								3
Djibouti	1								1
Ethiopia	3								3
Gambia	3								3
Liberia	3								3
Madagascar	4		1						5
Malawi	1								1
Mali	1								1
Mauritania	4								4
Mauritius	1								1
Mozambique	2								2
Niger	3								3
Rwanda	1								1
Sao Tome and Principe	3								3
Senegal	4		1				1		6
Sierra Leone	1								1
Togo	5								5
Zambia			2						2
Zimbabwe	1								1
Total Africa (no. of cases)	63	2	4	0	0	0	0	2	71

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>						
<b>Oceania</b>									
Cook Islands	2								2
Fiji	3							1	4
Kiribati	4								4
Marshall Islands	2	1							3
Micronesia	4								4
Nauru	2								2
Niue	1								1
Palau	3								3
Papua New Guinea	7		1						8
Samoa	4								4
Solomon Islands	4	1							5
Tonga	6								6
Tuvalu	1								1
Vanuatu	4								4
Total Oceania (no. of cases)	47	2	1	0	0	0	1	0	51
<b>Middle East</b>									
Iraq			1						1
Total Middle East (no. of cases)	0	0	1	0	0	0	0	0	1
<b>Latin America and the Caribbean</b>									
Antigua and Barbuda	1								1
Bolivia	1								1
Colombia	2							1	3
Cuba			1						1
Dominican Republic	1								1
Ecuador	1								1
Guatemala	2								2
Jamaica	2								2
Nicaragua	1								1
Paraguay	1								1
Peru								1	1
Saint Vincent and the Grenadines	1								1
Suriname	1								1
Total Latin America and the Caribbean (no. of cases)	14	0	1	0	0	0	0	2	17
<b>Europe / NIS</b>									
Albania			1						1
Ukraine	9				1				10
Total Europe / NIS (no. of cases)	9	0	1	1	0	0	0	0	11
<b>Two or more countries across regions</b>									
Several countries			11		2	5		7	25
Total two or more countries across regions (no. of cases)	0	0	11	0	2	5	0	7	25
Total	163	5	24	2	3	6	5	12	220

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

\*2 Schemes mainly involving facility construction (by procurement agent): Grant Aid for the Procurement of Products and Services (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 2024

### 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	Geological exploration equipment	440	2024.4.16
	Antigua and Barbuda	Same as above	Seawater desalination equipment	200	2024.3.18
	Cambodia	Same as above	Election related equipment including election servers	750	2025.1.23
	Cambodia	Same as above	Patrol boat	1,001	2024.12.10
	Colombia	Same as above	Agricultural-related equipment	350	2024.6.21
	Cook Islands	Same as above	Equipment related to agricultural development	418	2024.8.22
	Fiji	Same as above	Fisheries research and monitoring vessel, etc.	700	2024.9.25
	Guatemala	Same as above	Equipment related to establishment of water supply and sewerage systems	440	2024.5.22
	Jamaica	Same as above	Research ship	1,200	2024.2.7
	Laos	Same as above	Bridge restoration materials and equipment	1,707	2025.3.6
	Laos	Project for the Regional Development through Acceleration of the Clearance of Unexploded Ordnance in the Southern Region (Phase 2)	Support for UXO clearance activities	400	2024.6.26
	Laos	Japan's Grant Aid for the Economic and Social Development Programme	Equipment for road maintenance management and road repairs	1,500	2024.4.26
	Maldives	Same as above	Equipment for anti-corruption measures	300	2024.12.8
	Maldives	Same as above	Equipment related to customs monitoring boats	56	2024.3.25
	Maldives	Same as above	Disaster preparedness equipment	600	2024.3.25
	Maldives	Japan's Grant Aid for the Project for the Enhancement of Ability in Maritime Safety and Security	Refurbishment and repairment, etc. of customs monitoring boat	260	2024.3.25
	Micronesia	Japan's Grant Aid for the Economic and Social Development Programme	Fisheries research and training vessel, etc.	1,400	2024.9.3
	Micronesia	Same as above	Infrastructure development equipment	400	2023.12.21
	Mongolia	Japan's Grant Aid for the Project for the Improvement of Railway Transportation	Equipment for enhancing the functionality of railway freight transhipment facilities	1,560	2024.10.3
	Mozambique	Japan's Grant Aid for the Economic and Social Development Programme	Equipment related to public order and security measures	380	2024.3.8
	Nauru	Same as above	Patrol boat	440	2024.11.8
	Niue	Same as above	Equipment for disaster preparedness and mitigation enhancement	132	2024.7.19
	Papua New Guinea	Same as above	Fisheries research and monitoring vessel, etc.	700	2024.8.22
	Papua New Guinea	Same as above	Police vehicles	500	2024.2.19
	Papua New Guinea	Same as above	ICT equipment for education	400	2024.2.19
	Paraguay	Same as above	Equipment for vocational training	500	2023.9.25
	Philippines	Same as above	Heavy machinery for disaster prevention	957	2023.11.3
	Philippines	Same as above	Satellite data communication system	1,100	2023.8.8
	Samoa	Same as above	Chemical fire trucks	158	2024.9.6
	Senegal	Same as above	Demining machine	460	2024.7.19
	Sierra Leone	Same as above	Agricultural-related materials and equipment	600	2024.5.28
Procurement agent services and facilities construction	Solomon Islands	Project for the Construction of a Fisheries Research Center at Solomon Islands National University	Construction of a fisheries research center and related equipment	511	2024.9.16
Procurement agent services	Sri Lanka	Japan's Grant Aid for the Economic and Social Development Programme	Waste collection and transport vehicles	300	2025.2.3
	Sri Lanka	Same as above	Equipment related to protection of fisheries workers	200	2024.3.18
	Sri Lanka	Same as above	Medical equipment for maternal and child healthcare; industrial sewing machines for vocational training	404	2024.3.18
	Sri Lanka	Same as above	Equipment related to oil spill management	1,000	2024.3.18
	Togo	Same as above	Agricultural and civil engineering equipment	300	2024.5.30
	Tonga	Same as above	Firefighting equipment for disaster preparedness and mitigation enhancement	272	2024.8.12
	Tonga	Same as above	Equipment for agricultural produce processing and R&D	300	2024.1.11
	Tuvalu	Same as above	Security information and event management system	500	2024.8.15
	Vanuatu	Same as above	Vessels for fisheries surveys and monitoring, etc.	700	2024.12.4
	Viet Nam	Same as above	Training equipment for strengthening marine security capacity	500	2023.11.24

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	600	2024.10.10
	Cabo Verde	Same as above	Rice	150	2024.11.15
	Gambia	Same as above	Rice	250	2024.8.13

Procurement agent services	Liberia	Japan's Grant Aid for the Food Assistance Programme	Rice	400	2024.9.12
	Madagascar	Same as above	Rice	300	2024.10.10
	Mauritania	Same as above	Rice	600	2024.11.29
	Sao Tome and Principe	Same as above	Rice	250	2024.9.17
	Senegal	Same as above	Rice	200	2024.7.19
	Togo	Same as above	Rice	250	2024.8.13

Cultural Grant Assistance					
Item (Description)	Country	Project		Amount of E/N (million yen)	Date of E/N
Procurement management agent services	Mongolia	The Project for the Improvement of Educational Equipment at the Chinggis Khaan National Museum		97.5	2024.10.3
Procurement management agent services	Senegal	The Project for the Improvement of Equipment at the Senegalese Judo Federation		95.2	2024.12.10
Procurement management agent services	Viet Nam	The Project for the Improvement of Conservation and Restoration Capacity for Cultural Heritage at the Viet Nam National Museum of History		85.3	2023.11.27
Study	Several countries	Preliminary Survey for Cultural Grant FY2024		-	-
Study	Several countries	Preliminary Survey for Grant Assistance for Cultural Grassroots Project Applications FY2024		-	-

Programme Grant Aid (by procurement agent)					
Item (Description)	Country	Project	Procurement Items / Project Outline		
Procurement agent services	Ukraine	The Programme for Emergency Recovery (Phase3): Sub-project for Improvement of Transport Service		Equipment and materials to restore transportation and transit infrastructure	

Other Studies and Screening for Grant Aid					
Item (Description)	Country	Project			
Study	Cuba	Follow-up Cooperation on the Project for Improvement of Agricultural Machinery Advances in Rice Seeds Production Techniques in Cuba			
Study	Several countries	Support Services for Cost Estimates of Japan's Global Grant Aid for the Economic and Social Development Programme			
Screening services	Several countries	Screening of Applications for Grant Assistance for Japanese NGO Projects and NGO Project Subsidies FY2024			

Japanese ODA Loans					
Item (Description)	Country	Project			
Implementation promotion	Several countries	Japanese ODA Loan Projects Formulation and Implementation in the Republic of India and the Kingdom of Bhutan			

Multilateral Aid-Related Operations					
Item (Description)	Country	Project	Contracting Party		
Training services	Several countries	ASEAN Regional Workshop on Customs Post-Clearance Audit FY2024		Indonesian Customs Authority	
Study	Several countries	Japan Fund for the Joint Crediting Mechanism (JFCM)-Procurement Specialist		Asian Development Bank (ADB)	

Official Security Assistance-Related Operations					
Item (Description)	Country	Project	Procurement Items / Project Outline	Amount of E/N (million yen)	Date of E/N
Procurement agent services	Malaysia	Japan's Official Security Assistance	Rescue boats, etc.	400	2023.12.16
Procurement agent services	Mongolia	Japan's Official Security Assistance	Air traffic control radar system and related equipment	1,300	2025.2.10

Other Activities					
Item (Description)	Country	Project			

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## ■ Fiscal 2024 Business Report

## Grant Aid-Related Operations

Item	Description	Actual Figures in FY2023		Actual Figures in FY2024	
		New	New	New	New
<b>1. Procurement Agent Services and Procurement Management Agent Services</b>					
(1) Procurement agent services for Grant Aid for the Procurement of Products and Services (Grant Aid for the Economic and Social Development Programme, etc.)	-	44	42		
(2) Procurement agent services for Food Assistance Programme	-	11	9		
(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	3		
(6) Procurement management agent services for General Grant Aid	-	1	-		
(7) Procurement agent services for Programme Grant Aid	-	9	1		
<b>2. Studies and Screening on International Cooperation Operations</b>					
(1) Study for Cultural Grant Assistance	Formulation study for Grant Assistance for Cultural Grassroots Projects/ request form analysis, preliminary study for Cultural Grant Assistance	1	2		
(2) Feasibility studies/Planning for improvement of equipment	Feasibility studies, etc.	-	2		
(3) Screening	Grant Assistance for Japanese NGO Projects	1	1		
<b>Technical Cooperation-Related Operations</b>					
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	1	-		
<b>Loan Aid-Related Operations</b>					
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		
<b>Multilateral Aid-Related Operations</b>					
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.	1	2		
<b>Official Security Assistance-Related Operations</b>					
Procurement agent services for Official Security Assistance (OSA)	Study, procurement agent services	3	2		
<b>Other Activities</b>					
(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.	2	6		
(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	-	-	-		
<b>Other Projects Integral to Fulfilling the Objectives of the Foundation</b>					
(1) Support for NGOs	Evaluating and choosing NGOs for support and providing funds	8 NGOs	8 NGOs		
<b>Education and Support Promoting International Cooperation</b>					
Education and support promoting international cooperation	Medical lectures for travelers	5 times	5 times		
	Website updates	As needed	As needed		
	Annual Report publications	Once	Once		
	Articles published in information magazines promoting international cooperation	When appropriate	When appropriate		
	Participation in international cooperation festivals and events	1 time	1 time		

## ■ Fiscal 2024 Balance Sheet (As of March 31, 2025)

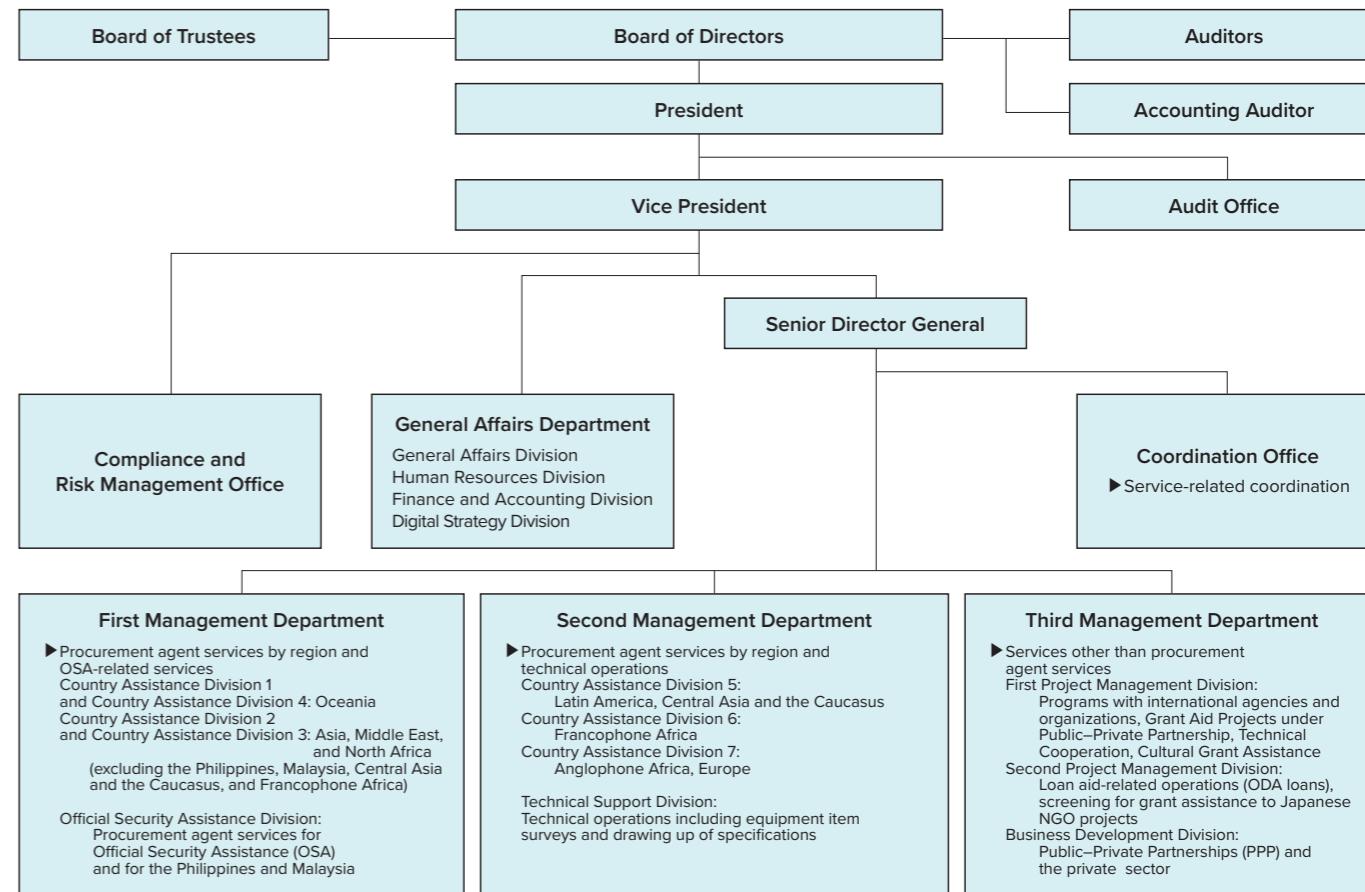
Item	FY2024 (As of March 31, 2025)	FY2023 (As of March 31, 2024)	Variance
<b>I Assets</b>			
<b>1. Current assets</b>			
Cash and deposits	158,336,946	206,154,703	△ 47,817,757
Accrued revenues	635,927,662	600,891,750	35,035,912
Inventory	209,551,700	0	209,551,700
Prepaid expenses	46,848,423	33,774,701	13,073,722
Advances paid	10,782,501	358,752,735	△ 347,970,234
Suspense payments	925,550	1,855,695	△ 930,145
<b>Total current assets</b>	<b>1,062,372,782</b>	<b>1,201,429,584</b>	<b>△ 139,056,802</b>
<b>2. Fixed assets</b>			
(1) Endowment			
Endowment in investment securities	387,000,000	387,000,000	0
<b>Total endowment</b>	<b>387,000,000</b>	<b>387,000,000</b>	<b>0</b>
(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	16,875,100	14,250,100	2,625,000
Reserve for preparation of office relocation	160,000,000	147,000,000	13,000,000
<b>Total specific assets</b>	<b>186,875,100</b>	<b>171,250,100</b>	<b>15,625,000</b>
(3) Other fixed assets			
Equipment attached to building	31,495,177	38,034,611	△ 6,539,434
Appliances and fixtures	89,992,893	57,659,551	32,333,342
Software	187,176,427	90,814,789	96,361,638
Software in progress	3,900,000	24,243,800	△ 20,343,800
Deposit and security moneys	53,277,231	56,285,972	△ 3,008,741
Long-term prepaid expenses	10,594,161	9,789,564	804,597
Prepaid pension expenses	0	18,671,256	△ 18,671,256
Investment securities	23,114	42,245	△ 19,131
Deferred tax assets	79,167,753	40,778,260	38,389,493
<b>Total other fixed assets</b>	<b>455,626,756</b>	<b>336,320,048</b>	<b>119,306,708</b>
<b>Total fixed assets</b>	<b>1,029,501,856</b>	<b>894,570,148</b>	<b>134,931,708</b>
<b>Total assets 1)</b>	<b>2,091,874,638</b>	<b>2,095,999,732</b>	<b>△ 4,125,094</b>
<b>II Liabilities</b>			
<b>1. Current liabilities</b>			
Accrued payments	96,309,182	151,698,733	△ 55,389,551
Allowance for bonus	125,448,743	103,017,893	22,430,850
Suspense receipt	9,240,000	9,466,383	△ 226,383
Deposits received	12,214,675	12,441,570	△ 226,895
Advances received	23,556,000	24,405,000	△ 849,000
Income tax payable	37,409,100	45,779,900	△ 8,370,800
<b>Total current liabilities</b>	<b>304,177,700</b>	<b>346,809,479</b>	<b>△ 42,631,779</b>
<b>2. Fixed liabilities</b>			
Provision for retirement benefits	30,999,240	14,075,000	16,924,240
Reserve for executive officers' retirement benefits	16,875,100	14,250,100	2,625,000
<b>Total fixed liabilities</b>	<b>47,874,340</b>	<b>28,325,100</b>	<b>19,549,240</b>
<b>Total liabilities 2)</b>	<b>352,052,040</b>	<b>375,134,579</b>	<b>△ 23,082,539</b>
<b>III Net Assets</b>			
<b>1. Designated net assets</b>			
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)
<b>2. General net assets</b>			
[Amount of allotment to the endowment]	1,367,822,598	1,348,865,153	18,957,445
[Amount of allotment to specific assets]	(15,000,000)	(15,000,000)	(0)
<b>Total net assets 1) - 2)</b>	<b>1,739,822,598</b>	<b>1,720,865,153</b>	<b>18,957,445</b>
<b>Total liabilities and net assets</b>	<b>2,091,874,638</b>	<b>2,095,999,732</b>	<b>△ 4,125,094</b>

## Fiscal 2024 Statement of Net Equity Increase (Decrease) (From April 1, 2024 to March 31, 2025)

Item	FY2024 (April 1, 2024–March 31, 2025)		FY2023 (April 1, 2023–March 31, 2024)		(Unit: yen)	
				Variance		
<b>I General Net Assets Increase or Decrease</b>						
<b>1. Current increase or decrease</b>						
(1) Current profits						
1) Profit from the management of the endowment	1,420,407	982,486	437,921			
Interest received from the endowment	1,420,407	982,486	437,921			
2) Profit from business activities	2,100,704,308	2,041,226,027	59,478,281			
Profit from grant aid programs	1,860,109,979	1,700,252,132	159,857,847			
Profit from technical cooperation programs	21,825,825	53,861,718	△ 32,035,893			
Profit from loan programs	58,813,398	70,195,460	△ 11,382,062			
Profit from programs with international agencies and organizations, etc.	12,250,591	24,006,074	△ 11,755,483			
Profit from Official Security Assistance programs	65,668,500	20,877,500	44,791,000			
Profit from other commissioned projects	82,036,015	172,033,143	△ 89,997,128			
3) Miscellaneous profits	1,218,934	627,633	591,301			
Miscellaneous profits	1,218,775	627,272	591,503			
Miscellaneous profits (Interest income)	159	361	△ 202			
<b>Total current profits (A)</b>	<b>2,103,343,649</b>	<b>2,042,836,146</b>	<b>60,507,503</b>			
(2) Current expenses						
1) Operating expenses	1,704,017,065	1,620,293,174	83,723,891			
2) Administrative expenses	351,625,446	302,412,675	49,212,771			
<b>Total current expenses (B)</b>	<b>2,055,642,511</b>	<b>1,922,705,849</b>	<b>132,936,662</b>			
<b>Current increase or decrease for the year (C) = (A) - (B)</b>	<b>47,701,138</b>	<b>120,130,297</b>	<b>△ 72,429,159</b>			
<b>2. Nonrecurring increase or decrease</b>						
(1) Nonrecurring profits						
<b>Total nonrecurring profits</b>	<b>0</b>	<b>0</b>	<b>0</b>			
(2) Nonrecurring expenses						
1) Loss on sale and retirement of non-current assets	1,821,246	0	1,821,246			
2) Litigation-related expenses	27,749,737	0	27,749,737			
<b>Total nonrecurring expenses</b>	<b>29,570,983</b>	<b>0</b>	<b>29,570,983</b>			
<b>Nonrecurring increase or decrease for the year (D)</b>	<b>△ 29,570,983</b>	<b>0</b>	<b>△ 29,570,983</b>			
General net assets increase or decrease for the year before income taxes (E) = (C) + (D)	18,130,155	120,130,297	△ 102,000,142			
Income taxes—current (F)	37,562,203	45,933,010	△ 8,370,807			
Income taxes—deferred (G)	△ 38,389,493	7,267,558	△ 45,657,051			
<b>General net assets increase or decrease for the year (H) = (E) - (F) - (G)</b>	<b>18,957,445</b>	<b>66,929,729</b>	<b>△ 47,972,284</b>			
General net assets at beginning of year (I)	1,348,865,153	1,281,935,424	66,929,729			
General net assets at end of year (J) = (H) + (I)	1,367,822,598	1,348,865,153	18,957,445			
<b>II Designated Net Assets Increase or Decrease</b>						
1) Amount of transfer to general net assets	0	0	0			
Amount of transfer to general net assets	0	0	0			
Designated net assets increase or decrease for the year	0	0	0			
Designated net assets at beginning of year	372,000,000	372,000,000	0			
Designated net assets at end of year (K)	372,000,000	372,000,000	0			
<b>III Net Assets at End of Year (J) + (K)</b>	<b>1,739,822,598</b>	<b>1,720,865,153</b>	<b>18,957,445</b>			

## Organization Chart and Board of Directors/Board of Trustees

### Organization Chart (As of August 1, 2025)



### Board of Directors/Board of Trustees

#### Board of Directors and Accounting Auditor (As of August 1, 2025)

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, 2025)

Chairperson	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	TAKATSU Tamae	Founder & CEO, Fukuchi Co., Ltd.
Member	TAKAHASHI Tomoyuki	Managing Director, Head of Transaction Banking Division, MUFG Bank, Ltd.
Member	FUJIMAKI Hideki	Former Professor, Department of International and Regional Studies, Hokkaido University of Education, Part-Time Lecturer, Japan International University, Journalist
Member	WATANABE Michio	Senior Executive Director, International Development Center of Japan Inc. Representative Director, International Development Center of Japan

In fiscal 2024, 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.

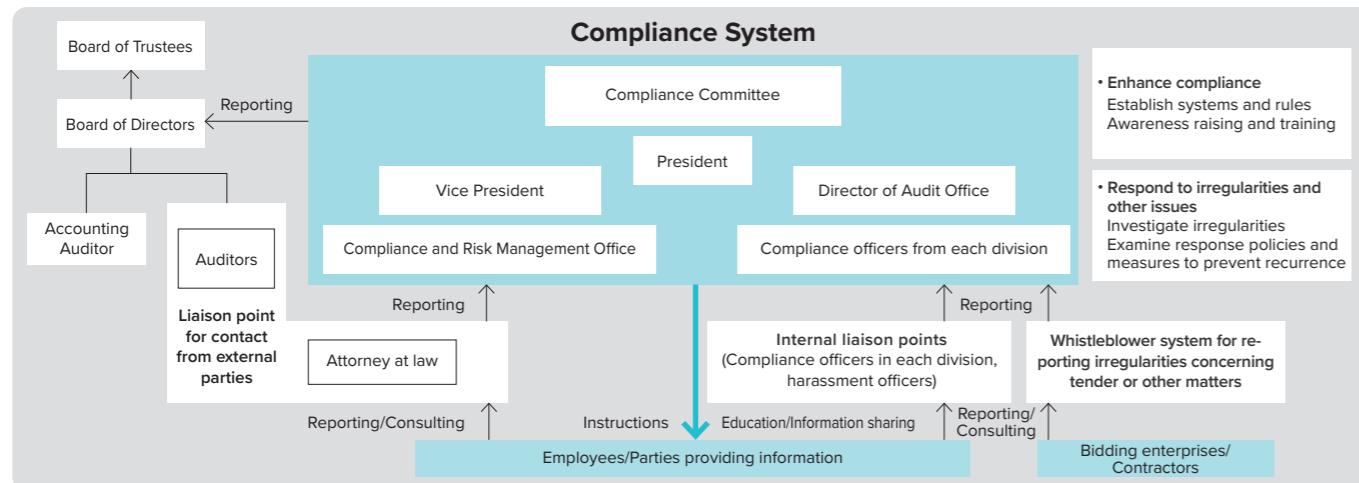
#### (6) Whistleblower system for reporting irregularities concerning tender or other matters

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 eighth time on June 17, 2025.)



## 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 yen

### Number of Employees

134 (as of August 1, 2025)

### 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, 2025)



## Japan International Cooperation System Annual Report 2025

For the Fiscal Year ending March 2025

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