



**International Development  
Center of Japan**

**Selected Experience**  
in the past 5 years

# AID POLICY / GOVERNANCE

## Project for Strengthening Framework of Implementation of Sustainable Development Goals in The Republic of Indonesia (Client: JICA, 2019-2022)

The Ministry of National Development Planning/ National Development Planning Agency (“Bappenas”) has been developing the National Action Plan and Sub-National Action Plans for provincial governments to achieve Sustainable Development Goals (SDGs). Introducing a Monitoring and Evaluation system is also an urgent issue for Bappenas to monitor and evaluate the implementation of SDGs by the government of Indonesia (GOI) appropriately.

IDCJ has supported GOI initiatives on SDGs since 2017 through a study commissioned by JICA. This Technical Cooperation Project with Bappenas aimed to strengthen the framework of the implementation of SDGs in Indonesia in terms of indicators, action plans, monitoring and evaluation, and mutual learning. The project worked in the following four areas: 1) To set the definition of Indicators of SDGs; 2) To develop the National Action Plan and Sub-National Action Plans of target provinces; 3) To develop, implement and report the Monitoring and Evaluation of SDGs; and 4) To hold seminars on Mutual Learning on Implementation of SDGs.

Utilizing and disseminating the results of this project (Phase 1), IDCJ has been implementing the Project for Strengthening Framework of Implementation of SDGs of the Subnational Governments (Phase 2) since December 2023. The Phase 2 project aims to further promote the Indonesian government’s efforts to achieve the SDGs by strengthening the subnational government’s SDG-related policy planning, implementation, monitoring, and evaluation systems, and promoting public-private partnerships.

**Sub-National  
Action Plan  
Development at  
the Provincial**

**Development Planning Agency of Aceh Province**



## JICA Public Investment Management in the South Pacific (Solomon Islands and Papua New Guinea) (Client: JICA, 2022-2026)

In the Solomon Islands, there was a need to strengthen the alignment of budget formulation with the National Development Strategy and to enhance the Ministry of Finance and Treasury (MoFT)’s oversight of budgetary discipline across sector ministries. A critical challenge has been the absence of a standardized and institutionalized process for project proposal, appraisal, selection, and monitoring. In particular, economic analysis methodologies have been insufficiently institutionalized.

In Papua New Guinea, the government has faced increasing pressure to reduce expenditures and restrain public investment in response to persistent fiscal deficits. Within this context, significant challenges have been observed in the formulation, appraisal, selection, monitoring, and evaluation of public investment programs. These challenges include inadequacies in project documentation and a lack of technical capacity among officials responsible for project appraisal and monitoring.

This technical cooperation initiative was launched to strengthen institutional capacity for public investment management in both countries. In the Solomon Islands, the project has aimed to enhance economic analysis capabilities of MoFT in the appraisal and selection of public investment projects; draft and obtain formal approval for the PIM framework, policy, guidelines, and templates; operationalize the PIM framework through the establishment and functioning of PIM Committees; and ensure the appropriate

implementation of project appraisal, selection, and monitoring processes in accordance with the PIM policy and guidelines. The project is currently ongoing under an extended contract arrangement.

In Papua New Guinea, the project strengthened the project appraisal and selection capacity in the Department of National Planning and Monitoring (DNPM); enhanced the project formulation capabilities in pilot line ministries; and improved monitoring and evaluation capacity in DNPM. The second phase of the project is currently underway.



**Project monitoring of road construction by MoFT**

| Project Title                                                                                             | Client | Year      |
|-----------------------------------------------------------------------------------------------------------|--------|-----------|
| <b>Aid Policy</b>                                                                                         |        |           |
| Project for Strengthening Framework of Implementation of SDGs of the Subnational Governments in Indonesia | JICA   | 2023-2026 |
| Review of Japan’s Cooperation with Timor-Leste and Investment in the Latter’s Development                 | JICA   | 2021-2022 |
| <b>Governance</b>                                                                                         |        |           |
| Project for Capacity Development in PPP Management for Sound Fiscal Management in Mongolia                | JICA   | 2025-2027 |
| JICA Public Investment Management Project in Papua New Guinea                                             | JICA   | 2024-2026 |
| Advisor for Capacity Enhancement of Public Sector Investment Programming in Malawi                        | JICA   | 2022-2025 |
| <b>Peacebuilding / Gender / Sports</b>                                                                    |        |           |
| Study on Human Migration and Refugees in East and the Great Lakes Region of Africa                        | JICA   | 2024-2025 |
| Support works for the promotion of cooperation in 'Sport and Development'                                 | JICA   | 2023-2025 |
| Project on Gender Mainstreaming for Women’s Economic Empowerment in Cambodia                              | JICA   | 2018-2022 |
| Refugee Camp Improvement Project in Palestine (Phase 1 and 2)                                             | JICA   | 2016-2024 |

# URBAN DEVELOPMENT / TRANSPORTATION

## The Project for Improvement of Public Bus Operation in Phnom Penh in Cambodia (Client: JICA, 2017-2022)

In Phnom Penh, due to recent economic development, the number of registered vehicles increased rapidly. As a result, traffic congestion is becoming more severe, and traffic accidents also continue to increase, indicating that the city needs drastic action to implement traffic improvement measures.

As part of the public transport system proposed in the 2014 Comprehensive Urban Transport Plan, the introduction of the bus transport system was considered as the highest priority project to ease the traffic congestion.

The GOJ, through the Japanese Grant Aid scheme, was to provide bus fleets to Phnom Penh Capital Administration (PPCA) and City Bus Authority (CBA), to be utilized for expansion of the bus routes. However, CBA is still a new organization, established in 2014, with a fragile organization structure and delivers a low service level of bus operation in terms of travel speed and time schedule. Bus operation and management capacity, particularly in CBA, needs to be improved to ensure proper operation and management of the bus fleets procured under the Japanese Grant Aid scheme.

Therefore, GOC requested GOJ to implement technical assistance through this project in line with the said grant aid project. The project consists of the following components:

- 1.Improvement of Bus operation capacity of CBA
- 2.Improvement of maintenance and inspection capacity on bus fleets of CBA
- 3.Establishment of training system of bus drivers and conductors, drivers' management system for safe driving and labor management system in CBA
- 4.Improvement of CBA's business management capacity
- 5.Improvement of capacity of CBA and Department of Public Works and Transport /PPCA on policy planning for the public transport priority measures



The bus fleets procured under the Japanese Grant Aid scheme

## The Project on Implementation of International Logistics Hub Master Plan in the Republic of Namibia (Phase 1 and 2) (Client: JICA, 2016-2025)

Namibia, located on the Atlantic coast of southern Africa, has a natural good harbor called Walvis Bay and international corridors that connect it to neighboring countries, giving it great potential as a logistics route. From 2011 to 2024, IDCJ worked consistently with JICA on economic development and logistics promotion as part of Namibia's national targets.

First, IDCJ proposed the Vision "Country of an international logistics hub" in the 2011 study, which was incorporated as a priority in the Namibia's National Development Plan 4, setting the goal of making Namibia an international logistics hub in the Southern African Development Community by 2025. The subsequent project on the International Logistics Hub Master Plan envisioned a scenario of capturing transit logistics demand for landlocked countries such as Zambia, and proposed the key actions including attracting international logistics company's operation bases, upgrading the transportation network, and introducing integrated border management.

In response, the Namibian government established working groups (WG) for (1) Logistics Hub Center, (2) Strategic Marketing, (3) Border Management, (4) Capacity Building, etc. to implement the master plan. By supporting the WGs, the project created concrete proposals such as a marketing strategy plan, a logistics hub center/port area redevelopment concept, and an integrated border management concept. In particular, the Phase 2 supported activities aimed at acquiring more cargo volume to utilize the additional handling capacity of the new container terminal at the Port of Walvis Bay completed in 2019. In addition, it also supported efforts to streamline border facility infrastructure and reorganize logistics lines within the existing port.

As a result, the master plan's top goal of making Namibia an international logistics hub in the Southern African region by 2025 was largely achieved, and the volume of international transit cargo passing through Namibia increased significantly, reaching 2.16 million tons in 2023 (5.4 times the value in 2016).



A scene from the port gate survey

| Project Title                                                                                                                       | Client                         | Year      |
|-------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-----------|
| <b>Urban development / environment</b>                                                                                              |                                |           |
| Project on Sustainable Urban and Transport Management in Luang Prabang in Lao PDR                                                   | JICA                           | 2023-2026 |
| Advisory Works for Strengthening Capacities for the Revision of the Zoning Regulation in Managua, Republic of Nicaragua             | JICA                           | 2021-2024 |
| <b>Transportation</b>                                                                                                               |                                |           |
| The Project for Formulation of National Transport Master Plan in the Republic of Cuba                                               | JICA                           | 2018-2023 |
| Road Sector Governance and Maintenance Project in Lao PDR                                                                           | ADB                            | 2016-2023 |
| Consulting Services for Detailed Design, Tender Assistance and Construction Supervision of Arusha – Holili Road Improvement Project | Tanzania National Roads Agency | 2024-2025 |
| <b>Logistics</b>                                                                                                                    |                                |           |
| The Project for Improving the Logistics System of Cambodia (Phase 1, 2 and 3)                                                       | JICA                           | 2018-2027 |

# INDUSTRIAL DEVELOPMENT

## Master Plan Project for Regional Development and Tourism Promotion through the Utilization of World Heritage sites in Chui Region in the Kyrgyz Republic (Client: JICA, 2022-2026)

The Kyrgyz Republic is a mountainous country rich in magnificent natural scenery and diverse historical and cultural assets such as the remains of the Silk Roads and nomadic culture. This project aims to realize diverse and sustainable tourism in Chui Region by utilizing both nature and history.

Chui Region is home to three assets that make up the UNESCO World Heritage Site "Silk Roads: the Routes Network of Chang'an-Tianshan Corridor": Ak Beshim, Burana Tower, and Krasnaya Rechka. Excavations have been ongoing at Ak Beshim since 2016, gradually revealing the state of the ancient city of Suyab.

The project is formulating a tourism development master plan for the entire Chui Region and simultaneously implementing several pilot projects. Specifically, the project includes the creation of an archaeological park at Ak Beshim, a pottery experience program at the Burana Tower Museum, strawberry picking at a tourist farm using locally grown strawberries, and home visits and a multi-ethnic festival in the multi-ethnic village of Krasnaya Rechka.

The knowledge and lessons gained from the pilot projects will be reflected in the master plan. The ultimate goal is to establish a system that balances the revitalization of the local economy through tourism with the protection of cultural heritage, building a foundation for the self-sustaining development of the region's tourism sector. IDCJ is working closely with related organizations and the local community to create attractive tourist routes that link historical heritage and natural resources, and to expand experiential programs in which local residents can actively participate, envisioning a future in which tourism revenues are circulated to promote regional development and protect historical sites.



The project also aims to make Ak Beshim a tourist attraction.

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## The Project for Enhancing U-I-G-C Approach through Promotion of Open Innovation by Creating Enabling Environment at FRC-UGM, Indonesia (Client: JICA, 2021-2023)

In Kulon Progo Regency, Special Province of Yogyakarta, which is the target area of this project, the local government has been focusing on strengthening the quantity and quality of primary production and industrial development since 2017. Gadjah Mada University, based in Yogyakarta, is committed to making more effective use of its intellectual property for regional development under the policy of producing high-level human resources and strengthening industries promoted by the Government of Indonesia.

This project supported the promotion of university-industry-government-community collaboration projects at the university's Field Research Center (FRC).



Teacher and students discussing the prototype development

Specifically, through strengthening the functions of the FabLab established in the FRC, the project promoted open innovation initiatives that will contribute to solving social issues and developing industries in the region.

The project provided technical training on digital fabrication knowledge and technology as well as management, supported the procurement of FRC FabLab equipment and prepared the Guidelines for the use of the equipment, supported the design for PoC (Proof of Concept) in FRC FabLab, and strengthened collaboration between the university and the local community through FabLab.

| Project Title                                                                                                                           | Client           | Year      |
|-----------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------|
| <b>Digital Transformation / Innovation</b>                                                                                              |                  |           |
| Uganda ICT Industry Promotion Project                                                                                                   | JICA             | 2023-2027 |
| Study on the Digitalization of the National Identification System in the Republic of Senegal                                            | JICA             | 2021-2022 |
| Study on Digitalization of Public Services in African Countries                                                                         | JICA             | 2020-2022 |
| <b>Tourism</b>                                                                                                                          |                  |           |
| Study on the Tourism Sector in Jordan                                                                                                   | JICA             | 2024      |
| The Project for Sustainable Development of the Cultural Landscape of the Upper Utcubamba Valley in the Republic of Peru (Phase 1 and 2) | JICA             | 2019-2025 |
| <b>Finance, Trade and Investment Promotion</b>                                                                                          |                  |           |
| Study on Improvement of Investment Environment and Entrepreneurship Support in the Republic of Senegal                                  | JICA             | 2022-2023 |
| Foreign Direct Investment to Italy Promotion Activity Service                                                                           | Embassy of Italy | 2023-2026 |
| <b>Industrial Development / Human Resource Development</b>                                                                              |                  |           |
| Study on the Employment and Start-up Environment Surrounding Youth in Iraq                                                              | JICA             | 2022      |
| <b>Support for the Acceptance of Foreign Human Resources</b>                                                                            |                  |           |
| Study on the Acceptance and Development of African Workers through Collaboration with Local Regions in Japan                            | JICA             | 2025-2026 |

## SOCIAL DEVELOPMENT

### Project for Gender Responsive Actions to Ensure Retention through Community Engagement and School Practices (GRACE), Pakistan (Client: JICA, 2022-2026)

Pakistan has over 20 million out-of-school children (OOSC). Sindh has one of the highest numbers and rates of OOSC among the country's four provinces, and the province also has large gender gaps in education indicators. Behind the low enrolment of girls is the poor quality of teaching due to the chronic shortage of teachers. Furthermore, in addition to the prolonged school closure for COVID-19 and the economic downturn, religious and cultural beliefs such as "education is not necessary because girls get married" and "it is unsafe to send girls to schools with male teachers" are also believed to have affected the enrolment of girls.

To improve enrolment and retention, it is crucial to involve communities and parents/guardians. In particular, involving female guardians in discussions and awareness raising is key to increasing girls' attendance and retention. The project has addressed this by activating the School Management Committees (SMC), which consist of headteachers and guardians, as a participatory body for community discussion in which both male and female guardians can participate. Today, there are female guardians who understand the significance of education and are taking on leadership roles at SMC.

Moreover, the project has introduced the "morning math workbook time" before classes start to improve the quality of learning, which has shown an improvement in basic numeracy skills and attendance. Together with the



Sindh School Education and Literacy Department, the project is working to establish the structure needed to run these activities independently and sustainably.

The morning math workbook time

### Project for the Prevention and Control of Non-communicable Diseases in Tamil Nadu, India (Client: JICA, 2022-2026)

Tamil Nadu is the most urbanized state in India, with approximately 8.64 million people considered poor, living in slum areas. Strengthening access to public healthcare services for the growing urban population is an urgent issue. The incidence of cancer and diabetes in the state is higher than the national average. Therefore, there is a growing need for measures to improve NCDs (Non Communicable Diseases) prevention and control, including early detection and treatment. The "Tamil Nadu Urban Health Care Project," a yen loan project, is implemented to improve the quality of the urban health care system, mainly through the development of secondary and tertiary health care facilities. At the same time, in addition to the support provided by the above-mentioned yen loans, there is also a need to strengthen administrative management capacity to address NCDs and to strengthen the clinical capacity of medical practitioners due to the increasingly advanced medical care. This Project focuses on cancer among NCDs and aims to strengthen the administrative management capacity and the clinical capacity of medical personnel. Specifically, the Project focuses on early detection and continuous care of cancer and aims to improve the quality of cancer screening programs, strengthen the practices of early cancer diagnosis, and improve clinical skills and practices for cancer diagnosis and treatment in close collaboration with relevant government officials and medical experts at the state and district level. In addition, the Project will also support the promotion of awareness-raising among community people, as the health-



seeking behavior for cancer-related services is poor due to the low level of knowledge as well as a strong sense of fear and stigma against cancer.

Training of health volunteers in Ariyalur District

| Project Title                                                                                                                                      | Client          | Year      |
|----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------|
| <b>Education</b>                                                                                                                                   |                 |           |
| The Project for the Improvement of Basic School Education (Nepal)                                                                                  | JICA            | 2024-2029 |
| Project for Improving Quality of Mathematics and Science Education in Palestine (PIQMAS) - Core Activity Implementation Phase                      | JICA            | 2021-2024 |
| Project for Improving Learning Outcomes through Community Participation for Sustainable School for All (COMPASS) (Ghana)                           | JICA            | 2020-2024 |
| The Project for Strengthening Education for Children with Special Needs through Inclusive Education Approach in Sri Lanka                          | JICA            | 2019-2024 |
| Supporting the School Education Sector Plan - Technical Support Firm to Strengthen Curriculum, Textbook and Learning Materials Development (Nepal) | ADB             | 2024-2027 |
| <b>Health</b>                                                                                                                                      |                 |           |
| Project for Strengthening Capacity Development System for Health Professional through Tele-Health (Vietnam)                                        | JICA            | 2024-2025 |
| Republic of South Africa Health Financing Management at District Level                                                                             | JICA            | 2023-2025 |
| Rural Health Development through Strengthening Basic Health Services, Myanmar                                                                      | JICA            | 2019-2024 |
| <b>Social Security</b>                                                                                                                             |                 |           |
| Support for Social Security Global Promotion                                                                                                       | Private company | 2019-2025 |

# RURAL DEVELOPMENT

## Project for Empowerment and Promotion of Agriculture Through Use of SHEP Approach (TANSHEP2) in Tanzania (Client: JICA, 2025-2029)

The agriculture sector in Tanzania is a key industry that accounts for 28% of GDP and generates approximately 65% of employment. The Ministry of Agriculture is promoting "agriculture as a business" and placing emphasis on improving the incomes of small-scale farmers, particularly through the enhancement of extension services.

This project is Phase 2 of the "Project for Strengthening DADP Planning and Implementation Capacity through Use of SHEP Approach in Tanzania," which piloted SHEP (Smallholder Empowerment and Promotion) in Tanzania for approximately six years from 2019 to 2024. In Phase 1, the horticulture income of smallholders in the 12 target districts increased by 45% to 69%, demonstrating the effectiveness of "agricultural production as a business based on market survey" in the country. Phase 2 supports the Tanzanian government's activities to build the foundation for expanding SHEP as a regular extension service to all districts across the country. The project aims for "normalization" of SHEP as an extension service by the government even after the end of this project.

Output 1: Dissemination of the SHEP approach is institutionalized and is carried out within the mandate of extension officer.

Output 2: Capacity of District Facilitation Team (DFT) to



disseminate SHEP approach through DADPs is strengthened in LGAs in the Project Site.

Output 3: Upscaling SHEP dissemination collaborating with stakeholders, Development partners and private sectors.

**Farmers conduct a needs assessment at the market**

## Study on ASEAN-JICA Food Value Chain Development Project (Client: JICA, 2019-2020)

The increased demand and interests on safe food and value-added food in ASEAN states have been driven by middle-income households due to the economic growth of ASEAN. However, an inappropriate redistribution of profit and vulnerable food value chains (FVC) remain the major constraints to improve livelihood of traditional farmers below poverty lines. Agriculture is one of the important sectors both for employment opportunities and source of income and also for food and nutrition security. Thus, the improvement of FVC is one of the prioritized issues to solve.

ASEAN Ministerial Meeting on Agriculture and Forestry (AMAF) and JICA have initiated its discussion on the concept of "the ASEAN-JICA Food Value Chain Development Project" in February 2018 to support the high quality, safe FVC development for trade and joint corporation with public-private sectors. The project concepts had been discussed and approved at the Senior Officials Meeting of the ASEAN AMAF Plus Three on August 29, 2018.

The main objective of the project is to develop quality and secure intra and extra Export-oriented FVCs in the ASEAN Region. The specific objectives include; 1) strengthening of ASEAN Good Agricultural Practice (ASEAN-GAP), 2) strengthening of Sanitary and Phytosanitary (SPS) measures, and 3) promoting public-private partnerships for the development of regional food cluster models.

| Project Title                                                                                                                                                               | Client                                                   | Year      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-----------|
| <b>Agriculture and Rural Development</b>                                                                                                                                    |                                                          |           |
| Preparatory Survey for Agriculture and Rural Development Two Step Loan Project in Tanzania                                                                                  | JICA                                                     | 2023-2024 |
| Market-Oriented Rural Life Improvement Project in Ghana                                                                                                                     | JICA                                                     | 2022-2027 |
| Project for Strengthening DADP Planning and Implementation Capacity through Use of SHEP Approach in Tanzania                                                                | JICA                                                     | 2019-2024 |
| Project for Community-Based Sustainable Natural Resource Management in East Timor, Phase II                                                                                 | JICA                                                     | 2016-2022 |
| Strategic Overseas Expansion Support Commissioned Project for the Food Industry for FY 2024 (Study on the Introduction of a Model Farm in Uttar Pradesh, Republic of India) | Ministry of Agriculture, Forestry and Fisheries of Japan | 2024-2025 |
| Study on "Overseas UNESCO Intangible Cultural Heritage (Alcoholic Beverages)"                                                                                               | National Tax Agency, Japan                               | 2021-2022 |
| <b>Food Value Chain</b>                                                                                                                                                     |                                                          |           |
| ASEAN-JICA Food Value Chain Development Project -Marketing and Promotion of National and ASEAN GAPs-                                                                        | JICA                                                     | 2024-2027 |
| Study on Food Value Chain Study under the Influence of COVID-19 in the Eastern Region of Africa                                                                             | JICA                                                     | 2021-2022 |
| Human resource development project for the establishment of a food value chain in Asia and Africa (Study on support for overseas development of the tea industry)           | Ministry of Agriculture, Forestry and Fisheries of Japan | 2020-2021 |
| <b>Improved Nutrition</b>                                                                                                                                                   |                                                          |           |
| Study on the Global Food Security and Promotion of IFNA (Initiative for Food and Nutrition Security in Africa)                                                              | JICA                                                     | 2023-2026 |
| Study on Facilitation for ICSA (IFNA Country Strategy for Action)                                                                                                           | JICA                                                     | 2023-2025 |

# EVALUATION

## Evaluation of Japan's ODA to Forcibly Displaced Persons and Host Countries (Client: MOFA, 2023-2024)

The Ministry of Foreign Affairs of Japan (MOFA) conducts policy and program-level ODA evaluations (third-party evaluations) to improve the management of Official Development Assistance (ODA) and ensure accountability to the public.

In FY2023, MOFA commissioned IDCJ to conduct an evaluation of Japan's ODA policy and implementation related to support for refugees and refugee-hosting countries. The number of forcibly displaced persons worldwide reached 100 million in 2022 for the first time in history. Japan's refugee-related assistance has been provided based on the "Humanitarian Aid Policy of Japan" formulated in July 2011, and with the perspective of "Humanitarian-Development-Peace Nexus (HDP nexus)," which was not specified at the time the policy was formulated. Japan's refugee assistance policies are also illustrated in its speeches and announcements at relevant international conferences.

In addition to document review and interviews with relevant stakeholders, IDCJ conducted field visits in Uganda and Bangladesh as case studies to evaluate the relevance of policies, the effectiveness of results, and the appropriateness of processes, as well as to evaluate the policies from diplomatic viewpoints. Based on the results of the evaluation, IDCJ made recommendations to improve the planning and implementation of future assistance in this area. The evaluation results are published on the ministry's website.



**A water distribution point in a camp for displaced people from Myanmar by a Japanese NGO (Bangladesh)**

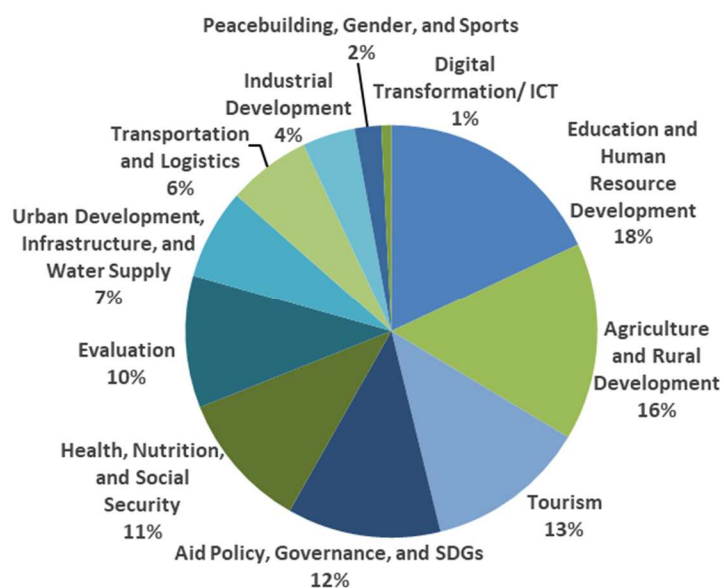
## Knowledge Co-Creation Program (Group)-Capacity Building for Evaluation Design, Implementation and System- (Client: JICA Kansai Center, 2023-2026)

In order to convey Japan's unique experiences, JICA conducts the Knowledge Co-Creation Program in Japan for relevant parties from developing countries to come to Japan and learn by actually immersing themselves in Japanese society and organizations. In FY2020, JICA launched a new issue-specific training course on the design, implementation, and system building of project evaluation for government officials from developing countries and commissioned IDCJ to carry out the course. The program has been ongoing since then.

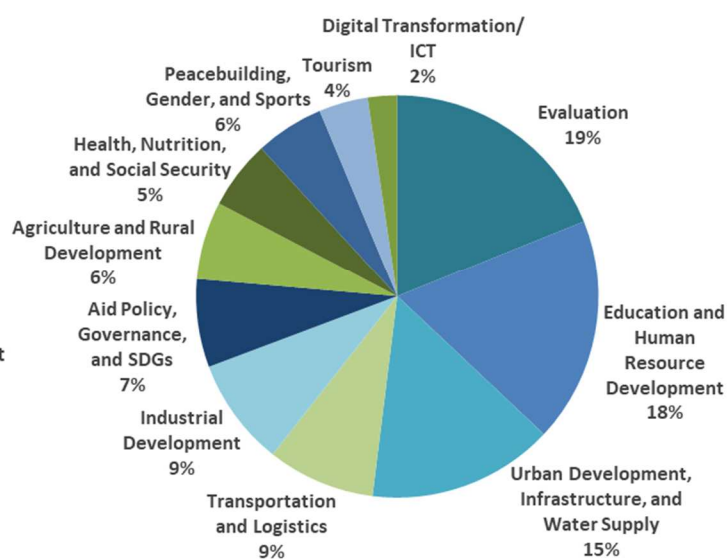
Due to COVID-19, the program was conducted online from FY2020 to FY2022. From FY2023, it has been conducted in a hybrid format that combines remote sessions and visits to Japan. 59 people have participated in this program from FY2020 to FY2024. (Participating countries: Fiji, Marshall Islands, Solomon Islands, Papua New Guinea, Indonesia, Vietnam, Cambodia, Thailand, Bangladesh, India, Mauritius, Madagascar, Palestine, Moldova, Ukraine, Somalia, Egypt, Botswana, Zimbabwe, Ghana, Gambia, Nigeria, Mexico, and Grenada)

| Project Title                                                                                                                                                                                                                                                                                                               | Client                                      | Year      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|-----------|
| <b>ODA Policy Evaluation</b>                                                                                                                                                                                                                                                                                                |                                             |           |
| Evaluation of Japan's ODA (2024) of ASEAN connectivity support centered on the "Japan-ASEAN Connectivity Initiative"                                                                                                                                                                                                        | Ministry of Foreign Affairs of Japan (MOFA) | 2024-2025 |
| Evaluation of Japan's ODA to the Kingdom of Thailand                                                                                                                                                                                                                                                                        |                                             | 2023-2024 |
| Review of Japan's ODA Evaluations from FY 2015 to FY 2021                                                                                                                                                                                                                                                                   |                                             | 2022      |
| <b>Evaluation by Themes, Case Study, and Project Study</b>                                                                                                                                                                                                                                                                  |                                             |           |
| Study of JICA's Operations Evaluation System under Cluster Management                                                                                                                                                                                                                                                       | JICA                                        | 2023-2025 |
| Evaluation of the Peacebuilding Impact: Water Supply Improvement in the Host Communities of Syrian Refugees in Jordan                                                                                                                                                                                                       | JICA                                        | 2020-2023 |
| Thematic Evaluation on Rural Water Sector                                                                                                                                                                                                                                                                                   | JICA                                        | 2020-2022 |
| <b>Project Evaluation and Monitoring</b>                                                                                                                                                                                                                                                                                    |                                             |           |
| The Third-Party Evaluation of "the Grant Assistance for Japanese NGO Projects" (FY2023)                                                                                                                                                                                                                                     | MOFA                                        | 2023-2024 |
| Terminal Evaluation for Project on Capacity Development for Nutrition Improvement in Federal Capital Territory in Nigeria and Mid-term Review of the Project for Improvement of Food and Nutrition Security through Building Adaptive Capacity to Climate Change in Arid and Semi-Arid Lands in Kenya (Evaluation Analysis) | JICA                                        | 2024      |
| Tunisia: Detailed Planning Survey on "Project for Elaboration of Bridge Maintenance Plan" (Evaluation Analysis)                                                                                                                                                                                                             | JICA                                        | 2023      |
| FY2023 Ex-post Evaluation: Package I-4 (Republic of Indonesia, Lao People's Democratic Republic, and The Democratic Republic of Timor-Leste)                                                                                                                                                                                | JICA                                        | 2023-2024 |
| Ex-Post Project Evaluation 2022: Package II-2 (Uganda, Tanzania, Angola)                                                                                                                                                                                                                                                    | JICA                                        | 2022-2024 |
| Third-Party Monitoring of Six UNRWA Projects Supported by the Government of Japan                                                                                                                                                                                                                                           | UNRWA                                       | 2024-2025 |
| <b>Training</b>                                                                                                                                                                                                                                                                                                             |                                             |           |
| Knowledge Co-Creation Program -Policy Evaluation and Project Formulation for Tajikistan NDC- (FY2022-2024)                                                                                                                                                                                                                  | JICA Shikoku Center                         | 2022-2025 |

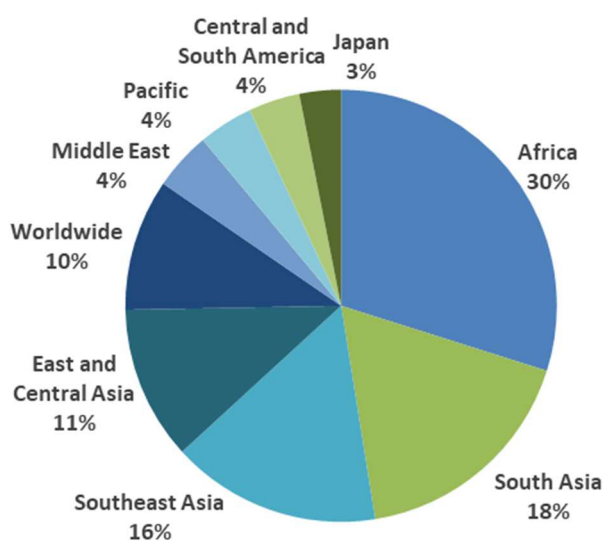
# SECTOR AND REGIONAL DISTRIBUTION OF PROJECTS



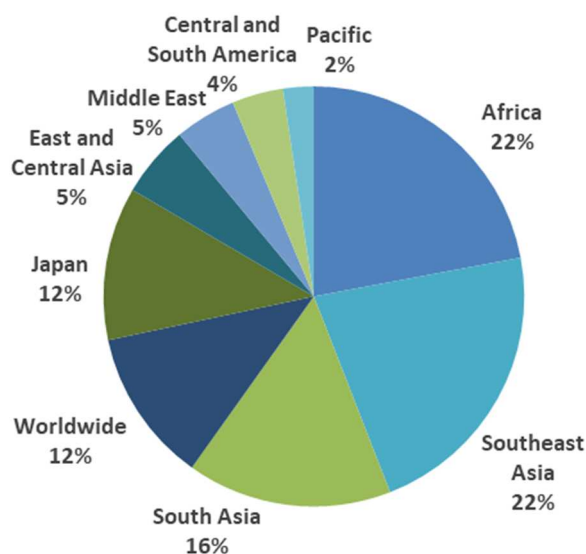
**FY2024 Projects by Sector (Sales amount)**



**FY2024 Projects by Sector (Number of projects)**



**FY2024 Projects by Region (Sales amount)**



**FY2024 Projects by Region (Number of projects)**

Shibaura Crystal Shinagawa 12th Floor

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