

JICA Annual Plan for Fiscal Year 2023

In accordance with Article 31, Paragraph 1 of the Act on General Rules for Incorporated Administrative Agencies (Act No. 103 of 1999, hereinafter referred to as the “Act on General Rules”), the Japan International Cooperation Agency (hereinafter referred to as “JICA”) set forth JICA’s Fiscal Year 2023 Annual Plan (hereinafter referred to as the “Annual Plan”) based on its fifth Medium-term Plan.

1. Measures to achieve operational quality improvements, including services provided to citizens

Today, the world is facing unprecedented compounding crises. In addition to the damage to human security and the economy caused by climate change and new coronavirus infections, Russia's invasion of Ukraine has generated intensified geopolitical competition and soaring food and energy prices. It has also exacerbated debt problems and caused political instability.

To overcome these compounding crises, based on the principles of human security and quality growth, JICA will further promote the creation of a socio-economy that is sustainable, inclusive, and resilient, aiming for development that protects people’s lives, livelihoods, and dignity, with a commitment to mitigate disparities and leaves no one behind.

In particular, JICA is committed to development cooperation to realize the increasingly important concept of human security, which pursues freedom from fear and lack, and the right of each individual to survive with happiness and dignity by protecting and empowering individuals and building resilient societies. In addition, JICA will actively promote efforts to achieve the 2030 Agenda for Sustainable Development and Sustainable Development Goals (hereinafter referred to as “SDGs”).

JICA will work on the priority issues outlined in the Development Cooperation Charter: quality growth and poverty eradication through such growth; sharing universal values and creating a peaceful and secure society; building a sustainable and resilient international community through efforts to address global challenges.

In working on such commitments, JICA aims to further increase development impact by implementing projects based on the JICA Global Agenda (cooperation strategy for global issues) ¹ established for each development issue and the JICA Country Analysis Paper.

Japan’s development cooperation priorities

- (1) Secure the foundation and driving force for economic growth in developing areas (“Quality growth” and poverty eradication through such growth)
 - (i) Urban and regional development
 - In order to promote the participation of diverse bodies in urban development and the use of resources, JICA will formulate of urban master plans, enhancement of development management systems, introducing a development method that promotes private urban development, and promotion of resident and community-led urban planning activities. In addition, JICA will strive for human resource development by training and accepting JICA scholars and develop human resources networks across government, industry, and academia.
 - With the aim of building a society where anyone can use accurate geospatial information anytime, anywhere, JICA will work on unifying position standards, improving the

¹ The JICA Global Agenda addresses the analysis of the current status of global development issues facing the world and the objectives, goals and direction of Japan and JICA’s initiatives to resolve the issues, in light of structural changes in the internal and external operational environment, based on the development issues identified in (1) through (4) of the Japan’s development cooperation priorities in the 5th Medium-term Objectives including healthcare, governance, climate change, and so forth.

environment for using satellite positioning, developing basic maps, and promoting the use of geospatial information, based on the development stage of each country.

- To promptly respond to the crisis in Ukraine, JICA has been trying to identify the changing local situations and needs and formulated a cooperation strategy. JICA will continue to extend financial cooperation for the recovery and reconstruction of damaged infrastructure in various sectors such as transportation, energy and urban.

(ii) Transportation

- In order to realize smooth and safe mobility, JICA will work on developing transportation infrastructure in accordance with the development stage of each developing area, and to contribute to initiatives of the Japanese government, such as the Free and Open Indo-Pacific (hereinafter referred to as “FOIP”), the Infrastructure System Overseas Promotion Strategy 2025, etc.
- JICA will effectively support the introduction and utilization of a high-quality road asset management system through industry-government-academia collaboration and local resources.
- Regarding road traffic safety, in order to contribute to the SDG target of halving the number of global deaths and injuries from road traffic accidents by 2030, JICA will support for strengthening traffic control, providing safety education, improving road intersections, and developing facilities including installing traffic control systems also utilizing digital technology.
- Since rapid urbanization and the increase in the number of private vehicles have led to traffic congestion, worse air pollution, and an increase in traffic accidents, JICA will support to introduce urban mass rapid transit (MRTs), buses, and other public transportation systems that contribute to reducing the environmental impact.
- In order to strengthen regional connectivity through the FOIP and other initiatives, JICA will develop plans and facilities for ports, airports, international corridors, etc. In addition, JICA will continue to provide support to integrate infrastructure and soft component, by improving operation and maintenance management as well as supporting capacities of maritime security organizations.

(iii) Energy and natural resources

- To promote energy transitions toward carbon neutrality (CN), JICA will introduce Japan's CN policies, systems and next-generation decarbonization technologies to developing countries and support planning and human resource development for energy transitions in Asia and other regions. JICA will also work on the Science and Technology Research Partnership for Sustainable Development (SATREPS) to promote the development and introduction of decarbonization technologies, the formulation and implementation of projects that contribute to supporting social experiments, the formulation of projects that contribute to the introduction of technologies and policies to promote CN, development of geothermal energy in geothermal potential areas, and promotion of the Kumejima Model, focusing on ocean thermal energy conversion in island countries. Additionally, JICA will encourage the introduction of energy-saving technologies on the energy consumer side.
- JICA will engage in the enhancement of power supply capacity and stability from the perspective of improving access to electricity, especially in Africa. In particular, JICA will promote hydropower development and power pool promotion. In un-electrified areas, promote off-grid projects by private operators in coordination with development in agriculture, education, health, information and communication sectors, while taking care not to impede the extension of the grid.
- In the mineral resources sector, in order to promote the sustainable management and use of mineral resources in resource-rich countries, JICA will work on human resource development and enhancing its human resource network while focusing on expanding

the network with participants who have returned from Japan after completing the “KIZUNA (bonding of resource)” Program. Furthermore, JICA will engage in developing projects that utilize these human networks, Japan’s experience and DX technology.

(iv) Private sector development

- In Asia, in order to promote the development of resilient industries in the economic situation under compounding crises, JICA will work to strengthen networks between business human resources, including entrepreneurs who contribute to making social impacts, foreign companies including Japanese ones, and local companies, by also utilizing Japan Centers and other cooperative assets.
- In other regions, mainly in Africa, JICA will promote the development of resilient industries in an economic situation under compounding crises. JICA will also promote the initiative called Project NINJA: Next Innovation with Japan, to build and develop a start-up ecosystem (a partnership in which local actors provide a variety of support, including financial and human resources, for the establishment and growth of startups) for innovation creation, from the perspective of “supporting business that solve social issues, including start-up support assistance”, which was emphasized at the 8th TICAD: Tokyo International Conference on African Development (hereinafter referred to as “TICAD”). In addition, to contribute to "Japan's efforts in TICAD 8," JICA will support capacity building of local companies through the implementation of the "Africa Kaizen Initiative" among others, and conduct industrial human resource development that will contribute to the promotion of business between Japan and developing countries.
- JICA will promote sustainable tourism development that limits negative impacts on the environment, etc., while at the same time generating positive impacts on the SDGs, such as economic growth and job creation, and implement initiatives that contribute to improving the resilience of the tourism industry as a whole, for the early recovery and reconstruction from the COVID-19 crisis.

(v) Agriculture, forestry, and fisheries development, and rural development

- Through the Smallholder Horticulture Empowerment and Promotion (hereinafter referred to as SHEP) approach, JICA will support smallholder farmers in more than 50 countries in Africa as well as in Asia, Latin America, and the Middle East. In addition, through the development and implementation of online training, JICA will seek to increase the diversity of SHEP target countries, while expanding JICA's programs through human resource development and promotion of networking and collaboration among international organizations, NGOs, and other development partners.
- JICA will promote the rice farming development by expanding stable rice production and establishing and strengthening value chains. In particular, JICA will formulate and implement projects for the target countries of the Coalition for African Rice Development Phase2 (hereinafter referred to as “CARD2”) and involve in formulating and revising national and regional rice farming development strategies through the CARD2 Secretariat.
- In particular, for the African region where food security risks are high, JICA will promote the "JICA Initiative for Food and Nutrition Security in Africa - achieving 'human security' through food and agriculture development in collaboration with partners" launched in FY2022 to realize human security through strengthening the resilience of food and agriculture sector. At the same time, the Africa Field Innovation Center for Agricultural Technology (AFICAT) will be promoted to improve agricultural production through mechanization.
- Regarding the food value chains (hereinafter referred to as “FVCs”) which contributes to improve livelihoods of farmers and the stable supply of food, JICA will support to establish inclusive and sustainable FVCs by increasing value addition in each stage of the value chains, including production, processing, distribution, and consumption.

- JICA will work to promote the blue economy of fisheries, including sustainable use of fishery resources, utilizing Japan’s useful knowledge of “co-management,” “fishery FVC,” and the concept of “sato-umi (a coastal area where biological productivity and biodiversity has increased through human interaction) .”
 - In order to strengthen measures to increase the income of small-scale livestock farmers and prevent livestock diseases, including zoonotic diseases, JICA will work to promote the One Health approach by strengthening livestock hygiene.
 - Based on the situation of the developing countries that are vulnerable to climate change, JICA will formulate and implement projects that contribute to agricultural production adapted to climate change, such as irrigation, water management, and development and dissemination of weather-resistant breeds.
 - JICA will strengthen to share and disseminate knowledge through the JICA Platform for Food and Agriculture (JiPFA) and collaborations with government, industry, and academia, and foster pro-Japanese foreigners in the field of agriculture, forestry, and fisheries utilizing the Agriculture Studies Networks for Food Security (Agri-Net).
- (2) Promote people-centered development that supports basic human life in developing areas (“Quality growth” and poverty eradication through such growth)
- (i) Health
- Based on JICA’s Initiative for Global Health and Medicine, JICA will work to strengthen the treatment, prevention, and precaution for infectious diseases and support the construction of resilient health systems that can respond to public health crises, while aiming to achieve universal health coverage (hereinafter referred to as “UHC”). JICA will implement activities by focusing on the following matters.
 - In order to strengthen infectious disease countermeasures, JICA will implement infrastructure and software initiatives to enhance diagnosis and treatment at core hospitals and develop a network of bases to reinforce infectious disease control and testing.
 - In order to enhance continuous quality care for mothers and children, JICA will strengthen the system to continuously provide quality health services to expectant and nursing mothers and children, while promoting the use of maternal and child health handbooks, etc.
 - In order to strengthen health systems that aim to achieve UHC, including the development of medical security systems, JICA will improve health financing that contributes to improving access to health services, and work on non-communicable diseases, age-related countermeasures, etc., that have an impact on the financial aspect.
 - For Ukraine, JICA will promptly assess the status of damage to medical facilities and equipment, as well as cooperation needs, and promote the restoration and improvement of urgently needed medical services. In addition, as support for Ukraine's neighboring host countries, JICA will assist in strengthening the maintenance and management system of medical equipment in Moldova, and will work to help build a disaster medical management system.
- (ii) Nutrition
- JICA will implement cross-organizational and multi-sectoral activities for nutrition improvement in order to promote the Tokyo Compact on Global Nutrition for Growth, which is an outcome document of the Tokyo Nutrition for Growth (N4G) Summit 2021 held in December 2021, and the JICA Nutrition Declaration announced by JICA at the same summit.
 - JICA will strengthen collaboration particularly with a variety of relevant parties in Japan, including private companies, through the Nutrition Japan Public Private Platform, etc.
 - Under the Initiative for Food and Nutrition Security in Africa (hereinafter referred to as “IFNA”), JICA will work together with the governments, regional economic

communities (RECs), and development partners in each country, as well as with JICA's Overseas Cooperation Volunteers, to enhance nutrition policies and strategies through advocacy promotion, strengthen the capacity of nutrition-related organizations and human resources, and implement nutrition improvement projects at the field level.

(iii) Education

- JICA will implement projects aimed at expanding quality education. In the basic education sector, specifically, JICA will work to develop textbooks and teaching materials as the most important tools in learning. JICA will also strive to improve education through initiatives such as learning improvement by developing textbooks and teaching materials that focus on developing the professional capacities of teachers as learning supporters, and the "School for All" project where not only schools but also local communities take the initiative to support the learning and growth of children by getting the parents and local communities to understand the value of education and building trusting relationships with schools. Through these efforts, JICA will expand educational opportunities for girls and people with disabilities whose primary school enrollment rates remain extremely low.
- Furthermore, for Ukraine, JICA will promptly assess the damage to educational facilities and equipment, as well as support needs including soft aspects (peace education, mental health care, etc.), and promote the restoration and improvement of urgently needed educational services.
- In the higher education sector, JICA will proceed with advanced human resource development by enhancing and supporting the education, research, and management capacities of leading universities in each region. JICA will promote collaborations in joint education programs, joint research, etc., by strengthening the networks among these leading universities and Japanese universities, as well as cross-regional networks between these leading universities including international students. Moreover, JICA will promote utilization of science technology in developing countries, and joint research and other activities that will contribute to the achievement of the SDGs. In addition, JICA will promote industry-academia collaboration and strengthen quality-assured education and research activities through the use of online.
- In the education sector as a whole, JICA will collaborate with university experts, consultants, NGO/NPOs, private companies, international organizations etc., on the "Education Cooperation Platform" to provide textbooks and teaching materials developed to date as "international public resources." JICA will also work on knowledge sharing and co-creation, human resource development, and field-level collaboration in the education sector.

(iv) Social security /disability and development

- In social security sector, in response to the needs of developing countries expecting to learn from the experience of Japanese social security systems, JICA will promote practical human resource development by conducting trainings in Japan, implementing pilot projects in developing countries, etc., with a focus on capacity development for administrative officers and related organizations that support the formulation and implementation of social security policies and services.
- Based on increase of support needs for the socially vulnerable groups due to the COVID-19 crisis in each country, JICA will formulate projects related to the development of social workers in order to expand the number of human resources who can provide support to socially vulnerable groups.
- In the disability and development sector, JICA will promote the social participation of persons with disabilities through a twin-track approach consisting of "Disability-specific intervention such as strengthening organizations of persons with disabilities" and "Disability mainstreaming" which ensures that persons with disabilities participate in the each step of development processes, as beneficiaries and practitioners. This initiative will promote the participation of persons with disabilities in society.
- Through "Disability-specific intervention", JICA will promote job support for persons with disabilities, enhance their social participation, improve information accessibility using digital technologies and establish care services for children with disabilities and

their families. In terms of "Disability mainstreaming", JICA will promote collaborative projects with other sectors to meet diversifying needs, such as supporting disability-inclusive disaster risk reduction and promoting universal tourism.

(v) Sport for development

- Based on "Post Sport For Tomorrow", which is Japan's public-private partnership for international contribution through sport, JICA will promote; 1) More access to sport through strengthening sport administration capacity, promoting sports, etc.; 2) Human resources development through sport by training physical education teachers and developing guidance materials, etc. and; 3) Social inclusion and Peace Building through sport by promoting sports for persons with disabilities and holding a national sports competition, etc. JICA will further strengthen its collaborations with other organizations to promote those activities.
- For further promotion of the initiatives, JICA will formulate projects after studying domestic and international cases and the current status and issues of sports in developing countries.

(3) Share universal values and realize a peaceful and secure society

(i) Peace and stability

- JICA will support the recovery, reconstruction, and strengthening of social and human capital, the delivery of inclusive public services, and the strengthening of the capacities of government institutions, particularly local governments. In addition, to enhance social cohesion within local communities and strengthen social capital, JICA will support community reconciliation, improvement of livelihoods, and initiatives to solve various social issues generated as a result of conflicts, including refugees, forcibly displaced populations, landmines/ unexploded ordnances, psychosocial support in conflict-affected areas, etc.
- For Ukraine and its neighboring countries, JICA will provide timely support in response to the situation, including emergency support, and in particular, reconstruction assistance and efforts of mine action, which are prerequisites for such assistance. In addition, JICA will pursue cooperation that contributes to the maintenance of international order.
- JICA will work to support peace and development in Mindanao in the Philippines, support the improvement of the administrative capacities of local governments in Pakistan's border areas with Afghanistan, support the Sahel region and the Horn of Africa based on declarations at TICAD8, contribute to peace and stability in Ethiopia, and support the improvement of the administrative capacities of local governments that provide assistance to host communities of refugees and internally displaced people in Uganda, Zambia, etc., as an initiative to promote the humanitarian-development-peace nexus (HDP nexus), as one of the core commitments to the Global Refugee Forum. JICA will also support the strengthening of the functions of institutions that handle landmines and unexploded ordnances.

(ii) Rule of law and governance

- JICA aims to strengthen democratic and inclusive governance through the following measures in accordance with the FOIP and other policies: the strengthening of the capacity to develop and administer laws and regulations, the law enforcement capacities of security agencies, etc., and the capacities related to the sea, cyberspace, etc., as international public goods; the improvement of access to justice; the improvement of enhancement of election management; the enhancement of the functions of public broadcasting and media; and the strengthening of functions and human resource of central and local administrations.
- In particular, JICA will launch new project in Lao PDR on development of legal and judicial systems on the occasion of the 50th anniversary of the Japan-ASEAN Friendship and Cooperation, and new project on rehabilitation of young persons in conflict with the law and business law training programs in Africa in the context of TICAD 8. JICA also will work on promotion of Business and Human Rights, promotion

of preventive measures against crimes in Indonesia, strengthening community policing in Africa and Central America, human resource development for international public law on the sea, the strengthening of functions of maritime security agencies, etc., and strengthening of functions of the Public Broadcasting Company of Ukraine.

(iii) Public finance and financial systems

- In accordance with FOIP, JICA will implement projects to strengthen the national fiscal foundation, implement appropriate monetary policy and develop financial systems, and promote the appropriate and fair collection of customs duties and trade facilitation, as the basis for the stability and improvement of people's lives, economic stability and growth, and efficient allocation of resources.
- Mainly in Asia, JICA will support reinforcement of the fiscal foundation by improving tax administration including big data analysis, public investment management including improvement of resource revenue transparency, and debt management, which is in line with the principle on infrastructure governance under the G20 Principles for Quality Infrastructure Investment. JICA will also support sound development of financial systems and accelerate and modernize customs administration procedures that can lead to improved intra-regional connectivity, including the promotion of the Regional Comprehensive Economic Partnership (RCEP) Agreement and training program with ASEAN on the occasion of the 50th anniversary of the ASEAN-Japan Friendship and Cooperation.
- In Africa, JICA will also promote One Stop Border Post (OSBP) and support the enhancement of customs administrations that will lead to the promotion of the African Continental Free Trade Area (AfCFTA). In addition, JICA will support to reinforce the fiscal foundation by strengthening debt management, etc.
- Moreover, in collaboration with the World Customs Organization (WCO), JICA will continue to train officials of customs administrations in Africa and support capacity building for customs administrations in the Oceanian region to increase the revenue (customs duties and taxes).

(iv) Promotion of gender equality

- JICA will improve the quality and quantity of gender-related projects through mainstreaming gender perspectives in JICA's projects. Specifically, JICA will provide advice at the stage of project formulation, enhance efforts toward gender equality in projects under implementation, and conduct various trainings for its internal and external stakeholders. In addition, JICA will further encourage women to apply for and participate in trainings and overseas study programs implemented by JICA.
- In particular, JICA will strengthen initiatives to respond to gender-based violence, and develop projects that contribute to women's economic empowerment. In addition, JICA will implement projects to contribute to the G7 2X Challenge, Financing for Women.
- JICA will promote a gender perspective in its cooperation for reconstruction and development for countries affected by conflict and disaster.

(v) Promotion of digitalization and digital transformation (DX)

- In order to support the digitalization of society and the promotion of digital transformation (DX) in developing areas, JICA will implement projects that contribute to the development of human resources for ICT and digital technologies and ICT industries, formulation of ICT and digital-related policies and systems for an ICT environment, and creation of a free and safe cyberspace, which all serve as the foundation for digitalization and DX.
- With regards to support in the field of cyber security, JICA will promote collaboration among projects implemented in each country and with related efforts by other donors and international organizations, mainly in ASEAN and neighboring regions where JICA's projects are expanding.

- JICA will promote the launch of projects related to the development of ICT and digital industries with a view to mutually beneficial industrial development between Japan and developing countries.
 - Based on the JICA DX Vision formulated in March 2022, JICA will work on the use of digital technology in its projects, promotion of external co-creation, and data utilization in all issue areas to create a high development impact.
- (4) Build a sustainable and resilient international community by addressing global challenges
- (i) Climate change
- Based on the 2050 Carbon Neutral Declaration announced by the Japanese government and the commitments and discussions on climate finance at the Conferences of the Parties (COPs) of the United Nations Framework Convention on Climate Change (UNFCCC), JICA will further promote cooperation with developing countries to achieve net-zero emissions and build a society resilient to climate change.
 - JICA will strategically implement cooperation in line with promoting the implementation of the Paris Agreement and the co-benefit climate change measures.
 - JICA will support capacity building and project formulation necessary for the implementation of various initiatives, including the formulation and revision of Nationally Determined Contributions (NDCs) required of developing countries under the Paris Agreement, the creation and renewal of national greenhouse gas inventories, and the formulation of long-term low emission development strategies.
 - JICA will promote a co-benefit approach that contributes to solving development issues (development benefits) as well as climate change countermeasures (climate benefits) by providing advice at the time of formulating policies and planning stage of projects.
 - JICA will formulate and supervise projects for the utilization of the Green Climate Fund (hereinafter referred to as “GCF”), which is a funding mechanism established under the UNFCCC.
 - JICA will hold side events at COP28 to share JICA’s cooperation policies, knowledge, achievements, lessons learned, etc., in the field of climate change measures.
- (ii) Natural environment conservation
- JICA will implement projects aimed at achieving harmony between the conservation of the natural environment and human activities based on the Climate targets at the UNFCCC COP27 and the Kunming-Montreal Global Biodiversity Framework at the COP15 of the Convention on Biological Diversity, while keeping in mind the contribution of the projects to climate change measures and biodiversity conservation.
 - From the perspective of ensuring the scale and impact, JICA will promote cooperation with various stakeholders, including private companies, through the Japan Public-Private Platform for Forests based Solutions, etc., and the utilization of external funds, such as the GCF and the Central African Forest Initiative (CAFI).
 - JICA will promote DX and STI (Science, Technology, and Innovation) in the field of nature conservation, including the use of satellite imagery and AI for warning and monitoring deforestation.
 - At the COP28 of the UNFCCC, JICA will plan side events to disseminate and share knowledge, experiences, etc., that have been co-created so far with developing countries through the cooperation of Japan.
- (iii) Environmental management
- JICA will promote the JICA Clean City Initiative (hereinafter referred to as the “JCCI”), with the aim of realizing collective impact by introducing the know-how held by local governments, technologies of private companies, external funds, and academic

knowledge of universities, while collaborating with various partners. In addition to individual pollution control measures for waste, water pollution, and air pollution, JICA will also take a multi-layered approach by implementing initiatives with the participation of residents, while enhancing its efforts to reach out to decision-making bodies to promote the comprehensive improvement of the urban environment at the policy level.

- While considering the result of TICAD 8, JICA will promote the African Clean Cities Platform (hereinafter referred to as the “ACCP”), as a JCCI initiative for wide-area collaboration, formulate and implement waste management support projects, encourage the introduction of external funds from private companies and other donors, and promote the sharing of the results of proactive initiatives and knowledge by member countries and cities to facilitate the effective scale up of activities.
- JICA will promote co-benefit type projects that also contribute to climate change countermeasures and new innovation using DX technology.

(iv) Water resources and water supply

- Based on the Kumamoto Initiative for Water and other initiatives, JICA will implement projects to realize integrated water resources management and develop water supply utilities and institutions for irrigation, drainage, and water management (water users’ associations), in order to properly manage water resources and build a society where all people can continuously use the water resources for drinking and other purposes.
- In particular, in order to achieve the SDGs, JICA will provide support to improve water supply services and management to increase the number of water supply utilities that can independently mobilize funds to expand and improve water supply services. JICA will take initiatives to share good practices and lessons learned as knowledge with the leadership and a wide range of stakeholders involved in water supply services in each country.
- In order to increase the number of multi-stakeholder partnerships as consultative bodies for consensus building and entities responsible for solving water-related problems in the field, JICA will promote the formulation of new projects.

(v) Disaster risk reduction

- Based on Japan’s superior disaster risk reduction technologies and its experiences in pre-disaster investment in disaster risk reduction with structural measures, JICA will contribute to achieving the Global Targets designated by the Sendai Framework for Disaster Risk Reduction 2015-2030, to reduce human and economic losses. To attain these Targets, JICA sets three initiatives: (1) Realizing pre-disaster investment for capital concentration centers, especially in mega cities; (2) Establishment of disaster risk reduction institutions to understand disaster risks and strengthen disaster risk governance; and (3) Securing Build Back Better (hereinafter referred to as “BBB”) recovery in disaster affected areas. JICA will also present the results and direction of the initiatives to date at international conferences organized by the United Nations and other organizations.
- JICA will strengthen the capacities of organizations in charge of structural measures such as disaster risk reduction infrastructure so that the organizations are sustainably able to enlarge pre-disaster investment in disaster risk reduction by making use of their own national budget, and then can maintain, and operate, the infrastructures. In addition, JICA will support to build overall disaster risk reduction governance mechanisms of developing countries that are equipped with the capacities to plan, and execute, comprehensive disaster risk reduction practices.
- In addition, to ensure seamless assistance from the emergency phase to the recovery and reconstruction phase, JICA will provide assistance not only to recover to the original pre-disaster state, but to build resilient nation and societies by substantially reducing

disaster risks also considering the effects of climate change and other factors in the recovery process based upon the principles of BBB.

(5) Regional priority issues

(i) Southeast Asia and Oceania

- JICA will strengthen support for enhancing the autonomy, independence, and unity (deeper integration) of ASEAN countries, with the aim of contributing to regional peace, stability, and prosperity based on the FOIP and the Joint Statement on Cooperation on ASEAN Outlook on the Indo-Pacific (AOIP).
- In particular, JICA will cooperate on the following, promotion of economic integration, which is essential to the unity and sustainable growth of ASEAN countries; reinforcement of connectivity with regard to land and maritime economic corridors; correction of disparities within the region and in each country; development of maritime infrastructure and enhancement of maritime law enforcement capacities; quality growth to overcome growth distortions; countermeasures against climate change for decarbonization; human resource development of future leaders and government officials; addressing regional vulnerabilities; COVID-19 measures with a focus on the health sector; and promotion of technical cooperation with regional extent based on the Agreement on Technical Cooperation between the Japanese government and the ASEAN community.
- Based on the assistance policy announced by the Japanese government for The 50th Year of ASEAN-Japan Friendship and Cooperation in 2023, and with the ASEAN-Japan Commemorative Summit Meeting to be held during 2023 in mind, JICA will strengthen cooperation in a wide range of areas such as UHC and other health fields, disaster prevention, supply chain enhancement, digital technology, and food security in addition to the areas mentioned above, and will also strive to communicate these to the world.
- For Myanmar, JICA will implement appropriate measures under the policy of the Japanese government while taking into account the local situation and humanitarian conditions.
- For the Pacific region, JICA will support the health sector considering the impact of COVID-19, as well as infrastructure development that contributes to sustainable development, trade and investment, tourism, and agriculture, to recover from the impact of COVID-19 and to combat climate change, overcome or mitigate vulnerabilities such as natural disasters, etc. Furthermore, JICA will support marine infrastructure and maritime safety based on the FOIP, as well as fisheries resource management and marine environment conservation. In addition, JICA will also support human resource development and personnel exchange, including long-term training programs.
- With the PALM10: The 10th Pacific Islands Leaders Meeting in 2024 in mind, JICA will formulate and implement projects that take into account the key priorities set forth in "The 2050 Strategy for a Blue Pacific Continent" adopted at the 51st Pacific Islands Forum General Assembly in July 2022.
- In order to provide effective assistance with limited resources, JICA will communicate and collaborate more closely with other development partners, including "The Partners in the Blue Pacific," which was established in June 2022.

(ii) East Asia, Central Asia, and the Caucasus

- JICA will provide support for the following priority areas: governance enhancement; industrial diversification; infrastructure development; human resource development with a focus on young administrative officers and executive personnel in technical fields, highly skilled workers, etc.; and health care system enhancement.
- In Mongolia, JICA will work on cooperation that contributes to industrial diversification, traffic congestion relief and the effective use of the new Ulaanbaatar International Airport.
- In Central Asia and the Caucasus, considering the impact of the crisis in Ukraine on the regional economy, especially on the vulnerable groups, JICA will work on wide-area cooperation that contributes to strengthening connectivity within the region and with

other regions, including the "Caspian Sea and the Middle Corridor", and financial support to correct the disparities in the country. While focusing on the traditional areas of electricity, transportation, agriculture, business development, and healthcare, JICA aims to formulate and implement finance and investment cooperation and grant aid based on the key policies of the Japanese government, such as high-quality infrastructure, DX, and climate change countermeasures, as well as technical cooperation that contributes to the development of highly skilled human resources and acceptance of foreign human resources to Japan.

- As for China, Japan's ODA provision ended at the end of March 2022. JICA will continue to carry out its role based on the following policy of the Japanese government: "The Government of Japan announced the termination of Japan's provision of new ODA to China and the promotion of a new stage of bilateral cooperation, such as holding dialogues and personnel exchanges in the area of development. This has been announced under the recognition that it is time for Japan and China to work shoulder to shoulder for contributing to the region and international community's prosperity as equal partners." (White Paper on Development Cooperation 2020).

(iii) South Asia

- Toward "building inclusive and resilient society," JICA will cooperate South Asian countries, with "human security" and "high quality growth" as two pillars, in areas including infrastructure development, improvement of trade and investment climate, initiatives to secure peace and stability, improved access to basic human needs, digitalization, and countermeasures against global threats such as climate change and disaster risks.
- Throughout its cooperation, JICA will formulate and implement programs/projects to address various issues with emphasis on (a) flexibly and systematically combining JICA's schemes including technical cooperation, finance and investment cooperation (ODA loans and Private Sector Investment Finance), and grant assistance, (b) collaboration with other development partners and international organizations, (c) the policies pursued by the Japanese government such as high-quality infrastructure cooperation, FOIP, the Japan-India Special Strategic and Global Partnership, and the Japan-Bangladesh Strategic Partnership.
- JICA will continue to strengthen human resource development and networking of future leaders from partner countries through the JICA Development Studies Program (JICA-DSP) and other programs/projects.
- With regards to Afghanistan, Pakistan, Sri Lanka, and other countries affected by conflicts, natural disasters, and debt issues, JICA will appropriately consider and take measures to support from a humanitarian point of view, to provide assistance for reconstruction, and to deal with debt issues, while properly assessing the situation of each country, under the policy of the Japanese government and in cooperation with the international community.

(iv) Latin America and the Caribbean

- JICA will cooperate in the priority areas of infrastructure development, disaster risk reduction/climate change mitigation, environmental issues in urban areas, income inequality, and poverty, while keeping in mind that these areas are heavily affected both economically and socially by the COVID-19 pandemic.
- In particular, JICA will support health, education, tourism, agriculture/fisheries, and start-up projects for socio-economic recovery and development with and post COVID-19. For resolving global issues, JICA will support the fields of clean energy that uses hydrogen and geothermal, as well as climate actions and disaster risk reduction.
- JICA will also promote the formulation of projects that promote initiatives to tackle the common agenda of poverty, security, and disasters related to immigration issues in Central America.

- JICA will promote the development of new projects that make use of frameworks for cooperation with development partners in the region that include the Inter-American Development Bank (IDB), the World Bank, the Sistema de la Integración Centroamericana (SICA), CARICOM (Caribbean Community), and the United States. By collaborating with such development partners, JICA aims to promote the utilization of DX, collaboration with leaders of new industries in the private sector, and the development of human resources who play core roles in Latin American cooperation by utilizing the JICA Development Studies Program (JICA-DSP).

(v) Africa

- JICA will promote initiatives for Japan's contribution measures based on the three Pillars of "Economy," "Society," and "Peace and Stability" in accordance with the TICAD 8 "Tunis Declaration".
- Specifically, JICA will strategically develop the following projects; Establishment of sustainable social infrastructure (education conducive to decent work, industrial development, and addressing global issues through ACCP, etc.), Support for the establishment of a resilient healthcare system to achieve UHC (countermeasures against infectious diseases, strengthening of research centers, and enhancement of maternal and child healthcare services, etc.), Building a strong African regional economy (agricultural development including food security, private sector development utilizing innovation, promotion of GX, promotion of regional economic integration, etc.), Achieving peaceful and secure societies (peace and stability in the Sahel and the Horn of Africa, promotion of debt consolidation, and strengthening of fair and inclusive governance).
- In doing so, JICA will also work on cross-sectoral matters such as the utilization and promotion of DX and STI, strengthening partnerships with Japanese private companies and international organizations, alignment with the resolution of cross-continental issues (Africa's Continental Agenda) promoted by the AU, and sharing of Japanese development experience and formation and strengthening of knowledge-based networks.
- JICA will take the opportunity of diplomatic events such as the G7 Hiroshima Summit and the 30th anniversary of TICAD to disseminate information on the above initiatives to the public, strengthen cooperation with related organizations in Japan and abroad, and prepare for the TICAD Ministerial Meeting in 2024 and TICAD 9 in 2025.

(vi) Middle East and Europe

- JICA's cooperation strategy in Middle East and Europe is to respond to compounding crises (e.g., geopolitical crisis, crisis related to the outbreak of COVID-19, crisis related to climate change, etc.) to ensure human security and inclusive quality growth and promote the sharing of Japan's policy and development experience and good practices unique to Japan.
- With regards to Ukraine, under the policy of the Japanese government, and based on the needs of the Ukrainian government, JICA will promote the three pillars of assistance: 1) support the continuation of Government functions; 2) assist Ukrainians displaced by the invasion and neighboring host countries; and 3) conduct recovery and reconstruction support, in a timely and flexible manner. JICA will also take the opportunity of the G7 Hiroshima Summit and various international meetings to strengthen communications on past achievements and future assistance for Ukraine, thereby enhancing Japan's presence in the international community.
- With regards to the response to the earthquake in southeastern Turkey, JICA will promote rapid and flexible support from emergency assistance to rehabilitation and reconstruction seamlessly under the policy of the Japanese government, while reflecting the needs on the ground.

- JICA will implement and continue project formulation and studies that contributes to climate change countermeasures, taking into consideration the outcomes of COP27 held in Egypt and the discussions at COP28 scheduled to be held in the United Arab Emirates.
 - To address the issue on Syrian refugees, which is growing more serious due to the prolonged conflict, JICA will continue to support the host communities and accept JICA scholars.
 - As initiatives to share Japanese policy and development experiences and promote mutual understanding, JICA will accept foreign students (JICA scholars) and trainees, expand and continue conducting the JICA Chairs, collaborate with Japanese local governments, and promote and establish Japanese-style education in Egypt.
 - JICA will promote the formulation and implementation of projects in the North Africa region to achieve the Japan's contribution measures announced by the Japanese government in TICAD 8.
 - JICA will provide various supports for disaster risk reduction, small and medium enterprises promotion, environment protection, etc., based on the Western Balkans Cooperation Initiative announced by the Japanese government.
- (6) Cultivate future leaders in developing areas, who can foster a long-lasting bilateral relationship between each country and Japan through the JICA Development Studies Program and the JICA Chair
- By further promoting the JICA Development Studies Program and the JICA Chair, JICA will cultivate future leaders of partner countries who can foster a long-lasting bilateral relationship between each country and Japan and develop human resources who will work to resolve developing issues in those countries, both in Japan and overseas, by providing opportunities for them to learn specialized knowledge in respective academic fields, including Japan's modernization and development experiences, through collaborations with partner universities in Japan.
 - JICA will continue to maintain and reinforce the target announced by the former Prime Minister Abe of "2,000 foreign students studying in Japan".
 - JICA will encourage to utilize the expanded contents on Japan's modernization and development experiences to convey Japan's development experiences and promote the JICA Chair through collaboration with overseas universities and other research institution to increase the number of sites and promote stable implementation.
 - In addition, JICA will promote the development and utilization of JICA scholar's database, etc., to maintain and develop relationships with former JICA scholars.
- (7) Contribute toward addressing development issues through partnerships with the private sector and other partners
- In order to resolve various development issues facing developing regions, JICA will promote development cooperation through various collaborative programs (preparatory surveys, SDGs Business Supporting Surveys, Private Sector Investment Finance, etc.) by utilizing the technologies, products, systems, funds, etc., of private companies, while closely working with other government agencies and organizations.
 - In particular, JICA will work to strengthen partnerships with companies that actively contribute to the achievement of the SDGs by improving and reviewing collaborative programs based on the needs of private companies. At the same time, JICA will contribute to create development impacts by managing the progress of the adopted projects and by promoting the JICA Global Agenda through private-sector cooperation. JICA will also promote human resource development to strengthen partnerships and to support Japanese companies for facilitating their activities in developing countries, including overseas expansion of infrastructure, and promote efforts that contribute to regional revitalization.

- (8) Strengthen ties between various partners and developing areas and contribute to the acceptance of foreign human resources and multicultural coexistence
- (i) JICA volunteer programs (Japan Overseas Cooperation Volunteers)
- JICA implements JICA volunteer programs (Japan Overseas Cooperation Volunteers programs) to contribute to resolving issues in developing areas by promoting the participation of Japanese citizens and achieving mutual understanding with residents of developing areas through grassroots-level activities.
 - In particular, while giving due consideration to safety and health under the impact of COVID-19, JICA will promote the dispatch of volunteers by prioritizing those who are waiting for dispatch and training in Japan. Assuming that the environment for volunteers does not deteriorate due to the impact of COVID-19 and other factors, JICA will achieve the pre-COVID19 level of approximately 2,000 members under dispatch in FY2024. In addition, JICA will work on case formulation, recruitment and selection, and pre-dispatch training to ensure that the scale of dispatch will continue beyond FY2025. In the volunteer recruitment and selection processes, JICA will actively utilize digital tools to prevent infection, while achieving improved efficiency and convenience, and will further promote project-wide DX by utilizing digital technology to support volunteers before and during dispatch and strengthen the network of returned volunteers.
 - With a view to supporting the acceptance of foreign human resources and multicultural coexistence in society in Japan, promoting regional revitalization, and boosting the social contribution of returned volunteers, JICA will strengthen cooperation with various domestic organizations, steadily implement career support through “Glocal Programs”, scholarships, free employment placement services, etc., and expand efforts to promote social contribution of returned volunteers from a financial perspective.
 - In addition to activities in developing areas, JICA will proactively share the functions and achievements of programs that contribute to Japan through the return of benefits to society, and will work to widely gain the understanding and support of the public. JICA will facilitate discussions to further improve and streamline these programs, including how they should be carried out.
- (ii) Acceptance of foreign human resources and multicultural coexistence
- JICA will actively support the proper acceptance of foreign human resources and efforts to build a more culturally diverse, inclusive society in Japan so as to make Japan more appealing to foreign human resources. JICA will cooperate with former members of JICA Overseas Cooperation Volunteers and coordinators for international cooperation as well as local governments, NPOs, and private companies through domestic offices and government agencies and organizations in developing areas through overseas offices.
 - In Japan, JICA supports development of human resources to help both foreigners and Japanese people become leaders of an inclusive society by introducing former JICA Overseas Cooperation Volunteers, assigning coordinators for international cooperation who work in the field of foreign human resources and multicultural coexistence, promoting participation of foreigners in society and understanding of multicultural coexistence among Japanese people, and supporting development education at schools. JICA will also promote activities to strengthen partnerships with local governments, NPOs, private companies, etc., through the Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI), including the expansion of functions and contents of multilingual portal sites for foreigners, organization of various seminars, sharing of information, and provision of networking opportunities.
 - In developing areas, JICA will conduct various surveys and formulate and implement technical cooperation projects to improve the mechanisms for providing information necessary for sending and accepting foreign human resources properly, strengthen the capacities of ministries and agencies that have jurisdiction over labor policies and education and training institutions and promote the utilization of returning human resources.

- (iii) Partnerships with local governments
 - JICA will support projects by utilizing the administrative and technological know-how of Japanese local governments. In order to improve the quality of JICA's projects in developing areas and promote participation from local governments in Japan, JICA will also accumulate and share good practices of projects in collaboration with local governments in Japan and provide opportunities for them to share their examples and experiences among themselves.
 - In particular, JICA supports formulation of SDGs plans by Japanese local governments and encourages the internationalization of local communities and their overseas activities through development cooperation activities by implementing JICA Partnership Program (JPP).
- (iv) Partnerships with NGOs /CSOs
 - JICA will strengthen collaboration through the implementation of projects that utilize the expertise and networks of universities and research institutions.
 - JICA will promote JICA scholars to come to Japan to secure learning opportunities and contribute to the internationalization of universities and research institutions.
 - In particular, JICA will promote the acquisition and development of new knowledge and technologies for solving global issues in developing areas and Japan through science and technology cooperation projects.
- (v) Partnerships with universities and research institutions
 - JICA will strengthen collaboration through the implementation of projects that utilize the expertise and networks of universities and research institutions.
 - JICA will promote JICA scholars to come to Japan to secure learning opportunities and contribute to the globalization of universities and research institutions.
 - In particular, JICA will promote the acquisition and development of new knowledge and technologies for solving global issues through science and technology cooperation projects in developing areas and Japan.
- (vi) Development education
 - JICA will support the promotion of development education through the implementation of training programs and on- delivery lectures, and the production and sharing of teaching materials, in order to promote understanding of global issues, diversity, and the connection between Japan and the world among citizens, especially students and pupils, and their participation in efforts to resolve issues, as well as to promote multicultural coexistence in local communities.
 - In its efforts targeting elementary and junior high school students and high school students, JICA will strengthen cooperation with boards of education in particular, while also collaborating with other education-related organizations and NGOs to effectively promote the programs. In addition, efforts will be made to broaden the base of the program by reaching out to university students and private companies.
 - In addition to its existing efforts, JICA will work to effectively incorporate digital tools and online to develop projects and disseminate information, providing opportunities for visitors to better experience developing areas and the field of international cooperation.
 - JICA will conduct an outcome analysis to determine how the development education support program is contributing to the expansion of the scope of international cooperation providers.
- (vii) Collaboration with Nikkei communities
 - In order to contribute to strengthening the response capacities of Nikkei (Japanese emigrants and their descendants) communities in Latin America and Japan and address various issues, JICA will work to pursue synergistic effects of cooperation between Japan and Nikkei communities, strengthen relationships with people with a great affinity toward and knowledge of Japan with Nikkei communities at the core, and support the

sustainable development of Nikkei communities. JICA will also develop next-generation human resources and promote activities so that Nikkei people can recognize their Nikkei identity and feel benefits from it, while involving people who are expected to have a good understanding of Japan in Nikkei communities. The Japanese Overseas Migration Museum will continue to collect materials and disseminate knowledge both domestically and internationally, and engage in activities for multicultural coexistence in society in Japan by strengthening networks and exercising its functions as an educational institution.

- In particular, to contribute to the globalization and revitalization of Japanese society, JICA will promote Nikkei supporters in full scale, who will help Nikkei people in Latin America look at the issues faced by Nikkei communities in Japan, contribute to solving them, and promote understanding of different cultures and multicultural coexistence while participating in training programs held in Japanese cities with large Nikkei populations. JICA will also work to further improve the permanent exhibition of the Japanese Overseas Migration Museum.

(9) Strengthen foundations for implementation

(i) Public relations

- JICA will release information on JICA's activities and achievements both domestically and internationally, utilizing effective public relations media that are appropriate to the target audience, based on the Public Relations' Priority Themes.
- JICA will continue to strengthen PR activities for opinion leaders with social influence, mainly through domestic and foreign media. JICA will also use diplomatic opportunities such as the G7 and ASEAN Summit Meetings to communicate the necessity and objectives of development cooperation based on the Development Cooperation Charter, as well as JICA's initiatives, achievements and impacts, to enhance understanding and trust in JICA's development cooperation activities and the value of JICA itself.
- For the public, JICA will continue to release information on social media in a timely manner and start operating a renewed, easy-to-use official website to enhance information provision.

(ii) Project evaluations

- In accordance with the PDCA cycle, based on JICA's new evaluation standards applied from FY2021, JICA will steadily conduct its ex-ante evaluation, monitoring, ex-post evaluation, and feedback of its projects. In addition to announcing the evaluation results on our website in a prompt and easy-to-understand manner, JICA will disseminate the obtained findings to the public inside and outside of Japan.
- In order to improve JICA's projects and enhance their effectiveness, JICA will work for improving the quality of projects and the progress management method for projects, including setting more appropriate project costs and periods, by applying the lessons learned and the recommendations obtained from project evaluations, comprehensive and cross-sectional analyses, and efforts to improve evaluation methods when formulating and implementing the next projects.
- In order to improve the quality of project evaluations, JICA will collaborate with diverse bodies in conducting project evaluations and analyses, while incorporating advices from universities and other external experts.
- Based on the results of the pilot evaluation of the cluster strategies², JICA will promote the consolidation and examination of evaluation methods in cooperation with the relevant departments within JICA.

²A cluster project strategy is a "set of projects" that aims to achieve effective and efficient goals and increase development impact by mobilizing external resources within the framework of JICA's Global

- (iii) Recruit and train human resources who engage in development cooperation
- To contribute to the identification and development of human resources for development cooperation to resolve diverse and complex development issues, JICA will work to expand the range of human resources, especially youths, and train human resources in important fields. To expand the range of human resources, JICA will promote the registration and use of the PARTNER website, especially among young people, and strengthen delivery of information related to career development support, including collaboration with universities. In addition, through the development of the next-generation PARTNER website system, which is scheduled to be released in FY2024, JICA will enhance the function to provide timely information suited to the preferences of users and build a foundation for long-term support of career building for human resources who engage in development cooperation. Furthermore, JICA will provide and promote internship opportunities for students (undergraduate and graduate) and adults who are interested in international cooperation.
 - Regarding human resource development in important development cooperation fields, JICA will continue to provide opportunities to acquire academic degrees at overseas educational institutions, for the purpose of developing highly specialized human resources who will play a central role in JICA's projects in those fields. JICA will also conduct capacity enhancement trainings for personnel who have a certain level of expertise and practical experience in development cooperation fields with an emphasis on acquiring practical knowledge and skills with the condition that they participate in JICA projects, in order to develop ready-to-work personnel who can contribute to the achievement of the SDGs and the JICA Global Agenda.
- (iv) Research
- Under the vision of JICA Ogata Sadako Research Institute for Peace and Development (JICA Ogata Research Institute) of "Co-creating Practical Knowledge for Peace and Development," JICA will conduct academic research at an international standard that contributes to the improvement of operational quality and the formation of international trends regarding the development cooperation, and actively share the results with the public.
 - Specifically, JICA conducts research on today's challenges and threats, such as the so-called universal values, including democracy and the rule of law; international politics over the FOIP; UHC and response to COVID-19; climate change measures; quality infrastructure; multicultural coexistence; and sustaining peace. JICA will continue research that contributes to the strategic promotion of the SDGs, looking ahead of post-SDGs, from the perspective of utilizing Japan's development experiences and knowledge of development cooperation and verifying the effects of development policies and projects. In addition, based on the research results, JICA will publish a flagship report titled, "Human Security Today," to contribute to the realization of human security.
- The research results will be fed back to projects and shared through various media, such as academic papers, books, online seminars, and video, in order to further enhance Japan's intellectual presence in the international community. In particular, JICA will share its research results widely and effectively to development practitioners, researchers, policy makers, etc., inside and outside Japan at international conferences, academic conferences, lectures in universities, and other opportunities. In addition, JICA aims to contribute to deepening the discussions at the G7 Hiroshima Summit through Think 7. JICA will also improve the research capacities of its staff by sharing research information within JICA and strengthening the collaboration between operational departments and the research institute.
- (v) Emergency disaster relief
- Based on the issues identified in the process of obtaining an accreditation of INSARAG (International Search and Rescue Advisory Group) External Re-classification (IER) as

Agenda. The cluster project strategy presents a scenario for development cooperation based on quantitative and qualitative evidences such as data and theories, and formulates policies to expand development impact by utilizing platform activities, etc..

a “heavy” class in FY2022 for the Japan Disaster Relief (herein after referred to as JDR) Search and Rescue Team, as well as issues pointed out by the evaluators, JICA as JDR secretariat will further strengthen the foundation of JDR Rescue Team by exchanging technical information with overseas teams, considering the introduction of new equipment and materials and updating, revising various manuals, maintaining and improving the capabilities of personnel through practical and effective training programs, and strengthening the implementation system.

- In addition, JICA will participate in the framework of international collaboration on search and rescue, disaster medicine, and infectious diseases response, and share Japan’s experiences and knowledge on emergency relief. Furthermore, in order to ensure an effective relief cooperation system, JICA will maintain and strengthen networks with related organizations and personnel inside and outside Japan. More precisely, JICA will contribute to the enhancement of search and rescue ability in the Asia-Pacific region and the strengthening of cooperative organizations by attending each meeting of INSARAG and preparing and implementing training operations. In addition, by participating in the WHO Emergency Medical Team (hereinafter referred to as “EMT”) Initiative Technical Working Group, JICA will contribute to strengthening the international collaboration framework of EMT and will work to strengthen the emergency relief network with countries in the Asia-Pacific region and share information through the active utilization of the JDR Medical Team’s resources and technical cooperation projects.
- The JDR Medical team will work toward re-classification by WHO by examining and verifying the operation of each department required for such qualification, developing manuals, conducting training and drills, expanding equipment and materials, etc required for dispatch of the team on a scale that meets the criteria for WHO EMT Type 2 (field hospital level). The JDR Medical Team will also strengthen its team structure and capabilities to prepare for dispatch in accordance with the latest international standards. The JDR Infectious Disease Response Team will develop a team structure consistent with the revision trends of the Japanese government’s Action Plan for Strengthening Measures on Emerging Infectious Diseases, while promoting structural improvements in anticipation of activities in the post COVID-19 period.

(vi) Enhance project strategies and improve systems

- JICA will make necessary institutional improvements based on the direction of the revised Development Cooperation Charter.
- JICA will promote project formulation and implementation to achieve the SDGs based on the principle of human security in the new era³ in the midst of global compounding crises. Regarding human security in the new era, JICA will further communicate its importance and relevance and continue to take initiatives to gain more endorsement in the international community.
- Regarding SDGs, JICA will promote domestic and international collaboration to achieve the SDGs and communicate JICA's initiatives in anticipation of the UN SDG Summit scheduled to be held in September 2023, among other events.
- In countries where JICA’s Country Analysis Papers are to be developed or revised, JICA will assess and analyze the challenges faced by such countries and regions, and formulate a direction for cooperation. While consulting and coordinating with the Ministry of Foreign Affairs of Japan and related organizations of partner countries, JICA will utilize the Analysis Papers when formulating, implementing, and monitoring cooperation programs and project plans for each country.
- JICA will promote its Global Agenda and work towards building a platform to share objectives and goals with diverse actors and maximize impact. JICA will also promote effective project formulation and implementation based on improved project management and collaboration with external resources for the implementation of cluster project strategies.

³ https://www.jica.go.jp/publication/pamph/issues/ku57pq00002/pgwe-att/revisiting_human_security_eng.pdf

- Regarding Technical Cooperation projects, JICA will promote effective project formulation and implementation based on financial cooperation and collaboration with external resources, while paying attention to appropriate budget execution management.
 - Regarding Finance and Investment Cooperation, JICA will continue to respond to development needs in view of the compounding crises while implementing measures set forth in the “Infrastructure System Overseas Promotion Strategy 2025 (supplementary version, June 2022)” and other Japanese government policies.
 - Regarding Grant Aid, JICA will continue to make organization-wide efforts to identify and formulate projects and promote project implementation (including appropriate management of pre-payment funds).
 - Regarding knowledge management, JICA will promote the accumulation, sharing and dissemination of knowledge within organization. In addition, promote co-creation of knowledge with other donors, international organizations, external experts, and other related parties, and promote mutual learning.
 - Regarding the promotion of co-creation and innovation, JICA will work across the projects, including fostering an organizational culture and the necessary systems.
- (vii) Proactive contribution toward international discussions and promote partnerships with international organizations and other donors
- In order to participate and contribute to the discussion, principles, standards/norms, expected roles and modalities of international cooperation, JICA will actively participate in international conferences and share Japan’s knowledge and experiences. JICA will contribute particularly to discussions on human security and efforts to achieve the SDGs, as well as discussions in major international conferences such as Global Refugee Forum.
 - JICA will respond appropriately to the Debt Service Suspension Initiative (DSSI) and the Common Framework agreed to by the G20 and Paris Club.
 - JICA will promote discussions with international organizations, bilateral donors, and others at the headquarters level, to encourage and guide the field level collaboration, to strategically implement collaborations in projects and disseminate and share visions and principles related to important challenges, such as compounding crises response, climate change measures, human security, human capital, UHC, quality infrastructure investment, and FOIP.
 - In order to make the international framework of development cooperation more comprehensive, JICA will discuss and collaborate with emerging donors and actively participate in and contribute to various opportunities to discuss the creation of frameworks and norms that include new partners. Moreover, JICA will share its experiences, lessons learned, and knowledge by participating in international discussions on South-South cooperation and triangular cooperation.
- (viii) Environmental and social considerations
- In order to avoid, minimize, reduce, mitigate, and compensate for the negative impacts of development cooperation projects on the environment and society, JICA will conduct its operations by properly complying with the JICA Guidelines for Environmental and Social Considerations, review the environmental and social considerations, and confirm the results of monitoring, while involving the members of the Advisory Committee for Environmental and Social Considerations . In order to further improve the operation of the JICA Guidelines for Environmental and Social Considerations, JICA will collect information on the operational status of the World Bank’s environmental and social policies, various issues related to environmental and social considerations, and the response of other institutions. JICA respects internationally established human rights standards, such as the International Covenants of Human Rights, when implementing development cooperation projects.
 - JICA will prepare manuals and reference materials for the promotion and proper operation of the revised Guidelines. JICA will provide consultations and opportunities for training to relevant parties inside and outside JICA to promote a better understanding

of environmental and social considerations and the revised Guidelines, as well as prepare materials for these purposes.

(ix) Fraud and corruption prevention

- JICA will collect information on fraudulent and corrupt practices through proper operation of the Consultation Desk on Anti-Corruption, and investigate and respond to reported cases properly. If any fraudulent and corrupt practices are identified, JICA will impose strict measures against the offending parties. Additionally, in order to prevent fraud and corruption, JICA will conduct trainings and awareness-raising programs for contracted personnel and JICA staff members.

2. Necessary measures to improve administrative operational efficiency

(1) Strengthen organizational structure and infrastructure, and improve operations and efficiency of operations through the promotion of DX

- In order to strengthen the foundation of strategic project operation, JICA will continue reviewing its organizational structure and operational status.
- In order to clarify the roles and responsibilities of each department and office, JICA will continuously review its internal rules.
- JICA will strengthen support and control by the Portfolio Management Office (PMO) in order to strengthen the cross-functional management of systems within organization.
- In order to improve the speed and efficiency of projects through the digitalization of operations and procedures, JICA will continue to promote the use of tools introduced through cloud computing and the Robotic Process Automation (RPA: automation of routine tasks using software-type robots on computers).
- JICA will implement measures such as in house training to improve IT(Information Technology) literacy of all JICA staffs.
- JICA will proceed with efforts to renew the information system infrastructure (computer operations, JICA information network, and Local Area Network in headquarters) and common system infrastructure (common servers and common databases) that will strengthen the infrastructure and contribute to operational improvement and efficiency.
- JICA will improve the operational efficiency in the area of Finance and Investment Cooperation through the system renewal and development corresponding to foreign currency loans for the ODA Loan System, , development of the Private-Sector Investment Finance (loan) System, and survey for systemization for other private-sector investment finance operations.
- JICA will use domestic offices as nodes for development cooperation in regions to strengthen collaboration with various partners and promote the use of facilities, while also making effective use of online correspondence.

(2) Optimize and streamline administrative operations

(i) Costs

- During the Medium-term Objective period, JICA will improve the efficiency of operational grants by at least 1.4% in each fiscal year with regard to the total general administrative and operating expenses (excluding special operating expenses and personnel expenses), while simultaneously preserving the quality of operations.
- In addition, for operations that will be newly formulated in a fiscal year that require operational grants, the operational cost will be rationalized by 1.4% or more from the following fiscal year. For expenses that are indirectly incurred in project implementation, JICA will analyze the factors of increase or decrease of the expenses in each fiscal year and improve their efficiency as necessary.

(ii) Personnel expenses

- JICA will review its staff assignments, as necessary, in order to meet the roles expected by the Japanese Government and society when contributing to the achievement of various international development goals. JICA will verify the rationality and appropriateness of salary levels strictly, including allowances, with proper consideration of other government employees, and it will continuously work to rationalize its salary levels. JICA will also disclose its salary levels for each fiscal year, its rationality, and its appropriateness to the public. In addition, taking into account the changes in the environment surrounding JICA, JICA will consider appropriate personnel plans and personnel cost structures as necessary.

(iii) Assets

- JICA will constantly review the composition and necessity of its assets. In addition, JICA will continue to disclose detailed information about its assets.

(iv) Procurement

- Through the promotion of DX, JICA will implement institutional reforms and automation of administrative processes to drastically simplify and rationalize procurement and dispatch procedures, while aiming to maximize development impact of cooperation by creating a contracting methodology that meets a requirement under the real circumstances.
- To further improve the procurement operation of domestic and overseas offices, JICA will continue to execute internal training and direct support, enhance the capacity of national staff in overseas offices, and promote the regional partnerships and cooperation among the offices.
- JICA will formulate rationalization plans for procurement with specific consideration given to JICA's operations and management, and work on the appropriate management of non-competitive-negotiated contracts in response to reviews by the JICA Contract Monitoring Committee, improvement of competition, and expansion of new participation in the procurement process.
- JICA will take measures to improve fairness, competitiveness and transparency to manage procurement appropriately, and to prevent fraud and other related risks by using external expert assessments, holding seminars, etc.
- JICA will improve and introduce a system to procure high-quality proposals at a rational price by introducing a ceiling price for proposal selection and better selection mechanism, improving the quality of technical specifications, and applying QCBS (Quality and Cost Based Selection: selection based on the quality of technical proposal and the cost of the services) to consultant contracts for technical cooperation projects.

3. Financial improvement

- For tasks that use operational grants, JICA will conduct the appropriate budget execution based on the budget, income and expenditure plan, and financial plan shown in section 6. below and while considering the quality assurance of the projects.
- In order to ensure budget execution management throughout JICA, JICA will continue strengthening governance, including reporting, control, and systems. In addition to monthly reporting of the budget execution status and semi-annual budget monitoring, each department will check the budget execution status of individual projects and thoroughly manage budget control.
- JICA will work on improving the budget management skills of staff members through continuous trainings for administrative staff members in charge of each project and budget management staff members, and trainings dedicated to each management layer.
- Regarding uncompleted projects from the previous Medium-term Objectives period due to external factors, JICA will strive to implement the projects by securing the necessary budget using the budget carried over from the previous Medium-term Objectives period.
- By analyzing the factors that caused the debt balance of operational grants at the end of the previous fiscal year, JICA will properly execute and manage the FY2023 budget and

identify projects whose expenditures have to be postponed to FY2024 due to external factors early, and make appropriate budget allocations based on the reasons for the delay and the verification of the expenditure scope.

- JICA will work to secure its own revenues, and properly manage and use those revenues.

4. Security measures and construction safety

- In order to ensure the safety of those involved in international cooperation projects, JICA will steadily and promptly implement safety measures based on the “Final Report of the Council on Safety Measures for International Cooperation Projects” announced on August 30, 2016, and the Declaration on Safety Measures, which was revised and announced on October 6, 2022.
- JICA will ensure the safety of all parties involved based on a systematic safety management approach. Specifically, JICA will take appropriate safety measures based on the constant collection and analysis of information, respond in a timely and appropriate manner to unforeseen events, and strengthen its capacity and systems to support these measures.
- JICA will raise awareness of safety management and promote concrete changes in behavior through the improvement and implementation of training programs and the development and dissemination of educational materials, so that all concerned individuals can engage with a high level of awareness that they will ensure their own safety.
- In addition, JICA will work on security measures that take into account the trend of increasing and worsening crimes due to the global pandemic of COVID-19 and the subsequent price hikes, as well as the movements of terrorist forces.
- JICA will work on safety measures for construction projects for facilities, etc., through the appropriate application and review of guideline documents on construction safety measures and the implementation of seminars that contribute to strengthening safety measures at construction sites. In particular, JICA will intensively investigate and provide advice on safe construction in countries with a high number of accidents and large project scale.

5. Other important operational management items

(1) Internal control

(i) Development and operation of internal control

- Based on JICA’s Statement of Operational Procedures, JICA will develop necessary rules and regulations to ensure the proper function of its internal controls and continue to raise further awareness among staff members about internal controls through training programs, etc.
- In order to ensure internal control within JICA, JICA will regularly monitor the operational status of internal control and report the results to its board members, while sharing the results fully within JICA.
- JICA will conduct its performance evaluation based on its Medium-term Plan and Annual Plan to improve its operational effectiveness and efficiency.

(ii) Risk assessment and responses for organizational operations

- JICA will perform risk identification, analysis, and assessment to appropriately address risks in its administrative operations and implement appropriate responses by reporting and discussing such risks at the Risk Management Committee, etc.
- In order to ensure appropriate administrative operations of finance and investment cooperation, JICA will identify, measure, and monitor various risks associated with the finance and investment account for proper risk management.

- (iii) Internal audits
 - JICA will carry out internal audit in accordance with the International Professional Practices Framework of internal auditing and steadily conduct follow-up to audit findings.
- (iv) Internal and external information communication systems
 - JICA will properly manage the Internal Whistleblowing system and the External Reporting system, and promptly and appropriately respond to cases reported through those systems.
- (v) Response to information security
 - Based on the revision of the “Common Standards Group on Cybersecurity Measures of Government Agencies and Related Agencies” and the audit by the National center of Incident readiness and Strategy for Cybersecurity, JICA will revise its information security management rules and regulations concerning cybersecurity measures, review the plan to promote information security measures, and strengthen the organizational capability to respond to information security.
 - In the outsourcing contract for the next generation information system infrastructure, JICA will take measures to ensure that the information security measures based on the above Standard and the personal information protection measures based on the "Act on the Protection of Personal Information" will function reliably.

6. Budget, income and expenditure plan, and financial plan (excluding the finance and investment account)

See Attachments 1, 2, and 3.

7. Short-term loan ceilings

General Account: 63 billion yen, Finance and Investment Cooperation Account: 470 billion yen

Reasons: The General Account requires loans to avoid late payments of personnel expenses to staff members and operational expenses in the event of an approximately 3-month delay in the receipt of operational grants from the Japanese Government. The Finance and Investment Cooperation Account requires loans to quickly and efficiently address events such as short-term funding gaps involving short-term loan repayments and the collection of loans receivable, temporary funding when Fiscal Investment and Loan Program (FILP) agency bonds are issued, rapid changes in the amount of loans extended, and other events.

8. Plan on the disposal of assets if there is any unnecessary asset or any asset that is expected to become unnecessary

Not applicable.

9. Plan on the transfer of important assets or provision of assets as security other than the assets provided in the preceding item

Not applicable.

10. Using surplus funds (excluding the Finance and Investment Cooperation Account)

JICA may allocate surplus funds to programs that will be able to improve its quality of operations, facilities, and equipment, while simultaneously taking into account the progress

of the Medium-term Plan. The use of reserve funds that have been accumulated by incurred profits through reductions of expenditures covered by operational grants will be limited to expenditures that will be covered by the operational grant (excludes those covered by subsidies, which are allocated separately).

11. Other operational management related items stipulated by ordinances of the competent Ministry

- (1) Plan for facilities and equipment
 - JICA will carry out maintenance work at several domestic offices, including large-scale renovation work at JICA Yokohama Center. In addition, JICA will undertake the improvement of relevant subjects such as regulations of procurement and contract, information infrastructure and implementation unit, etc., with a view to enhancing the competence for maintenance work of domestic offices.
- (2) Personnel planning for strengthening organizational capacity
 - JICA will assign the right people to the right positions to ensure total optimization and achieve the organizational goals by providing each JICA staff member with the chance to maximize their potential capacity. JICA will implement various personnel measures, including creating an environment that allows female staff to take more leading roles. JICA will also work to secure human resources to enhance its capacity to respond to more advanced and diversified operations, and develop an environment where staff members can autonomously enhance their capacity according to their own interests and aptitudes for expanding their career development opportunities.
 - In particular, JICA will steadily operationalize and promote the new vision for JICA staff and the evaluation system that reflects it, which was set as part of the overall personnel system review. JICA will also increase open recruitment posts to promote autonomous career development. In addition, for the fixed-term employment system, JICA will strive to secure excellent human resources, train them so that they can quickly join the workforce, and ensure appropriate employment and labor management. Leveraging the experiences of the COVID-19 crisis, JICA will support the improvement of the autonomous health management capacities of staff members.
- (3) Disposal of reserve funds that can be appropriated for financial resources of operations prescribed in Article 31, Paragraph 1 of the Act for the Incorporated Administrative Agency-Japan International Cooperation Agency (Act No. 136 of 2002, hereinafter referred to as the “JICA Act”) as well as in Article 4, Paragraph 1 of Supplementary Provisions
 - When reserve funds remain in the final fiscal year of the previous Medium-term Objectives period after the procedure prescribed in Article 44 of the General Rules, the portion of the amount approved by the competent ministers can be used as follows: for contracts where liabilities exceed the medium-term Objectives period due to unavoidable circumstances in the immediately preceding Medium-term Plan; and for handling accounts such as the amount that affects profits and losses in the account for transitional functions that were recorded during the previous Medium-term Objectives period and in other cases (excluding operations for Finance and Investment Cooperation).
 - For recovered claims and other funds that have been received during the previous Medium-term Objectives period, those funds will be properly submitted to the Japanese Government in accordance with the Act for the Incorporated Administrative Agency Japan International Cooperation Agency.

(Annex) List of Indicators

(Attachments) Budget, Income and Expenditure plan, and Financial plan

(Annex)

List of Indicators

1. Measures to achieve quality operational improvements, including services provided to citizens		
(1) Secure a foundation and driving force for economic growth in developing areas (“Quality growth” and poverty eradication through such growth)		
[Indicator 1-1]	Progress status of initiatives related to the improvement of urban management capacity in countries with rapid urbanization	
[Indicator 1-2]	Number of long-term plans formulated for overall transportation and each transportation subsector and the number of measures for the improvement of public transportation	4 cases
[Indicator 1-3]	Number of staff members of maritime security agencies, etc., whose capacity has been enhanced	60 people
[Indicator 1-4]	Development of an environment for the stable supply of low-cost and low-carbon electricity	
[Indicator 1-5]	Number of trained human resources in the field of natural resources	20 people
[Indicator 1-6]	Number of industrial human resources trained (private sector human resources)	18,500 people
[Indicator 1-7]	Number of companies that received support services to strengthen their competitiveness	700 companies
[Indicator 1-8]	Number of small-scale farmers who benefited from the SHEP approach	30,000 farmers
[Indicator 1-9]	Number of human resources who benefited from rice cultivation cooperation in Africa (researchers, engineers, extension workers, farmers, etc.)	50,000 people
(2) Promote people-centered development that supports basic human life in developing areas (“Quality growth” and poverty eradication through such growth)		
[Indicator 2-1]	Number of people who benefited from ensuring payable health care services	1.2 million people
[Indicator 2-2]	Development status of the health care system that can respond to public health crises such as COVID-19	
[Indicator 2-3]	Number of trained core nutrition human resources (policy makers, decision makers, extension workers, etc.) to promote nutrition improvement in developing countries	800 people
[Indicator 2-4]	Progress status of initiatives by cross-sectoral and multi-institutional collaboration that contribute to nutrition improvement	
[Indicator 2-5]	Number of children who benefitted from learning improvement support	5,700,000 people
[Indicator 2-6]	Progress status of the social participation of people with disabilities in developing areas	
[Indicator 2-7]	Development status of an environment where people can enjoy sport according to their interests regardless of their attributes	
(3) Share universal values and realize a peaceful and secure society		
[Indicator 3-1]	Progress status of building a country and society that prevents the occurrence and recurrence of violent conflicts	
[Indicator 3-2]	Progress of legislative, administrative, and judicial initiatives that contribute to the promotion of citizens’ rights protection	
[Indicator 3-3]	Number of people who acquired academic degrees in themes related to governance through JICA’s scholarship programs (policy makers, decision makers, etc., in the field of justice and administration)	100 people
[Indicator 3-4]	Progress status of initiatives on strengthening the national fiscal base on both revenue and expenditure sides, on appropriate macroeconomic management and strengthening the financial system, and on developing the system necessary for trade facilitation and strengthening the capacity	
[Indicator 3-5]	Ratio of gender-related projects in all projects (Technical Cooperation,	25%

	Finance and Investment Cooperation, and Grant Aid)	
[Indicator 3-6]	Percentage of women in trainings and JICA's scholarship programs (number-based)	37%
[Indicator 3-7]	Number of trained core human resources in each country who support the progress of digitalization (policy makers, decision makers, private businesses involved in the implementation, etc.)	200 people
[Indicator 3-8]	Progress status of the use of digital technologies and data with the aim of increasing development effects	
(4) Build a sustainable and resilient international community by addressing global challenges		
[Indicator 4-1]	Number of trained human resources who contribute to climate change measures	2,000 people
[Indicator 4-2]	Progress status of the development plans of developing countries that take into account climate change measures where the government's ability to respond to climate change has improved	
[Indicator 4-3]	Number of trained administrative officers in charge of natural environment conservation	1,000 people
[Indicator 4-4]	Number of trained environmental management administrative officers	2,000 people
[Indicator 4-5]	Strengthening of independent and sustainable water resources management, and improvement status of the operation and management of water supply utilities and institutions for irrigation, drainage, and water management (water users' associations)	
[Indicator 4-6]	Number of trained human resources for water supply and the number of population with access to water now as a result of water supply	Number of trained human resources: 7,000 people Population with access to water supply: *Note
[Indicator 4-7]	Number of trained administrative officers, etc., (policy and plan makers, etc.) who support organizations in charge of DRR infrastructure and important infrastructure (government offices in charge of river and sand erosion control, infrastructure-related government agencies)	1,000 people
[Indicator 4-8]	Number of strategies, plans, policies, etc., to realize pre-disaster investment projects	4 cases
(5) Regional priority initiatives		
[Indicator 5-1]	Progress status of development cooperation based on the regional characteristics, geopolitical position, and Japan's regional commitments and policies	
[Indicator 5-2]	Number of newly developed and revised JICA's Country Analysis Papers and Working Papers for Project Planning	140 papers
(6) Cultivate future leaders in developing areas, who can foster a long-lasting bilateral relationship between each country and Japan through the JICA Development Studies Program and the JICA Chair		
[Indicator 6-1]	Number of human resources with a great affinity toward and knowledge of Japan trained through the JICA Development Studies Program and the JICA Chair	1,200 people
[Indicator 6-2]	Progress status of efforts that contribute to the continuous maintenance and development of relationships with human resources trained through the JICA Development Studies Program, the JICA Chair, etc.	
(7) Contribute to the resolution of development issues through partnerships with the private sector and other partners		
[Indicator 7-1]	Number of corporations and organizations that used preparatory surveys and projects for small and medium enterprises and SDGs Overseas Business Expansion	85 corporations/organizations
[Indicator 7-2]	Number of corporations and organizations that used consultations to resolve development issues in developing areas and promote overseas business expansion	840 corporations/organizations

(8) Strengthen ties between various partners and developing areas and contribute to the acceptance of foreign human resources and multicultural coexistence		
[Indicator 8-1]	Status of dispatch of JOCV and efforts to promote social activities of returned volunteers and increase the number of participants	
[Indicator 8-2]	Number of organizations and companies that received JICA's support for the acceptance of foreign human resources and multicultural coexistence in society through former JOCV members, coordinators for international cooperation, JICA's domestic offices, etc.	40 organizations/companies
[Indicator 8-3]	Progress status of efforts for partnerships with local governments	
[Indicator 8-4]	Number of participants involved in support projects for NGOs' activities	500 people
[Indicator 8-5]	Progress status of efforts for NGO/CSO cooperation and strengthening project implementation capacities	
[Indicator 8-6]	Progress status of research to acquire new knowledge and technologies in collaboration with research institutions in developing countries	
[Indicator 8-7]	Number of participants in the development education instructor training programs for educators	12,000 people
[Indicator 8-8]	Number of participants in the Training Program for Japanese Descendants	140 people
(9) Strengthen foundations for operational implementation		
[Indicator 9-1]	Number of domestic media reports and major overseas media reports published by Public Relations through press releases, etc.	130 cases
[Indicator 9-2]	Number of engagements on social media accounts (Japanese/English)	342,000 cases
[Indicator 9-3]	Number of comprehensive and cross-sectional project evaluations and analyses (number of cross-sectional, detailed, quantitative, and qualitative analyses newly started)	5 cases
[Indicator 9-4]	Number of registrations to the international cooperation career information website (PARTNER)	8,000 people
[Indicator 9-5]	Number of participants in Capacity Enhancement Training	437 people
[Indicator 9-6]	Number of publications of research results	60 publications
[Indicator 9-7]	Promotion status of efforts to strengthen emergency relief systems	
[Indicator 9-8]	Cooperation status with various development partners based on the JICA Global Agenda (project strategy by issue)	
[Indicator 9-9]	Number of international conferences in which JICA participated and/or shared its activities	140 conferences
[Indicator 9-10]	Appropriate operational status of the JICA Guidelines for Environmental and Social Considerations	
[Indicator 9-11]	Implementation status of raising awareness for JICA's relevant parties to prevent fraud and corruption (number of participants in training programs for JICA staff members and experts and JICA's internal and external seminars)	120 people
2. Matters concerning the efficiency of administrative operations		
(1) Operations and efficiency improvement by strengthening organizational structures and foundations and promoting DX		
[Indicator 10-1]	Implementation of trainings, seminars, etc., for IT literacy improvement	12 times
(2) Optimize and streamline administrative operations		
[Indicator 11-1]	Improvement of the efficiency of general administrative and operating expenses (excluding special operating expenses and personnel expenses)	1.4% or more every fiscal year

[Indicator 11-2]	Number of target contacts for which external experts' assessments were made	70 contracts
[Indicator 11-3]	Number of projects discussed at the Contract Monitoring Committee	30 projects
4. Matters concerning safety measures and construction safety		
[Indicator 13-1]	Number of participants from those involved in international cooperation projects in safety measures trainings	3,200 people
[Indicator 13-2]	Number of surveys, seminars, etc., implemented for construction safety	112 cases
5. Other important matters related to administrative operations		
(1) Internal control		
[Indicator 14-1]	Number of times internal control monitoring was conducted	2 times
[Indicator 14-2]	Number of risk management committee meetings	6 times
(2) Personnel planning for improving organizational strength		
[Indicator 15-1]	Percentage of female managers	*Note

* Note: The target value is not set for each fiscal year and evaluation based on the target is not conducted, but the target achievement status is measured throughout the Fifth Medium-term Objectives period.

(unit: million yen)

Items	Priority development cooperation issues	JICA Development Studies Program/JICA Chair	Partnerships with private sector	Partnerships with various development partners	Strengthening of foundation for operational implementation	Common to agency	Total
Revenue							
Operational grants	99,144	8,627	5,879	20,992	5,729	9,931	150,302
Subsidies for facilities, etc.	-	-	-	-	-	1,549	1,549
Interest income & miscellaneous income	298	-	-	-	-	-	298
Contracted programs	502	-	-	6	5	-	513
Donations	-	-	-	78	-	-	78
Other revenue	-	-	-	-	-	-	-
Reversal of reserve fund carried over from previous Medium-term Objective period	-	-	-	-	-	-	-
Total	99,944	8,627	5,879	21,075	5,734	11,480	152,739
Expenditures							
Operating expenses	99,441	8,627	5,879	20,992	5,729	-	140,668
(Excluding special operating expenses)	99,441	8,627	5,879	20,992	4,849	-	139,788
Facilities	-	-	-	-	-	1,549	1,549
Contracted programs	502	-	-	6	5	-	513
Donation programs	-	-	-	78	-	-	78
General administrative expenses	-	-	-	-	-	9,931	9,931
Total	99,944	8,627	5,879	21,075	5,734	11,480	152,739

[Estimate of personnel expenses] The estimated personnel expenses for the period is 17,912 million yen. However, the figures in the table above only reflect expenses associated with remunerations to officers, basic salaries, work-related expenses and overtime allowances, and administrative leave pay.

[Metric used to calculate operational grants] Operational grants were calculated using the rule-based method.

[Reference] Regional budgeted disbursement in FY2023 for operating expenses under "Priority development cooperation issues" is shown in the table below.

	Southeast Asia and Oceania	East and Central Asia and the Caucasus	South Asia	Latin America and the Caribbean	Africa	Middle East and Europe	Worldwide
Breakdown of operating expenses under FY2023 "Priority development cooperation issues"	25,192	4,323	12,437	7,736	33,166	8,582	8,005

[Note 1] In some cases, the numbers do not correspond to the figures reflected in the "Total" section because they are rounded.

[Note 2] Grant aid plans are determined by the cabinet, so the budget, income and expenditure plan, and funding plan prescribed in Article 13, Paragraph 1, Item 3 (i) of the JICA Act (Act No. 136 of 2002) are not included.

Income and expenditure plan

Attachment 2

(unit: million yen)

Items	Priority development cooperation issues	JICA Development Studies Program/ JICA Chair	Partnerships with private sector	Partnerships with various development partners	Strengthening of foundation for operational implementation	Common to agency	Total
Expenses	100,559	8,680	5,915	21,205	5,770	12,858	154,987
Ordinary expenses	100,559	8,680	5,915	21,205	5,770	12,858	154,987
Operating expenses	100,056	8,680	5,915	21,122	5,765	-	141,539
(Excluding special operating expenses)	100,056	8,680	5,915	21,122	4,885	-	140,659
Contracted programs	502	-	-	6	5	-	513
Donation programs	-	-	-	78	-	-	78
General administrative expenses	-	-	-	-	-	10,847	10,847
Depreciation	-	-	-	-	-	2,011	2,011
Financial expenses	-	-	-	-	-	-	-
Extraordinary loss	-	-	-	-	-	-	-
Revenue	100,559	8,680	5,915	21,205	5,770	12,858	154,987
Ordinary revenue	100,559	8,680	5,915	21,205	5,770	12,858	154,987
Operational grants	99,144	8,627	5,879	20,992	5,729	9,793	150,164
Interest income & miscellaneous income	290	-	-	-	-	-	290
Contracted programs	502	-	-	6	5	-	513
Donations	-	-	-	78	-	-	78
Reversal of contra-account for assets funded by operational grants	-	-	-	-	-	2,011	2,011
Contra-account for provision for bonuses	615	53	36	130	35	179	1,049
Contra-account for provision for retirement benefits	-	-	-	-	-	876	876
Financial revenues	8	-	-	-	-	-	8
Interest income	8	-	-	-	-	-	8
Other revenue	-	-	-	-	-	-	-
Extraordinary profit	-	-	-	-	-	-	-
Net income (loss)	-	-	-	-	-	-	-
Reversal of reserve fund carried over from the previous Medium-term Objective period	-	-	-	-	-	-	-
Gross profit (loss) for the current year	-	-	-	-	-	-	-

[Note] In some cases, the numbers do not correspond to the figures reflected in the "Total" section because they are rounded.

(unit: million yen)

Items	Priority development cooperation issues	JICA Development Studies Program/JICA Chair	Partnerships with private sector	Partnerships with various development partners	Strengthening of foundation for operational implementation	Common to agency	Total
Cash outflow	99,952	8,627	5,879	21,075	5,734	41,414	182,682
Operational payments	99,944	8,627	5,879	21,075	5,734	9,793	151,052
Operating expenses	99,441	8,627	5,879	20,992	5,729	-	140,668
(Excluding special operating expenses)	99,441	8,627	5,879	20,992	4,849	-	139,788
Contracted programs	502	-	-	6	5	-	513
Donation programs	-	-	-	78	-	-	78
General administrative expenses	-	-	-	-	-	9,793	9,793
Investment payments	-	-	-	-	-	1,687	1,687
Purchases of non-current assets	-	-	-	-	-	1,687	1,687
Financial payments	-	-	-	-	-	-	-
Payments to national treasury for unnecessary properties	-	-	-	-	-	-	-
Payments to the national treasury	-	-	-	-	-	-	-
Reserve funds that are carried into the next business year	9	-	-	-	-	29,934	29,943
Cash inflow	99,952	8,627	5,879	21,075	5,734	41,414	182,682
Operational proceeds	99,944	8,627	5,879	21,075	5,734	9,931	151,190
Operational grants	99,144	8,627	5,879	20,992	5,729	9,931	150,302
Interest income & miscellaneous income	298	-	-	-	-	-	298
Contracted programs	502	-	-	6	5	-	513
Donations programs	-	-	-	78	-	-	78
Other revenue	-	-	-	-	-	-	-
Investment proceeds	9	-	-	-	-	1,549	1,558
Subsidies for facilities	-	-	-	-	-	1,549	1,549
Sales of non-current assets	-	-	-	-	-	-	-
Loan collection	9	-	-	-	-	-	9
Financial proceeds	-	-	-	-	-	-	-
Reserve funds carried over from previous business year	-	-	-	-	-	29,934	29,934

[Note] In some cases, the numbers do not correspond to the figures reflected in the "Total" section because they are rounded.