

Part IV

Strengthening Partnerships with Diverse Actors and Disseminating Information on Development Cooperation

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A JOCV coaching rugby to students at the school he is assigned to in Gandhinagar, Gujarat State in India (Photo: JICA)

1 Efforts for Strengthening Partnerships with Diverse Actors

(1) Partnership with Private Companies

The Government of Japan strives to effectively utilize the excellent technologies, knowledge, experience, and funds of Japanese private companies so that the overall capability of Japanese companies can be further demonstrated in ODA projects by the Ministry of Foreign Affairs (MOFA) and JICA. The Government of Japan promotes partnerships with the private sector in investment projects by incorporating the private sector's knowledge and expertise into ODA projects as early as the project formulation stage, and by sharing the roles between the public and private sectors with ODA covering basic infrastructure and the private sector providing investment, operation, and maintenance. The aim is to carry out projects more efficiently and effectively, and to further enhance development outcomes.

A. Grant Aid for Business and Management Rights

In FY2014, the Government of Japan launched grant aid for business and management rights over public works projects in developing countries in which the private sector is involved in the overall implementation, from construction to operation and maintenance. This grant aid aims to leverage Japanese advanced technologies and know-how for the development of developing countries through facilitating Japanese companies' acquisition of business and management rights. In FY2022, Japan and Cambodia signed the Exchange of Notes (E/N) regarding a grant aid for the "Project for the Expansion of Phum Prek Water Supply System."

B. Improvement of Japan's Yen Loans Leveraging Japan's Strengths

In order to promote "Visible Japanese Development Cooperation" through utilizing and transferring Japan's advanced technologies and know-how to developing countries, the Government of Japan introduces the Special Terms for Economic Partnership (STEP) under the yen loan scheme, which is further improved by expanding the scope of application and lowering the interest rates,

among other measures. In addition, it introduces the Equity Back Finance (EBF) loan ¹ and the Viability Gap Funding (VGF) loan ² based on the improvement and application of measures by the recipient governments to promote the steady formulation and implementation of infrastructure development projects utilizing Public-Private Partnerships (PPPs) in which Japanese companies participate. In recent years, there are an increasing number of orders of yen loan projects by Japanese companies, which support their overseas business expansion.

In addition, as follow-up measures for "Partnerships for Quality Infrastructure," ³ the Government of Japan makes efforts to improve its ODA loan and Private Sector Investment Finance (PSIF) by speeding up Japan's yen loan procedures and creating new loan options. For example, the period necessary for government-related procedures for yen loans, which normally takes three years, has been reduced to approximately one and a half years at the fastest for important projects. The eligible countries for yen loans with repayment currency conversion options have been expanded to middle- to upper-middle-income countries and Dollar-Denominated Japanese ODA loans and Japan's yen loans with Preferential Terms for High Specification ⁴ have been established, on the condition that JICA's financial grounds are ensured. Based on



Indian children with weak sight using vision recovery training equipment (SDGs Business Supporting Survey)

- ¹ The Equity Back Finance (EBF) loan provides a yen loan for the developing country's share of the investment of the Special Purpose Company (SPC) that takes the lead in public projects in the developing country. It is restricted to PPP infrastructure projects, wherein the recipient country governments or their state-owned companies and others make the investment, and the Japanese companies participate as a business operating body.
- ² The Viability Gap Funding (VGF) loan is a yen loan for VGF that the developing country provides to the SPC in order to secure profitability expected by SPC when Japanese companies invest in the PPP infrastructure projects by the developing country in principle.
- ³ Announced in 2015, the Partnership for Quality Infrastructure has the following pillars: expansion and acceleration of assistance through the full mobilization of Japan's economic cooperation tools, collaboration between Japan and ADB, expansion of the supply of funding for projects with relatively high risk profiles by such means as enhancement of the function of JBIC, and promoting "Quality Infrastructure Investment" as an international standard.
- ⁴ Yen loans with Preferential Terms for High Specification are concessional yen loans provided to projects recognized as contributing to the promotion of "Quality Infrastructure" based on the "G7 Ise-Shima Principles for Promoting Quality Infrastructure Investment" compiled at the G7 Ise-Shima Summit in 2016.

its announcement on further speeding up yen loan procedures under the “Expanded Partnership for Quality Infrastructure,”⁵ the Government of Japan has shortened the period required from the initiation of the feasibility study to commencement of construction work to one and a half years at the fastest and increased “the visibility” of the period required for projects implementation. Japan strives to improve its yen loan so that projects can be formulated and developed in an expeditious manner.

C. Proposal-based Public-Private Partnership Support Schemes

In order to actively utilize opinions and proposals from private companies, the Government of Japan and JICA also promote public-private partnership support schemes based on private sector proposals, such as “SDGs Business Supporting Surveys” and “Preparatory Surveys for Private-Sector Investment Finance.”

■ SDGs Business Supporting Surveys

SDGs Business Supporting Surveys^{*} is a program that aims to solve problems on the ground through business and to promote collaboration with a wide range of partners

by incorporating ideas from private companies based on their creativity and originality. Public announcements are made on the JICA website, and JICA adopts proposals submitted by companies based on their content.

At the second public announcement in FY2021, a total of 24 projects in 13 countries (SME Partnership Promotion Survey: 7 projects; SDGs Business Model Formulation Survey with the Private Sector: 12 projects for the “SME Support Type” and 2 projects for the “SDGs Business Support Type”; SDGs Business Verification Survey with the Private Sector: 1 project for the “SME Support Type” and 2 projects for the “SDGs Business Support Type”) were adopted under this program. For the public announcements in FY2022, the program was reorganized on a trial basis to make it more convenient and effective. Through this reorganization, the new categories of “Needs Confirmation Survey” and “SDGs Business Validation Survey” were established in addition to the existing “SDGs Business Verification Survey with the Private Sector” (see also “Project Introduction Column” on page 135, and “Master Techniques from Japan to the World” on page 138. For more information about the program’s framework, target areas and countries, and other details, see the JICA website).⁶

Poverty Reduction by Converting Waste into Products

Zambia



(1) Project for Expansion of Banana Paper Making Factory in Mfuwe in the Eastern Province

(1) Grant Assistance for Grass-Roots Human Security Project (December 2015 – April 2018)

(2) Small and Medium-Size Enterprise (SME) Partnership Promotion Survey for Sustainable Pulp Production Made of Banana Stems

(2) JICA’s SDGs Business Supporting Survey (November 2021 – January 2023)

Aiming to reduce poverty in Zambia’s rural areas, One Planet Café Ltd. started a banana paper business in 2011, focusing on discarded banana stems. One Planet Café purchases discarded banana stems from local farms and extracts fibers from the stems. The fibers become a raw material for paper. Adding value to “waste” results in an income increase for banana farmers.



Local staff of the company operating a machine that extracts fibers from banana stems (Photo: JICA)

Japan supports the company’s efforts through ODA. In the Grant Assistance for Grass-Roots Human Security Project, Japan supported expanding a factory and setting up a training room for making hand-made banana paper in Zambia. Meanwhile, the SDGs Business Supporting Survey provides assistance for research into processing banana stem fibers into pulp. This pulp will become a raw material for paper.

The banana fiber produced in Zambia is sent to Japan and made into banana paper at the Echizen

Washi factory, which has a long history of making traditional Japanese paper called “washi” for over 1,500 years. Through collaboration with Japanese printing firms and paper product manufacturers, the use of banana paper is expanding around the world. The manufactured “One Planet Paper®” is the first paper in Japan to receive fair trade certification, and is widely used for such things as business cards, wrapping paper for cosmetic brands, and graduation certificates.

One Planet Café also conducts training to improve the income of people in rural Zambia, as well as wildlife conservation training. Poverty alleviation is expected to curb illegal deforestation, poaching, and the illegal trade of wild animals.

In this way, the public and private sectors collaborate to reduce poverty through creating new jobs and increasing income in Zambia.



Postcards made with banana paper being sold at a local store (Photo: JICA)

⁵ Announced at the G7 Ise-Shima Summit held in 2016, the Expanded Partnerships for Quality Infrastructure includes Japan’s commitment to provide approximately \$200 billion funds in the following five years for infrastructure projects in the world including Asia. It also includes further system reforms, strengthening the structure of related institutions including JICA, as well as securing financial foundations.

⁶ https://www.jica.go.jp/priv_partner/activities/sme/index.html (in Japanese only)

Grant Aid

- ✓ Part of the project-based grant aid in recent years was provided for the purpose of Japanese companies' acquisition of business and management rights over public works projects.
- ✓ Products of Japanese companies (manufacturers, trading companies, etc.) are utilized in many projects that apply grant aid through procurement agents.

Yen Loan

- ✓ Approximately 63% of contracts (procurement in foreign currency) were awarded to Japanese companies (construction, electricity, transportation, trading companies, etc.) in FY2021.
- ✓ Yen loans under the Special Terms for Economic Partnership (STEP) totaling approximately ¥470 billion were provided in FY2021.

Private-Sector Investment Finance (PSIF)

- ✓ A total of 60 PSIF projects (approximately ¥520 billion) were implemented from 2011 to the end of FY2021.

Preparatory Surveys for Private-Sector Investment Finance

- ✓ Publicly inviting proposals for Preparatory Surveys for PSIF from Japanese private companies (construction, transportation, trading companies, etc.), formulation of business plans that utilize JICA PSIF is supported. 76 preparatory surveys are supported from FY2010 to date.

SDGs Business Supporting Surveys

- ✓ Business verification surveys by Japanese companies (manufacturers, construction companies, etc.) are supported in matching the needs of developing countries with advanced products and technologies of Japanese companies. 1,389 surveys have been supported from 2010 to date.

■ Preparatory Surveys for Private-Sector Investment Finance

In recent years, there has been a growing trend to improve infrastructure in developing countries through public-private partnerships and to promote economic and social development through private-sector projects. JICA implements its Preparatory Surveys for Private-Sector Investment Finance (PSIF) to formulate projects that utilize private-sector funds with the provision of support through PSIF in mind. Through PSIF, JICA supports feasibility surveys for the formulation of business plans and calls for proposals widely from private companies that plan to participate in projects in developing countries (for more information about the program's framework, target areas and countries, and other details, see the JICA website). ⁷ In 2022, four projects were adopted in Asia and Africa.

■ "JICA Private-Sector Partnership Volunteer Program"

As for the "JICA Private-Sector Partnership Volunteer Program," established in 2012, 126 volunteers have been dispatched to 38 countries thus far and actively support the overseas expansion of companies. Through the activities of Japan Overseas Cooperation Volunteers (JOCVs) under the program, volunteers are expected to learn the unique business practices and identify the market needs in the countries they are dispatched to, and then to apply those to their business activities on their return.

D. Private-Sector Investment Finance

Private-Sector Investment Finance (PSIF) ⁸ refers to a type of ODA financing scheme in which JICA provides investments and loans to private companies carrying out projects in developing countries that are considered

highly effective from a development perspective when they cannot receive sufficient funds from private financial institutions. JICA signed 60 investment and loan contracts in total by the end of FY2021, with many Japanese companies participating (for more information about the program's framework, target areas, conditions, and other details, see the JICA website). ⁹ Recent examples of successful PSIF projects include an onshore wind power project in Viet Nam (Loan Project) and a waste biological recycling project in Kenya (Impact Investment Project), both of which were signed in 2021. The former carries out project financing to promote the introduction of renewable energy in Quang Tri Province to help reduce greenhouse gas emissions. This project is also expected to serve as a model case for wind farm projects led by the private sector in Viet Nam and attract investment in subsequent projects. The latter invests in a project in Nairobi to appropriately collect the increasing waste and to promote its recycling into feed, fertilizers, biofuels, etc. It aims to resolve social challenges associated with waste processing and agricultural productivity that many countries in Africa face. Japan also actively supports women entrepreneurs and micro, small, and medium-sized enterprises that have had difficulty accessing finance due to the impact of COVID-19, through the Initiative on Overseas Loans and Investment for ASEAN and other efforts (see also page 93 for Initiative on Overseas Loans and Investments for ASEAN).

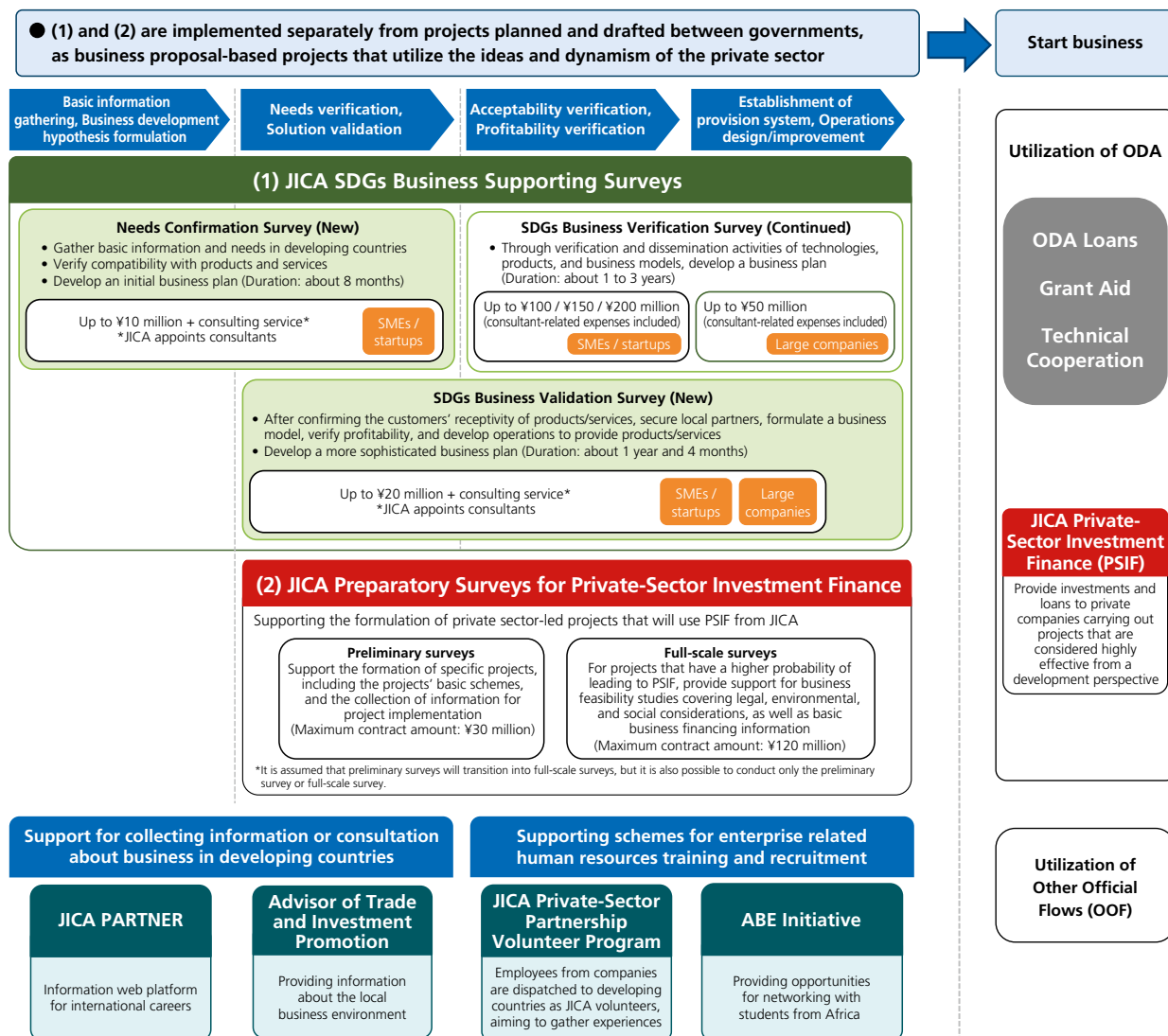
Japan's development cooperation is carried out in partnership with diverse actors. When implementing development cooperation, it is important for the Government to strengthen collaboration between JICA and other agencies responsible for handling official funds

⁷ https://www.jica.go.jp/priv_partner/activities/psiffs/index.html (in Japanese only)

⁸ PSIF assists in the following fields for funding: (i) infrastructure development and accelerating growth, (ii) SDGs and poverty reduction, and (iii) measures against climate change.

⁹ https://www.jica.go.jp/activities/schemes/finance_co/loan/index.html (in Japanese only)

Chart IV-2 Public-Private Partnership Support Schemes Using ODA



such as Japan Bank for International Cooperation (JBIC), Nippon Export and Investment Insurance (NEXI), the Japan Overseas Infrastructure Investment Corporation for Transport and Urban Development (JOIN), and the Fund Corporation for the Overseas Development of Japan's ICT and Postal Services (JICT) as well as to serve as a catalyst for mobilizing and assembling a wide range

of resources, including private sector.

In addition, international organizations, such as the United Nations Development Programme (UNDP) and the United Nations Children's Fund (UNICEF), support inclusive businesses* by Japanese companies, utilizing the organizations' extensive experience and expertise in developing countries.



Glossary

SDGs Business Supporting Surveys

The program, which is based on proposals from private companies, assists in matching the needs of developing countries with the advanced products and technologies, etc., possessed by Japanese private companies, and supports the development of businesses that contribute to solving problems in these countries. The public announcements in FY2022 invited proposals for the newly established categories of "Needs Confirmation Survey" and "SDGs Business Validation Survey," in addition to the existing "SDGs Business Verification Survey with the Private Sector." In the newly established categories, JICA appoints consultants who can assist Japanese private companies in their business development, and thereby creates an environment in which the companies can concentrate on surveys for business development. The program is expected to not only support the expansion of Japanese small and medium-sized enterprises' (SMEs') businesses abroad, but also invigorate the Japanese economy and local communities (see also Chart IV-2 on page 137).

Inclusive business

Inclusive business is a generic term for business models advocated by the UN and the World Bank Group as an effective way to achieve inclusive market growth and development. It includes sustainable Base of the Economic Pyramid (BOP) businesses that resolve social challenges.

Contribution to Countermeasures against the Growing Cases of Chronic Kidney Disease in the Philippines

—Provision of Low Protein Rice Production Technology by a Japanese Company—



In the Philippines, the National Objectives for Health were formulated, and health and medical standards have been improved through the implementation of various measures such as the National Health Insurance Program for spreading healthcare services. However, the types of diseases that undermine public health have changed. Lifestyle-related diseases account for half of the top ten leading causes of mortality in the Philippines, and the number of people with diabetes and chronic kidney disease (CKD) caused

by obesity has increased. Against this backdrop, there is a growing demand to improve diets as well as to introduce and popularize dietary therapy to counter such diseases.

Biotech Japan Corporation (BTJ), headquartered in Niigata Prefecture, has long been engaged in the research, development, and marketing of low protein rice. With the Japanese market coming into a plateau due to population decline, however, the company was exploring the possibility of expanding into foreign markets. BTJ focused on the Philippines, where it is possible to communicate in English and people consume more rice than in Japan. In 2014, BTJ visited the country to conduct a market survey on dietary therapy for diabetes and CKD patients, and came to the conclusion that the introduction of low protein rice could help the people in the Philippines improve their dietary lives. Amid the difficulties it faced in finding a local business partner that could serve as a foothold for its overseas expansion, BTJ achieved a breakthrough by utilizing JICA's Support for Japanese Small and Medium Enterprises (SMEs) Overseas Business Development scheme (currently implemented as SDGs Business Supporting Surveys). Development of BTJ's business was accelerated immediately after the adoption of the "Verification Survey with the Private Sector for Disseminating Japanese Technologies for Low Protein Rice for Dietary Therapy of Chronic Kidney Disease in the Philippines" by JICA. With regard to the benefits of utilizing JICA's support scheme, Mr. EGAWA Jo, BTJ's Chief Executive Officer, says, "Even the companies that had previously turned us away would meet with us immediately when we explained that it was a JICA project. I was surprised at the complete difference in their openness to taking appointments. It made me keenly aware of the wonderful trust that JICA has built up over the years."

This project, implemented in cooperation with the Philippine Rice Research Institute (PhilRice), involved the production of low protein rice by using long-grain rice grown in the Philippines. However, there were many challenges in transferring Japan's technology because of the different



An employee of Biotech Japan Corporation (left) providing instructions to local staff on how to conduct quality inspections on low protein rice (Photo: Biotech Japan Corporation)

properties of this rice compared to short-grain rice, which is the mainstream variety in Japan. Long-grain rice has a propensity to crack when it undergoes processes to reduce protein content, which made BTJ struggle with selecting suitable varieties of long-grain rice. According to Mr. Egawa, "The hard water in the Philippines makes processing more difficult in comparison with the soft water used in Japan, and the people also have different preferences in rice flavors and textures from the Japanese people. Therefore, we produced numerous prototypes to create the exact product that suits the preferences of Filipinos."

As a result of these efforts, low protein rice production technology for Philippine rice was established. Efforts are now ongoing, in cooperation with the Food and Nutrition Research Institute (FNRI), to disseminate dietary therapy by explaining the effects of low protein rice to local doctors and nutritionists, among other measures. In this way, ODA provides support for the overseas expansion of SMEs as well as contributes to resolving issues in developing countries. Local doctors have expressed their appreciation with feedback such as, "We are truly happy to finally be able to realize the production of low protein rice in the Philippines."



Promoting low protein rice with an exhibition on it. It attracted attention from medical practitioners as a food that enables easy nutritional management. (Photo: Biotech Japan Corporation)

Public
nominationSupporting the Overseas Business Expansion of Japanese Companies
into Africa

Tanzania, Kenya, Côte d'Ivoire, Ghana, and Nigeria



Data Collection Survey on Promotion of Agricultural Mechanization through Introduction of Modernized Agricultural Technologies in Sub-Saharan Africa

JICA Data Collection Survey (February 2022 – February 2024)

With a large share of the workforce engaged in it, agriculture in African countries is one of the most important sectors for economic growth and poverty reduction. Many farmers in African countries, however, still use traditional methods in agriculture, so it is a huge challenge to improve their agricultural productivity, including mechanization, as well as the quality of their agricultural products.

"Promoting installation of Advanced Agricultural Technologies" was listed as one of the priority actions under the Agriculture Innovation Platform in Africa (AIPA)*¹ proposed at the Seventh Tokyo International Conference on African Development (TICAD 7)*² in August 2019.

As a response, it was agreed to set up the Africa Field Innovation Center for Agricultural Technology (AFICAT)*³ with the aim of contributing to improving agricultural productivity and the quality of agricultural products. For the launch of a full-scale AFICAT in the future, this JICA data collection survey is run as a pilot activity in the five countries where Japanese companies are interested in expanding their businesses; Tanzania, Kenya, Côte d'Ivoire, Ghana, and Nigeria, focusing on mainly the utilization of rice-related agricultural machinery.

In Nigeria, Honda Motor Co., Ltd. held a seminar for government officials and smallholder farmers in Lafia, Nasarawa State, and demonstrated how to use and maintain a small power tiller with an

actual machine. Participating farmers commented, "This will help reduce working hours," and expectations for the advancement of agricultural mechanization increased.

The necessary implementation structure for the full-scale operation of AFICAT will be proposed based on the knowledge obtained through this survey. AFICAT is expected to continue serving as a foothold for Japanese agriculture-related companies to expand their businesses into Africa. At the same time, it is also counted on to promote agricultural mechanization, enhance agricultural productivity, and improve the quality of agricultural products in African countries, utilizing Japanese products and technologies.



An online seminar in Tanzania for officials from the Tanzanian Ministry of Agriculture held by Kett Electric Laboratory Co., Ltd. Participants lively exchanged questions and opinions about the company's agricultural machinery and products. (Photo: Kaihatsu Management Consulting, Inc.)



A demonstration of a power tiller conducted by Honda Motor Co., Ltd. for local farmers and officials from the Federal Ministry of Agriculture and Rural Development of Nigeria (Photo: Kaihatsu Management Consulting, Inc.)

*¹ A concept that aims to strengthen and promote linkage among the three pillars of the agricultural sector, namely, productivity improvement, farmer empowerment, and high-value addition.

*² See "ODA Topics" on page 127 regarding TICAD.

*³ A framework established to introduce advanced agricultural technology and promote agricultural mechanization in African countries through public-private partnerships between Japan and Africa. It is expected to serve as a base for exhibitions and demonstrations of agricultural materials and equipment, as well as human resources development and innovation.

(2) Japan Overseas Cooperation Volunteers
(JICA Volunteer Program)

The Japan Overseas Cooperation Volunteers (JICA Volunteer Program) started in 1965 and has a long record of success over half a century. More than 54,400 volunteers have been dispatched to 98 developing countries and regions in total. This is truly a program for public participation and has contributed to the development of these countries and regions, embodying the "visibility of Japanese development cooperation."

The JICA Volunteer Program is highly regarded both domestically and internationally. The program not only contributes to the economic and social development of developing countries and regions, but also promotes mutual understanding and friendship between Japan and



A community development volunteer belonging to W-SAT in Rwanda explaining the composition of water to local residents using a water quality testing kit (Photo: JICA)

Working to Build a Bridge of Happiness!

Belize



Japan Overseas Cooperation Volunteers (Participation with Incumbent Occupation) Category: Music (June 2015 – March 2017) Ms. MORI Mio (Kyoto Prefectural Board of Education)

The Toledo District, located in southern Belize, lacked teachers with specialized music education. I was assigned to Toledo Community College where I conducted music classes and provided technical guidance to fellow teachers. During my assignment, a colleague of mine who understood the importance of emotional education suggested, "Let's form a chorus club and participate in competitions! I want to build confidence in our students!" Approximately 15 students who expressed an interest in joining the club competed in a regional qualifier, and the club made it to the national competition. In addition, I organized workshops at five schools and events in three regions in order to spread Japanese culture, and more than 1,500 people in total enjoyed activities such as traditional Yosakoi dance and wearing casual-style kimono called yukata. Through the activities I engaged in as a Japan Overseas Cooperation Volunteer (JOCV), I learned that "the happiness of children and the community is something that transcends the boundaries of various positions and is created through everyone's cooperation."



The established chorus club competing in a regional qualifier (Photo: MORI Mio)

Currently, I am back working as a music teacher at a high school in Kameoka City, Japan. In addition to music classes, I work to connect high school students with Kameoka City Hall, universities, and private companies, and actively engage in planning and managing collaborative classes^{*1} on the SDGs.

While the world and society are changing rapidly, the environment surrounding Japanese students and the problems they face are also diverse. Under such circumstances, I believe that we can create new forms of happiness by collaborating not only with schools and teachers but also with



Japanese cultural event held in Punta Gorda, the place of assignment (Photo: MORI Mio)

people in various positions. I would like to work as a person who can create various connections by removing the "wall" between the school and the community, making use of my experiences from JOCV activities.

^{*1} Business entities, NPOs, and other organizations that are working to solve social issues conduct classes together with schools, utilizing their specialized knowledge and skills, in order to realize practical and real learning that cannot be offered by schools alone.

these countries and regions through the deepening of local people's affinity for Japan. Moreover, the program draws attention in the respect that ex-volunteers utilize their experiences and knowledge to give back to Japanese society. For example, ex-volunteers who have obtained global perspectives through the program contribute to the local revitalization in Japan and the business expansion of Japanese private companies to developing countries.

In order to promote these initiatives, the Government of Japan strives to make it easier for more people to join the program through supporting ex-volunteers in developing their careers, as well as disseminating information on how to participate in the program while retaining one's job (see "Project Introduction Column" on page 140 for the activities of a JOCV who participated in the program while retaining their job).

As for the response to COVID-19, after all volunteers returned to Japan at once in March 2020, the dispatch of JOCVs resumed in November of the same year, and volunteers had been dispatched to 61 countries by December 2022. The resurgence of COVID-19 cases caused difficulties for the planned dispatch of new JOCVs and the autumn recruitment for FY2021 was suspended. However, both spring and autumn recruitment for FY2022

have taken place, and JOCVs have been dispatched sequentially depending on the infection situation in the receiving countries. For example, in Rwanda, where JOCV activities have resumed, JOCVs are involved in the activities of the "Water Security Action Team (W-SAT)," which engages in initiatives to secure safe water, develop systems for maintenance and management of water supply facilities, and implement a wide range of activities related to water use. Volunteers also participate in activities related to coffee, which include providing technical instruction on coffee growing, enhancing marketing capabilities, and training the next generation of coffee growers.

(3) Cooperation with Japanese NGOs

Japanese NGOs implement development cooperation activities that directly benefit local residents in various fields in developing countries and regions. Even in sites affected by conflict or natural disasters, such as earthquakes and typhoons, they provide prompt and effective emergency humanitarian assistance. NGOs are attuned to different local situations in developing countries and are capable of carefully tailoring responses to the needs of the local people. Accordingly, NGOs can well provide assistance at the grassroots level, which can

be hard-to-reach through the support of the government and international organizations. The Government of Japan positions Japanese NGOs that carry out activities, which represent the “visibility of development cooperation,” as indispensable partners in development cooperation. It thus promotes collaboration with the NGOs through the three pillars of assistance: financial cooperation for NGOs’ projects, support to capacity building of NGOs, and dialogues with NGOs (see also the MOFA website ¹⁰ for more information on international cooperation and NGOs).

A. Financial Cooperation for NGOs’ Projects

The Government of Japan cooperates in various ways to help Japanese NGOs to smoothly and effectively implement development cooperation and emergency humanitarian assistance projects in developing countries and regions.

■ Grant Assistance for Japanese NGO Projects

The Government of Japan provides financial support for the socio-economic development projects that Japanese NGOs implement in developing countries



A local employee of NPO Love Green Japan explaining soil testing in Panchkhal City, Nepal (JICA Partnership Program)

through the Grant Assistance for Japanese NGO Projects. The grant covers a wide range of fields, such as health, medical care and sanitation, rural development, assistance for persons with disabilities, education, disaster risk reduction, and landmine and unexploded ordnance (UXO) disposal. In FY2021, 51 Japanese NGOs utilized this grant to implement 96 projects in 35 countries and 1 region, amounting to approximately ¥5.7 billion (see also “Project Introduction Column” on page 107).

Cleaning Cities, Greening the Land, and Enriching Lives

Niger



Greening Activities with Organic Garbage in the Metropolitan Area of Niamey, Republic of Niger

JICA Partnership Program (Support Type) (September 2021 – September 2024)

In Niger, which is located on the southern edge of the Sahara Desert, desertification that devastates the land is severe, causing a decline in the production of agricultural and livestock products. It is a serious problem that leads directly to hunger and poverty for many citizens in Niger because more than 80% of the population is engaged in agriculture and livestock farming.

For the past 20 years, Professor OYAMA Shuichi of Kyoto University has been working with the Ministry of Environment and Anti-desertification of Niger and the local people to combat desertification and solve the problems of hunger and poverty. Based on a greening model backed by Dr. Oyama’s many years of research, this project carries out activities for greening degraded land using sorted and collected urban household waste. By dumping urban organic waste into degraded land, the sand that is blown in by monsoons accumulates and termite activity increases,



A boy on summer vacation taking care of livestock on a new pasture that was once degraded land (Photo: OYAMA Shuichi)



Dr. Oyama explaining the greening mechanism using urban waste to officials of the Ministry of Environment and Anti-desertification of Niger (Photo: JICA)

both of which improve the soil. Plastic bags mixed into waste act as plastic sheets for agriculture, preventing the evaporation of precious moisture in arid regions and helping plants grow.

So far, 36 blocks (21 hectares) of degraded land have been developed into grazing land, fields, and forests according to the wishes of the citizens. The increase in livestock grazing land and crop arable land has created jobs and led to cash income for citizens, and the expansion of green spaces has reduced conflicts between farmers and herders.

This project contributes to resolving various issues such as preventing desertification by greening degraded land, resolving urban waste problems, reducing poverty among local people, and bringing regional peace and stability.

¹⁰ https://www.mofa.go.jp/policy/oda/page_000025.html

■ Japan Platform (JPF)

Japan Platform (JPF)* supports and coordinates emergency humanitarian aid activities of NGOs in cooperation with Japanese NGOs, the business community, and the government. In FY2021, JPF implemented 94 projects under 20 programs, including Response to Iraq and Syria Humanitarian Crisis, Response to Afghanistan Humanitarian Crisis, Myanmar Displaced Persons Humanitarian Assistance, Humanitarian Assistance of Palestine/Gaza, Humanitarian Response to South Sudan Conflict, Humanitarian Response to Ethiopia Conflict, COVID-19 Emergency Response, Support for Victims of Cyclone Seroja, and Support for Victims of Typhoon Rai in the Philippines (see Part I for assistance related to Ukraine). As of December 2022, JPF has 45 member NGOs (see also “Project Introduction Column” on page 124).

■ NGO Project Subsidies

NGO Project Subsidies is another form of financial support provided by the Government of Japan to Japanese NGOs. Three types of projects supported by the subsidies are; “research projects” that identify and formulate development cooperation projects and conduct post-project evaluations, “international cooperation-related projects in Japan” and “international cooperation-related projects based overseas,” which support holding and/or participating in training sessions and lectures in Japan and abroad with the aim of helping applicant NGOs expand and deepen their international cooperation activities. In FY2021, the Government of Japan provided NGO Project Subsidies to six Japanese NGOs, and supported project formulation surveys, conducting post-project evaluations, and holding/participating in seminars and workshops including those held online, in Japan or abroad.

■ JICA Partnership Program (JPP)

JICA Partnership Program (JPP) is a joint effort between JICA and Japanese NGO/Civil Society Organizations (CSOs), local public entities, universities, private companies, and other organizations to meet the diverse needs of developing countries. Applicant organizations propose international cooperation projects based on their accumulated knowledge and experience, while JICA commissions the project implementation to the applicant organizations (see the JICA website ¹¹ for information on program details among others). Through JPP, approximately 200 projects are implemented every year. The number of the countries implementing JPP has reached a cumulative total of approximately 90 (see also “Project Introduction Column” on page 141).

B. Support to Capacity Building of NGOs

In response to the growing importance of activities by non-governmental actors and the use of private funding in international cooperation, MOFA carries out the following programs with the objective of further strengthening the organizational structures and project implementation capabilities of Japanese NGOs and developing their human resources.

■ NGO Consultant Scheme

Under this scheme, MOFA commissions highly experienced Japanese NGOs (15 organizations in FY2021) to address inquiries and respond to requests for consultation from citizens and NGOs on such topics as international cooperation activities by NGOs, how to establish an NGO, organizational management and operation, and approaches for providing development education.

■ NGO Internship Program/NGO Study Program

MOFA implements the NGO Internship Program and NGO Study Program with the objective of strengthening the organization through human resources development. The NGO Internship Program aims to develop human resources of the younger generation, who can play an active role in Japanese NGOs for international cooperation in the future. A total of seven interns were accepted by NGOs through this program in FY2021.

Under the NGO Study Program, mid-career personnel from Japanese NGOs for international cooperation undergo domestic and overseas training and widely share the fruits of their training within their organization and with other NGOs, with the aim of contributing to enhancing the capabilities of Japanese NGOs as a whole. In FY2021, four people received training through this program.

■ NGO Study Group

The NGO Study Group hosted by MOFA aims to strengthen NGOs and their capacities. Appointed by MOFA, study groups organized by members of Japanese NGOs who are interested in some specific themes faced by NGOs conduct joint studies and research, seminars, workshops, symposiums, and other activities, and produce reports and recommend specific measures for improvement. In FY2021, the NGO Study Group activities were conducted on the following two themes: (i) “Study and Analysis of Global Trends in ‘Localization’ in International Cooperation and Examination of Issues and Possibilities for Promoting this Theme at Japanese International Cooperation NGOs,” and (ii) “Study and Research on Respect for Human Rights and Measures to Strengthen Capacity at NGOs in the Era of the SDGs.” The reports and outcomes of these activities are available on the MOFA website ¹² (in Japanese only).

¹¹ https://www.jica.go.jp/english/our_work/types_of_assistance/citizen/partner.html

¹² https://www.mofa.go.jp/mofaj/gaiko/oda/shimin/oda_ngo/houkokusho/kenkyukai.html (in Japanese only)

Stories from the Field

Measures for Supporting the Aging Society through “Mutual Learning” between Thailand and Japan

—Multi-Organizational Collaboration Helps Spread Community-Led Care for the Elderly: Initiative of Yugawara Town and NOGEZAKA-GLOCAL (NGO)—



In Thailand, the aging of the population is progressing rapidly as indicated by the proportion of elderly people, which jumped from just over 10% in 2015 to over 14% in 2022. To respond adequately to this situation, it is important to revitalize elderly care initiatives at the community and local government levels, as it is not sufficient to only respond through improving national-level systems such as pension and elderly care insurance.

Yugawara Town in Kanagawa Prefecture is a town with many “healthy elderly people”: while the town has the highest aging rate in the prefecture, the needs for long-term care are relatively low. In 2019, Yugawara Town, which is actively engaged in international exchanges, signed a “Memorandum of Understanding on Mutual Cooperation” in the areas of elderly welfare and tourism with the Municipality of Bueng Yitho, Thailand. In partnership with NOGEZAKA-GLOCAL, a Japanese NGO that has supported Thailand for many years in the field of welfare for the elderly, Yugawara Town assists Bueng Yitho Municipality in its efforts to revitalize elderly care that is rooted in the characteristics and needs of each community through mutual visits and online seminars.

Specifically, the Municipality of Bueng Yitho, in cooperation with Yugawara Town, NOGEZAKA-GLOCAL, Thammasat University in Thailand, and others, strives to provide comprehensive elderly care by developing daycare centers for the elderly, as well as by coordinating with home-based nursing care and private residential nursing care facilities. Whereas Yugawara Town provides advice based on its own welfare policies and the insight of relevant service providers in Yugawara Town on elderly care, NOGEZAKA-GLOCAL, making the most of its experience in supporting Thailand, promotes collaboration as an intermediary between local governments and universities in Japan and Thailand, based on its human networks and comprehension of the issues faced by Thai local governments. In this way, they provide assistance that maximizes their respective strengths as a local government and an NGO. In addition, through this



The signing ceremony for a network to promote comprehensive elderly care in Bueng Yitho. Nine local governments from Thailand including Bueng Yitho took part, along with Yugawara Town and others. (Photo: NOGEZAKA-GLOCAL)

project, various domestic and foreign organizations visit for studying and workshops at the municipal training center, established in Bueng Yitho for mutual learning about welfare for the elderly. This demonstrates that the center serves not only as a venue for mutual learning beyond national borders but also for exchange and learning among local residents in Thailand. Under the Asia Health and Wellbeing Initiative promoted by the Government of Japan, these initiatives won the Healthy Aging Prize for Asian Innovation (HAPI) Grand Prize*1 established by the Japan Center for International Exchange (JCIE) and the Economic Research Institute for ASEAN and East Asia (ERIA).

Mr. NAITO Yoshifumi, Executive Director of Yugawara Town, places an emphasis on cooperation among local governments, and says, “It is not that Yugawara Town teaches other local governments. Rather, we try to learn from each other in a flexible manner. Learning from one another about initiatives at the local government level also leads to building trust between us.” Based on the cooperative relationship built through these efforts, Yugawara Town has welcomed two Thai staff members, fluent in both Japanese and English, into the town’s tourist information center. These staff members, who are ready to serve foreign tourists, are expected to further promote international exchange in Yugawara Town and thus contribute to the continued development of the town’s tourism industry.

Since FY2022, Yugawara Town has been entrusted with a project under the JICA Partnership Program, and is working to spread the comprehensive elderly care implemented in the Municipality of Bueng Yitho to other local governments in Thailand. The addition of Yugawara Town to the local government network in Thailand has expanded the mutual learning network among municipalities in Thailand. With the continued cooperation of multiple organizations in Thailand and Japan, community-led elderly care is expected to spread even more widely throughout Thailand.



NOGEZAKA-GLOCAL staff conducting rehabilitation training in Thailand with Japanese experts connected online (Photo: NOGEZAKA-GLOCAL)

*1 Awarded to recognize innovative efforts (programs, services, products, and policies) that address the challenges facing aging societies in 14 Asian countries and regions, including Japan.

C. Dialogue with NGOs (NGO-Ministry of Foreign Affairs Regular Consultation Meetings and NGO-JICA Consultation Meeting)

The General Meeting of the NGO-Ministry of Foreign Affairs Regular Consultation Meeting* was not held in FY2021 due to the impact of COVID-19. However, a subcommittee meeting, namely the “Partnership Promotion Committee,” was held twice in August 2021 and January 2022, and the “ODA Policy Council,” was held once in March 2022 (see the MOFA website ¹³ for more information on the NGO-Ministry of Foreign Affairs Regular Consultation Meeting, meeting minutes, and other details).

JICA holds the NGO-JICA Consultation Meeting to promote dialogue and collaboration between NGOs and JICA. Two meetings were held online in FY2021, with participation of 36 organizations in the first meeting and 94 organizations in the second meeting (see the JICA website ¹⁴ for more information on the NGO-JICA Consultation Meeting, meeting minutes, and other details).

(4) Collaboration with Local Public Entities

As economic development rapidly progresses in developing countries with continued urbanization, there is an escalating need for solutions to urban problems concerning water, energy, waste disposal, urban transportation, anti-pollution, and others, not only in larger cities, but also in regional cities. Under such circumstances, it would be extremely beneficial for the development of developing countries if local public entities in Japan with accumulated expertise in various fields could respond to the needs of those countries in a highly detailed and attentive manner. For this reason, the Government of Japan promotes the participation of Japanese local public entities in ODA. Moreover, Japanese local public entities themselves also actively promote the overseas expansion of their initiatives, including their local industries, in order to stimulate the revitalization and globalization of the local regions of Japan ¹⁵ (see “Stories from the Field” on page 143 for specific examples).

(5) Partnership with Universities and Educational Institutions

The Government of Japan strives to widely collaborate with universities from an intellectual perspective on the broader aspects of development cooperation, ranging from organizing development cooperation experiences into theories, putting them into further practice, and feeding back the lessons learned to the Japanese community in the form of teaching, taking into

account their roles in contributing to the development of developing countries, nurturing human resources in the field of international cooperation, and formulating and disseminating Japanese philosophies and theories of development cooperation. Japan indeed promotes projects including technical cooperation, yen loans, and the JICA Partnership Program (JPP) in collaboration with various universities.

To give an example, the Government of Japan accepts junior government officers of developing countries as international students at Japanese universities through the Project for Human Resource Development Scholarship (JDS) with the aim of nurturing advanced human resources who will be the drivers of socio-economic development in their home countries. To date, the number of universities accepting students has reached a cumulative total of 41, and the number of JDS fellows admitted to the master's or doctoral programs in Japan has exceeded 5,000. Moreover, Japan provides support to Thailand to establish and operate “Kosen schools (Colleges of Technology),” which are unique to the Japanese education system, and cooperates in the provision of Kosen education that meets the same standards as those in Japan in order to develop industrial human resources in Thailand. Furthermore, Japan implements the ASEAN University Network/ Southeast Asia Engineering Education Development Network (AUN/SEED-Net) Project,* as a JICA technical cooperation project to strengthen the network among the universities in Japan and ASEAN, promote collaboration with the industrial sector, and conduct joint research with neighboring countries (see also “Stories from the Field” on page 68).

In addition, MOFA and JICA implement the “Science and Technology Research Partnership for Sustainable Development (SATREPS) program,” ¹⁶ in collaboration with the Ministry of Education, Culture, Sports, Science and Technology (MEXT), Japan Science and Technology Agency (JST), and Japan Agency for Medical Research and Development (AMED). International joint studies between universities and research institutions of Japan and those of developing countries are being conducted through SATREPS program (see “Promoting Science, Technology and Innovation, and Research and Development” on page 38 for the results, and “Master Techniques from Japan to the World” on pages 76 and 82 for cooperation in El Salvador and Mexico).

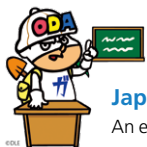
Above-mentioned partnerships with universities contribute to the advancement of the academic capabilities of developing countries for solving issues, as well as the globalization of Japanese universities where trainees from abroad receive training or conduct their research.

¹³ https://www.mofa.go.jp/mofaj/gaiko/oda/shimin/oda_ngo/taiwa/kyougikai.html (in Japanese only)

¹⁴ https://www.jica.go.jp/partner/ngo_meeting/index.html (in Japanese only)

¹⁵ Support for overseas development of local public entities through ODA: https://www.mofa.go.jp/mofaj/gaiko/oda/about/page23_000707.html (in Japanese only)

¹⁶ See the glossary on page 41.



Glossary

Japan Platform (JPF)

An emergency humanitarian aid organization established in 2000 through a partnership among NGOs, the government, and the business community. JPF aims to support and coordinate rapid and effective emergency humanitarian aid activities by Japanese NGOs in the event of a large-scale natural disaster or conflict that results in a vast number of refugees or internally displaced persons, etc. JPF utilizes ODA funds provided by the Government of Japan, as well as donations from companies and citizens to carry out emergency humanitarian assistance, including through the distribution of food/non-food items and livelihood recovery support, in the event of a large-scale natural disaster or a vast number of refugees or internally displaced persons fleeing from conflicts.

NGO-Ministry of Foreign Affairs Regular Consultation Meetings

In order to promote a stronger partnership and dialogue between NGOs and MOFA, the NGO-Ministry of Foreign Affairs Regular Consultation Meeting was launched in FY1996 for sharing information on ODA and regularly exchanging opinions on measures for improving partnerships with NGOs. It comprises the General Meeting as well as two subcommittees, the “ODA Policy Council” and the “Partnership Promotion Committee.”

ASEAN University Network/Southeast Asia Engineering Education Development Network (AUN/SEED-Net)

Established in 2001 as a university network comprising 26 top-ranking engineering universities in 10 ASEAN member countries and 14 partner universities from Japan. AUN/SEED-Net implements various research and education activities to produce advanced human resources in the engineering sector, with the aim of realizing sustainable development in Southeast Asia and Japan. This initiative is supported mainly by the Government of Japan through JICA, with the cooperation of the governments and universities of Southeast Asia and Japanese universities.

(6) Partnership with Other Countries and International Organizations

A. Partnership for the G7 and G20 Development Issues

In May 2022, the G7 Development Ministers’ Meeting was held in Berlin, and various issues in the areas of development were discussed. From Japan, then State Minister for Foreign Affairs Suzuki attended. The G7 reconfirmed that the international community will cooperate in providing support standing in solidarity with the people of Ukraine and its neighboring countries. In addition, the Ministers discussed promoting quality infrastructure investment and addressing development finance issues, promoting effective and just energy transitions while respecting the ownership of each developing country, and promoting gender equality and women’s empowerment. Then State Minister Suzuki introduced Japan’s assistance, including its food assistance to Africa, and reaffirmed its support for quality growth focusing on Africa’s potential. She also expressed Japan’s determination to work toward development led by Africa itself during TICAD 8, which was to be held in August.

Then State Minister Suzuki also attended the Joint Working Session of the G7 Development and Health Ministers with then State Minister of Health, Labour and Welfare Sato. At the Session, the Ministers discussed facilitating equitable and sustainable access to vaccines, therapeutics, and diagnostics in developing countries and strengthening pandemic prevention, preparedness, and response in developing countries. Japan pledged up to \$100 million in assistance, primarily to the Indo-Pacific region, to support the three pillars consisting of a vaccination data system, border control management with infection control measures in place, and infectious waste disposal in developing countries.

Prime Minister Kishida attended the G7 Elmau Summit in June 2022. In the Summit, international economic issues, including challenges regarding development

finance and the infrastructure financing gap, were discussed. Prime Minister Kishida stated that the debt issues of developing countries have become increasingly serious, and the G7 must come up with effective solutions to these issues. He also emphasized that it is important to enhance the implementation of the “G20 Principles for Quality Infrastructure Investment,” which contain transparency, openness, economic efficiency in view of life-cycle cost, and debt sustainability, which all creditor nations must adhere to, and called on the attendees to further deepen the discussions. As a result of the discussions, the G7 agreed to aim to narrow the global infrastructure financing gap by mobilizing \$600 billion in the coming five years through the “Partnership for Global Infrastructure and Investment.” The leaders also reaffirmed that the G7 will increase global food and nutrition security in response to the global food crisis brought about by Russia’s aggression against Ukraine and, to that end, provide an additional \$4.5 billion.

As for the G20, the G20 Development Ministerial Meeting was held in Belitung, Indonesia, in September 2022, and State Minister for Foreign Affairs Takei attended. He condemned Russia’s aggression against Ukraine and spoke about topics such as the implementation of the “G20 Principles for Quality Infrastructure Investment,”



State Minister for Foreign Affairs Takei giving a speech at the G20 Development Ministerial Meeting held in Belitung, Indonesia (September 2022)



Then State Minister for Foreign Affairs Suzuki giving a speech at the G7 Development Ministers' Meeting (May 2022)

ensuring the transparency and fairness of development finance, and the importance of adhering to international rules and standards. He also talked separately with the attendees of each G20 Member and reaffirmed collaboration with them in the field of development.

As for the G20 Bali Summit in October, Prime Minister Kishida attended from Japan. He strongly condemned Russia's aggression against Ukraine and stated that Russia's nuclear threat as well as its use were absolutely unacceptable. He also stated Japan's intention to further strengthen emergency assistance, including food assistance, to countries in Asia, Africa, the Middle East, and others that are seriously affected by soaring food and energy prices. In addition, Prime Minister Kishida introduced that Japan has provided comprehensive assistance on a scale totaling \$5 billion for efforts in response to COVID-19 in developing countries and others, based on the concept of multilateralism. He also emphasized that we should not stop responding to the COVID-19 pandemic since it is not over yet. The G20 Bali Leaders' Declaration, which was issued at the end of the discussions, acknowledged the need for inclusive and quality infrastructure investment for stronger recovery and resilience and underscored the need to address the financing gap toward implementation of the 2030 Agenda, through enhancing innovative financing mechanisms while noting the importance of transparency and mutual accountability.

B. Dialogue with Major Donors

Japan holds dialogues with major donors to exchange views on priority issues and policies. In February 2022, a bilateral dialogue on development policy at the Director-General level between Japan and Germany was held, where both countries confirmed their close coordination in view of the G7 Presidencies, Germany in 2022 and Japan in 2023. They also exchanged views on the development cooperation policies of Japan and Germany, infrastructure development in developing countries, and global challenges, including measures to address climate change and responses to COVID-19.

In July, then State Minister for Foreign Affairs Suzuki held a video conference with Minister of International Development of Canada Sajjan. Both sides exchanged views on cooperation in the international arena, including close cooperation among the G7 for issues such as assistance for Ukraine and food security. In addition, they shared views to accelerate the concrete cooperation of the "Shared Japan-Canada Priorities Contributing to a Free and Open Indo-Pacific" announced in the Japan-Canada Foreign Ministers' Meeting in May 2021.

In addition to the members of the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD) that are traditional actors in development cooperation, emerging countries such as China, India, Indonesia, Saudi Arabia, Turkey, Brazil, and South Africa, have become more proactive in providing assistance to developing countries in recent years. Through such assistance, these emerging countries have come to gain considerable influence over development issues. By cooperating with other countries, including emerging countries, Japan provides assistance to emerging countries (triangular cooperation) that helps enhance the effectiveness of the assistance extended from emerging countries to developing countries (South-South cooperation) (see "Project Introduction Column" on page 119 for the cases of South-South cooperation (triangular cooperation)).

With regard to Japan-China relations, the Second Japan-China International Development Cooperation Policy Consultation was held in June 2021. Both countries exchanged views on various development issues and foreign aid from China.

The "Global Partnership for Effective Development Co-operation (GPEDC)" is a multi-stakeholder platform for driving the effectiveness and efficiency of development cooperation, bringing together not only donor countries but also a wide range of stakeholders, including developing countries, international organizations, private sectors, civil society, and local public entities for discussions. In December 2022, the Third High-Level Meeting of GPEDC was held, and the importance of its four effectiveness principles: Country Ownership, Focus on Results, Inclusive Partnerships, Transparency and Mutual Accountability, was reaffirmed.

C. Partnership with International Organizations

Japan promotes collaboration with international organizations to address various developmental and humanitarian issues. In May 2022, Prime Minister Kishida had a telephone talk with Director-General Tedros of the World Health Organization (WHO). In July, Executive Director Beasley of the UN World Food Programme (WFP) and Administrator Steiner of the United Nations Development Programme (UNDP) respectively visited Japan and paid a courtesy call on Prime Minister Kishida. Then, in November, Prime Minister Kishida received a courtesy call from Executive Director Russel of the

United Nations Children's Fund (UNICEF) during her visit to Japan. Foreign Minister Hayashi held a meeting with Executive Director Sands of the Global Fund, who visited Japan in April, with Commissioner General Lazzarini of the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), who visited Japan in October, and with United Nations High Commissioner for Refugees Grandi, who visited Japan in November. In addition, in March, then State Minister for Foreign Affairs Suzuki held a meeting with Chief Executive Officer Berkley of Gavi, the Vaccine Alliance, who was visiting Japan.

In addition, in order to facilitate assistance through partnerships with international organizations, Japan also holds dialogues with UN agencies and major international organizations. In 2022, Japan held regular policy dialogues with UNICEF, the International Organization for Migration (IOM), WFP, and others (see “Stories from the Field” on page 152 for Japanese personnel who work at UNFPA, and page 9 for Japanese personnel who work at international organizations).



Prime Minister Kishida receiving a courtesy call from Executive Director Russel of UNICEF (November 2022) (Photo: Cabinet Public Relations Office)